



# **COMMUNITY INITIATIVE FOR SUSTAINABLE DEVELOPMENT (COMINSUD)**

## **PERSONNEL POLICY**



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## **SECTION: 1.0 General Human Resources Management Policy**

### **1.1 General Human Resources Policies**

#### **- Purpose and Roles - Application - Exception – Complications - Specific Objectives – Amendment and Reviewed**

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##### **A. PURPOSE AND ROLES**

**Purpose:** These policies are designed to assist the COMINSUD Management to deal consistently with Human Resources issues and to outline the rights, benefits and what is expected of every COMINSUD employee:

##### **Roles:**

1. COMINSUD Board of Directors shall determine jobs to be performed, COMINSUD Board offers employment, and compensates employees for the work done based on defined task and performance quality.
2. The Coordinator is responsible for utilizing and applying the personnel policies consistently in dealing with human resources issues. He/she is encouraged to seek advice from the officer in charge of Human Resources, the Board and other competent public offices in addressing complicated human resources issues. The Coordinator is expected to provide leadership in implementing the policies any and to set positive examples for other employees.
3. Employees shall read, understand and conform within the norms of the policies and procedures that affect or apply to their employment.
4. The officer in charge of Human Resources shall oversee the implementation of approved Human Resources procedures as necessary, consistent with the policies in this manual. The officer in charge of Human Resources shall also provide guidance to staff in the interpretation and intent of this manual and assist in addressing employment issues.

##### **B. APPLICATION:**

These policies shall apply to all employees of the organization regardless of funding source or employment status, except where they are specifically excluded. These policies do not create an employment contract by implication. The rights and privileges granted employees are only those specifically stated.

##### **C. EXCEPTIONS:**

Exceptions to these policies shall fall within the competence of COMINSUD Board of Directors,

##### **D. SPECIFIC OBJECTIVES:**

These policies are intended to:

- a. Serve as a guide to management action to facilitate decision-making and enhance objectivity in decision-making
- b. Improve organizational effectiveness, individual's performance and job satisfaction
- c. Provide opportunity of delegation of authority and reduced ambiguity

- d. Provide predictability and consistency to actions taken by different people in the organization at different times
- e. Enable COMINSUD management to anticipate future problems, issues or opportunities relating to human resources and prepare to handle them.

#### **E. COMPLICATIONS:**

Complications may arise as a result of:

- a. Changes in the Labour Code, National Social Insurance Guide and relevant that may cause these policies to be outdated.
  - b. Poor understanding, interpretation and implementation arising from the inability to determine the right situation to implement a particular policy by those responsible.
- To migrate these complications, copies of these policies shall be made available to staff.

#### **F. AMENDMENTS:**

These policies shall be amended as deemed necessary by the Board based on issues observed and or recommendations to enhance its improvement of its functionality and application.

### **SECTION: 1.0 General Human Resource Management**

#### **Policy 1.2 Management Policies**

##### **Composition of and management**

The composition of COMINSUD management team (where necessary and feasible) shall be determined by the Management Board of COMINSUD

##### **Competence of Management:**

The Board shall ensure that a competent Coordinator is recruited or appointed to run the day-to-day operations of COMINSUD and his/her performance is reviewed annually.

##### **General Function of Management**

1. Developing and maintaining the highest possible level of performance.
2. Developing and maintaining good employee working relationship and conduct.
3. Planning, organizing, directing, coordinating and supervising all functional activities and responsibilities.
4. Preparing budgets, work plans, performance reports and other documents as required.
5. Submitting periodic reports to the Board, partners and collaborators and other stakeholders as required
6. Implementing approved personnel policies and procedures as outlined in this manual
7. Implementing and maintaining internal operating policies, procedures and control
8. Safeguarding and accounting for asserts for which there is custodial responsibility
9. Representing COMINSUD in official functions within the powers conferred.
10. Approving or disapproving all documents in accordance with responsibilities conferred
11. Managing employee performance in accordance with established policies and procedures.
12. Maintaining reporting relationships.
13. Coordinating activities with other governmental and non-governmental institutions within the limits of the powers conferred.



14. Upholding COMINSUD policies and ensuring conformity to the NGO's regulations and norms.

#### **Appointing a Qualified Coordinator:**

The key to finding the right person for the job of Coordinator is to understand what COMINSUD needs. This shall be facilitated through the preparation of thorough job description specifying the:

- Duties and responsibilities of the position and
- Knowledge, experience, personal skills and attributes required for the position

In selecting the appropriate candidate, the Board shall match the skill set of the individual to the needs of COMINSUD. external assistant could be sought in the process of recruiting a qualified and competent individual for the position.

#### **Reviewing the Coordinator 's Performance:**

The review process shall be enhanced using COMINSUD employee's performance appraisal frame that incorporates factors from the job description, strategic and business plan as well as the Board decisions. The Board or a Sub Committee of the Board shall be given the responsibility for the Coordinator's evaluation. Where a Sub Committee does the evaluation, it shall present the results and recommendations to the Board for approval and to make its opinion on the performances of the Coordinator. The result shall be shared with the Coordinator for him or her feedback.

The review is followed by supportive coaching, training etc. to reinforce positive behaviour and/or change negative behaviour that is expected to enhance performance. In the case where such performance is not satisfactory the Board shall address the issue directly.

**Coordinator's Remuneration** The salary level of the Coordinator shall be competitive and reflect both the scope of responsibility in terms of COMINSUD volume of programs/projects/activities, staff, asserts as well as the Coordinator's success in meeting objectives and performance criteria mutually agreed upon with the Board. The Board shall review and approve the remuneration annually upon based on performance results establish from the evaluation.

#### **Replacing the Coordinator**

Whenever the hiring of a new Coordinator is required due to questionable conduct of previous Coordinator such as fraud, poor performance or successive deficits, the Board shall ensure that an exit audit is conducted on the departing Coordinator. The Board shall determine how best this might be performed, will consider using an external auditor.

#### **Responsibilities the Management of Board shall be responsible for:**

- The recruiting and evaluating the Coordinator an exit audit upon the resignation, termination or demotion of a manager.
- Evaluation of the Board and individual Board member.

**SECTION: 1.0 General Human Resources Management**  
**POLICY:**

#### **1 .3 Organizational Structures**

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#### **POLICY STATEMENT:**

COMINSUD shall at all times maintain an organizational chart consistent with the evolution of the organization to enable it fully attain its strategic objectives.

The purpose of the organizational chart is to show employees how their positions fit into the total structure and how it relates with other functions of COMINSUD.

The organizational chart shall be proposed by Coordinator and approved by the Board. The Coordinator shall communicate any modifications on the structure to all Staff.

## **SECTION: 2.0 MANPOWER PLANNING, RECRUITMENT AND SELECTION POLICIES POLICY:**

### **2.1 Recruitment and Selection Process**

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#### **POLICY STATEMENTS:**

- A. COMINSUD will comply with applicable national laws that govern the employment relationship between employer and its employees. COMINSUD shall provide equal opportunities to all employees consistent with the employment requirements and qualifications. It shall not discriminate in regards to colour, tribal origin, age, sex, race, or religious belief. Staff shall be recruited and placed according to the needs of the organization. COMINSUD shall select the applicants who possess the necessary qualifications to perform the duties of the position in most the effectively.
- B. In matters of recruitment, COMINSUD shall:
  - i. Advertise all vacancies internally and externally where required, except when a position is to be filled by:
    - Internal promotion/demotion of an employee
    - Placement of a former employee with preference for re-employment.
  - ii. Ensure that applicants are kept informed of their progress in the recruitment procedure.
  - iii. Seek possible candidates on the basis of their ability to perform the job required.
- C. Prospective employees of COMINSUD must fulfill the following conditions:
  - i. Be a Cameroonian, except on special consideration approved by the Board in line with the rules and regulations in force.
  - ii. Must not have been dismissed or terminated from any earlier employment for questionable behaviour.
  - iii. Must not have been sanctioned by the law courts for theft, corruption, embezzlement, bribery, swindling, misappropriation or any act of dishonesty.
- D. Transparency shall be the key concept of the recruitment process and following procedure shall be used to ensure it.
  - i. A ToR must be prepared for each position that becomes available at COMINSUD.
  - ii. A long list of all qualified candidates who applied for the position shall be prepared.
  - iii. A short list of the best candidates who qualify for the position shall be prepared to undergo the selection or test and their scores eventual determines who to attend an oral interview.



- iv. The recruiting team's individual interview scores for each candidate shall constitute a part of the recruitment file.
- v. The interview team shall then group the results and select the best candidate.
- vi. The rationale (justification) for selecting the candidate and their complete application shall be part of the recruitment file.
- vii. The recruitment file for each position shall be preserved in COMINSUD for future reference.
- viii. The information of the top three candidates shall be preserved for exploitation.

### **Initiating the Recruitment Process**

The Board shall approve the recruitment process upon receipt of an approved Employment Requisition for existing position planned, budgeted and with a secure means of payment for the position.

### **Recruitment**

Recruitment is the process of selecting the most suitable from a job position from a pool of applicants. The objective is to ensure that the organization's demand for manpower is met by attracting potential recruits in a cost effective and timely manner.

Possible manpower sources such as internal candidates, candidates within the NGO circles, external advertisements, job bank, consultants, referrals, and unsolicited applicants shall be considered.

The minimum required education and training for entry into any job shall be determined from the job description. All results of the successful candidates shall be published. Those that appear promising for future employment shall be retained in the job bank.

### **Job Postings:**

All job vacancies shall be posted internally on the organization's notice boards at the head office. Internal candidates and candidates within NGO circles who possess the desired qualifications and skills shall be given prime consideration.

An internal candidate may be appointed to a vacant position without going through all the recruitment process only with the approval of the Board otherwise all positions must be subject to the entire recruitment process.

### **Eligibility:**

Employees who have served in COMINSUD for at least six months are eligible to apply for a posted position.

Any employee who has received a "written warning" about his/her performance during the last six months prior to the posting is ineligible for consideration.

To apply for an internal opening, employees shall forward a written application to the Coordinator with up-to-date curriculum vitae before the deadline indicated on the posting.

Job postings shall generally have a deadline for receipt of applications.

### **“Acting” Appointments**

Employees may be appointed to a position in an "acting" capacity, foregoing the normal hiring procedure. When the position is to be filled on a permanent basis the normal hiring procedure shall be initiated.

### **Screening Applications**

Screening is the process of selecting applications into suitable positions, or shortlist those worthy of an interview.

The Recruitment Committee shall screen all applications and establish a list of qualified applicants. If there are many qualified applicants in the long list, further screening tools such as preliminary interviews, tests, reference checks, physical examination and final interviews will be used.

Short-listed candidates shall attend an interview relevant to the job solicited. The Recruitment Committee shall conduct a proper reference check of short-listed candidates before the date of the final interview.

### **The selection process:**

**Referrals Checks:** The Human Resources Staff shall check the references of short-listed candidates before the date of the final interview.

**Offer of Employment:** The authority to offer employment is vested with the Coordinator of COMINSUD and Board Chair person.

An offer of employment shall only be given if the selection is consistent with existing policies and criteria established for the job.

The Human Resources Staff/RC shall indicate the proposed pay rate in compliance with the project and budget before an offer of employment is made to the applicant. Such proposal shall be consistent with the classification and compensation policies and annual budget of the Organization.

### **Selection and Concluding the Hiring process**

Selection can simply be referred to as "choosing among alternatives". The aim is to identify from the pool of applicants those individuals most likely to fulfill the requirements of the organization.

a. Once all candidates have been interviewed, tested and their references checked a final selection can be made. If after the final interview there is still not a clear-cut choice for the position, the recruitment team may decide to re-interview the final candidates or re-advertise the position.

b. The preliminary selection interview might be composed of a written and/or oral interview. Only those who are short-listed shall attend the second interview.

c. After the selection interview, the selected candidate shall be required to compile (at his or her expense) and submit to the human resources department/RC documents as required by the Human Resources Staff.

d. The staff shall be offered an engagement letter. On receipt of this letter, the recruited has 72 hours within which to accept or reject the offer. Silence after this period shall amount to rejection of the offer and COMINSUD shall have no further obligation to employ the staff thereafter.

e. The engagement letter shall indicate the conditions and terms of the employment especially noting that the probation period may be extendable once.

f. Employees who fail to complete their probationary period shall not be considered for another position.

### **Interview Expenses:**



Applicants shall bear their cost for the interview. However, as approved by the Board, some key positions may be reimbursed interview expenses subject to the availability of funds. In this case, the reimbursement shall be limited to the transport expenses at the official rates.

**Hiring of relatives and friends:**

1. To promote consistency and equality in the treatment of all employees, to prevent breaches in confidentiality, to prevent improper influences in employment and to prevent the perception of favouritism, COMINSUD shall not employ, in any position, the immediate relatives of current employees if:
  - a. One is supervising the other on a regular basis.
  - b. There is potential for creating an adverse effect on supervision, security, morale or the potential for a conflict of interest.
2. For purposes of this policy, the term "relative" is defined as an individual who is related by blood or marriage to the employee.
3. If the employee becomes related after employment and a conflict such as described above is created or if reorganization creates such a conflict, three months shall be allowed to resolve the problem voluntarily or by transfer of one of the employees. If this is not possible, the employee with the most recent date of continuous employment shall be released.
4. Employees and Board Members shall refrain from influencing all actions having to do with the employment of relatives and friends.

**Recruitment Panel for Various positions shall be composed of:**

**For Coordinator Position:**

- ✓ BOD Chairperson
- ✓ BOD Member(s)

**For Top Management Positions:**

- ✓ BOD Chairperson
- ✓ Coordinator
- ✓ BOD Member(s)

**For Project Operational Positions:**

- ✓ A Board Member
- ✓ The Coordinator
- ✓ The Administrator
- ✓ Project Lead/Head

**For Clerical Positions:**

- ✓ The Coordinator
- ✓ The Administrator
- ✓ Project Lead/Head

**New Employee Orientation:**

All new employees shall be assigned to a supervisor for orientation.

**Basic Work Week:**

The basic work week is six days - Monday through Saturday. Standard hours of work for all employees excepting day and night watch with 56 hours, is 40 hours per week. However, Sundays can be used for work as needed.

Working hours shall be from **8.30am to 4.00pm** on week days and from **8.30am to 12.00pm** on Saturdays for office staff.

For the Day guard work hours run from **7.30am to 5.00pm** on week days and from **7.30am to 3.00pm** on Saturdays.

The Janitor starts works from **7.30am to 3.00pm**

### **Break Periods:**

The modalities of the break times (periodicity) are defined according to the needs of the service by the immediate supervisor. It shall not exceed One Hour.

### **Annual Vacation**

Any employee is entitled to Two (2) weeks (15 working days) of paid leave per year. The employee cannot waive this leave.

The right to enjoy the leave is acquired after a period of service equal to one (1) year. No cash compensation will be paid for holidays not taken during the corresponding period.

The date of the leave is proposed by the employee but validated by the supervisor and the administration. Leave must be taken during the year for which it is granted.

Absences due to illness or accident duly recorded by a registered doctor and periods of maternity leave are not deducted from annual leave.

Vacations can only be taken with the prior approval of the direct supervisor. Any request for leave must be made in writing at least One month in advance. Depending on the circumstances, the Employer may decide to schedule the vacation or not.

### **Maternity Leave**

Any COMINSUD employee, regardless of the duration of her contract (determined or indefinite) benefits, in case of pregnancy, the rights stated below.

On the occasion of her delivery, the employee has the right to suspend her work for fourteen (14) consecutive weeks, including four (4) weeks before delivery and ten (10) after delivery.

This leave may be extended by six (6) weeks in case of duly ascertained illness resulting either from pregnancy or from childbirth.

The Employment Contract is suspended for the duration of the maternity leave (Article 32 of the Labour Code), and will be renewed after the suspension for the remaining period.

In order to schedule this leave, the employee must notify COMINSUD of her pregnancy no later than four (4) weeks before the expected date of delivery, by submitting a medical certificate.

For the duration of her maternity leave, COMINSUD employee will benefit from the protection granted by the National Social Security Fund (CNPS) that is to say the payment of a daily allowance equal to the amount of the salary actually received at the moment of the suspension of the employment contract.

During the fifteen (15) months following the delivery, the employee has the right to take breaks to breastfeed her child, up to thirty (30) minutes per working day.



During this period, the employee may resign without notice and without having to pay a termination indemnity.

### **Circumstantial Leave/ Compassionate Leave**

Circumstantial, or compassionate, leave is not deductible from the annual leave days and is granted in the following cases:

#### **i) Marriage**

- Employee's wedding: 3 days
- Marriage of a child, brother, sister: 1 day

#### **ii) Death**

- Death of an official spouse, of a child: 3 days
- Death of father or mother: 3 days
- Death of an ascendant in direct line, brother, sister: 1 day

#### **iii) Birth**

- For the father of the child: 3 days

In reference to the law, the number of circumstantial leave taken in the year is limited to thirteen (13) days over a cumulative period of twelve (12) months:

Exceptional permission must be authorized by the direct supervisor (after consultation with the administration) and justified by an official document provided by the Employee within fifteen (15) days following his/her return. Beyond this period, these absences will be deducted from the annual leave balance.

### **OFFICIAL HOLIDAYS**

COMINSUD respects official civil and religious holidays recognized by the State.

The decision to work or not work on an official day will depend on the commitment and service requirements of the Employee especially if such assignment is time-bound.

### **RESPONSIBILITIES**

- The Coordinator shall be responsible for:
  - ✓ Complying with COMINSUD recruitment and selection policies.
  - ✓ Notifying the Human Resources Staff/RC of all vacant positions to be filled.
- The Human Resources Staff/RC shall be responsible for:
  - ✓ Establishing, implementing and monitoring effective recruitment and selection policies and procedures
  - ✓ Assisting in defining job-related position requirements and descriptions
  - ✓ Advertising vacant positions, and
  - ✓ Assisting in the recruitment process.
- The BOD shall have the final approval on the selection process.
- The Human Resource Staff/RC shall coordinate the entire hiring and selection process and shall ensure that all necessary procedures are complied with.
- The Human Resources Staff/RC shall preserve recruitment files and reports for each position.

## **SECTION: 2.0 MANPOWER PLANNING, RECRUITMENT AND SELECTION POLICIES**

### **POLICY: 2.1 Conditional Terms of Employment or Probationary Period Revise**

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#### **POLICY STATEMENTS:**

Conditional Terms of Employment or Probationary Period has been established as a period of time in which the organization and the employee have to evaluate each other prior to entering into a final contract. This involve the employer evaluating the worker's quality of services and his output, and the worker evaluating the working, living, wage, safety and hygiene conditions as well as the climate under the employer.

#### **GUIDELINES:**

##### **Standard Conditional term of employment:**

All new employees shall serve a probationary period, which may be extended not more than once. The probation shall be as follows:

**Senior Staff:** Coordinator, Accountant, M&E, Administrator, Project Leads and other rank as such. They shall have a probation period of 3 months for contract duration of at least 1 year.

**Intermediary Staff:** Project staff shall be from line staff at office level involve in project implementation other ranks as such. They shall have a probation period of 2 months for contract duration of at least 1 year.

**Junior Staff:** Volunteers, Drivers, Janitors etc. Probation period of 1 month for a contract or engagement duration of at least 1 year.

##### **Nature of Probation:**

A letter explaining the nature of the probationary period shall be served to the new employee. Specifically, the letter cites the fact that during the probation period, the new employee or employer may terminate the contract without recourse.

##### **Performance Review:**

During this probation, the employee's immediate supervisor and the Coordinator shall regularly assess the employee's performance to determine job fit. On the other hand, the employee shall also have the right to decide whether he/she likes the new job.

The immediate supervisor shall regularly assess and discuss the progress report with the employee before forwarding the probation report to the Coordinator.

The final assessment report of the immediate supervisor shall include comments on whether the staff should be retained, released or have his/her probation period extended.

##### **Extension of Probation Period**

The probation assessment report shall be submitted to the Coordinator two weeks prior to the completion of the probation period.

Where the employee is found wanting, the probation period may be extended once after which if no improvement is recorded the contract shall be terminated.

##### **Release During Probationary**

At any time during the probation period, the Coordinator, following the progress report by the immediate supervisor has the right to recommend the termination of an individual whose performance or behaviour does not meet the required standards. The Coordinator shall submit a written recommendation for termination to the Board, stating the reasons for such proposal. The staff contract shall be terminated on the approval of the board of directors.



**Probation for Contract Employee**

Where a contract for a specific duration is renewed, the employee shall not be subject to a second probationary period

**Confirmation of Contract:**

If after the probation period the employee is found competent, he/she shall be given a letter of confirmation. If no confirmation letter is written, on the expiration of the probationary period, it would be considered that the staff has been confirmed and any further terminal action shall require the notice provided above.

Where the worker's employment is maintained beyond expiration of a probationary hiring contract and no new contract is made, it would be considered that the final employment contract took effect from the beginning of the trial period.

**RESPONSIBILITIES:**

- During the conditional term of employment, it is the responsibility of the immediate supervisor to assess all aspects of the employee's work habits, character, behaviour, and performance and report to the Coordinator.
- The Human Resource Staff shall prepare all necessary probationary documents and interpret legislations relating to human resource management.

## **SECTION: 2.0 MANPOWER PLANNING, RECRUITMENT AND SELECTION**

### **POLICIES POLICY: 2.2 Employee Code of Ethics**

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#### **POLICY STATEMENTS:**

COMINSUD's image and reputation with the community and members is dependent upon the conduct and behaviour of its employees. The Organization therefore expects employees to meet their job responsibilities in a competent and professional manner and to comply with all policies related to the performance of their duties.

#### **GUIDELINES:**

To enable employees, fulfill their obligations towards the COMINSUD, the organization insists on the following code of conduct:

#### **Conflict of Interest:**

It is the Credit Union policy to conduct its business solely on the basis of merit and open competition. Employees must therefore not engage in any activity nor have relationships that might impair their independence of judgment. They shall not accept gifts that might influence the performance of their duties. Violation of this role shall lead to dismissal.

#### **Laws, Statutes, Regulations**

Employees are expected to comply with laws, statutes, regulations and byelaws that govern Associations in Cameroon

#### **Confidentiality/ Secrecy**

All information related to the operation of the COMINSUD and its business transactions with its public are confidential. Employees are expected to use and/or hold this information in confidence and trust, Disclosure of the information to a third party is not allowed, except as required by law or with appropriate authority.

Employees are bound by professional secrecy with respect to the exercise of duties, in regards to documents, information and all activities of COMINSUD that are known and accessed in the course of official duties.

Employees shall not communicate, except to those to whom they must officially communicate, in writing or verbally any information emanating from their duties.

Any violation of professional secrecy shall be considered as a serious professional misconduct and shall be subject to appropriate disciplinary sanction without prejudice to any legal/judicial actions that COMINSUD may wish to pursue against the employee.

However, obligations for professional secrecy is waived in case reports or information is provided in accordance with the penal code as concerns crimes or offences discovered by the staff in the course of exercising his/her duties or in testimony required of him/her by a court or judicial authority.

#### **News Media Relationship:**

Request for interview/information for the news media shall be referred to and approved by the Coordinator. He/she is responsible for verifying the accuracy of information intended for release to the news media.



**Handling Records:**

Employees must make sure that all-reports, vouchers and other documents are factual and accurate. They must keep these records in accordance with the system of accounts. No COMINSUD record or document shall be destroyed except in accordance with prescribed procedures.

**Handling Funds:**

Employees must follow prescribed practices for handling and protecting COMINSUD's funds.

**Use of COMINSUD Property and Facilities:**

No COMINSUD equipment, tool, stationery or facility should be used for personal needs unless approved by the manager or President.

**Use of Telephone:**

The use of the telephone, except in urgent or exceptional circumstances is to be limited to business calls only. The making and receiving of personal calls from friends and relatives is greatly discouraged. Anyone wishing to use the phone for personal business must receive prior approval from the Coordinator.

**Visitors during Working Hours:**

Staff should discourage friends and relatives from visiting them during normal working hours for personal reasons. Private visitors are not allowed to stay long in the office: While all employees may get an occasional visitor, an employee who gets visitors so frequently that it interferes with his/her work shall be disciplined.

**Office Cleanliness and safety:**

Employees will be expected to keep their desks and office equipment in their usage in a neat and orderly fashion. It is also important that office equipment be properly covered and stored at the end of the working day as authorized by the Coordinator; that all items be removed from the employees' desks and locked away; and that all window curtains are closed. The last person leaving the office should ensure the office doors are locked before he/she leaves the building.

**Use of COMINSUD Vehicles:**

COMINSUD vehicle is to be used only in connection with the official business of the organization. The vehicle should be returned to COMINSUD Office upon completion of work or any authorized safer place by management. COMINSUD assumes no responsibility for paying any fines caused by an employee relating to any traffic laws. All accidents and traffic violations must be reported promptly to the competent authority. Nobody is allowed to use or ride COMINSUD vehicles unless authorized by management.

**Staff Appearance:**

The appearance of employees contributes to the respect that the public has for COMINSUD as a service organization. Employees are expected to observe the neatness and good taste that are consistent with the dignity of their positions and surroundings.

**Duty Consciousness:**

Employees shall devote their full time and attention to the work assigned to them. Employees shall at all times obey the lawful directives and orders given by the superior; and work diligently, faithfully and well.

**Honesty:**

Employees must maintain a very high degree of honesty and integrity so that COMINSUD can, in turn, conduct its business on the same standards. Violations of this code will lead to severe disciplinary action.

**Receiving Tips:**

Every employee of COMINSUD is forbidden from asking/receiving for his/her self either directly or indirectly any benefit in cash or kind from a third party for any duty performed or services rendered by that employee on behalf of COMINSUD.

**Executing Instructions:**

All employees must respect and obey all lawful service instructions or directives, whether verbal or written of their hierarchical superiors. Notwithstanding, employees must insist on a written confirmation of all instructions/directives given by their superiors whenever they consider such instructions/directives not clear or irregular.

**Other Provisions:**

In addition to the codes above, COMINSUD are expected not to:

- a. Drink alcoholic beverages or smoke during working hours.
- b. Be drunk at circumstance where they are representing or working for COMINSUD
- c. Paste up unauthorized notices or posters on behalf of COMINSUD.
- d. Sleep in the office during working hours
- e. Operate any equipment without good working knowledge.
- f. Make modifications on instructions for work assignments, equipment operation and maintenance without authorization.
- g. Create disorder, hold talks or lectures or do anything that leads to rebellion and interfere with the peace and tranquility required for the peaceful working environment of COMINSUD.
- h. Engage in a quarrel, brawl, senseless and provocative jokes or excessive private discussions in the work place and during official working hours.
- i. Engage in any activity on behalf of COMINSUD without prior authorization or approval by management.
- j. Be involved in embezzlement, misappropriation or any other corrupt practice for official duties.
- k. It is forbidden for staff to use language that is abusive and promote hate in all circumstances.

**RESPONSIBILITIES:**

- Employees are responsible for general interpretation of the above stated guidelines and seeking explanations when in doubt.
- Each employee is responsible for avoiding a violation of this policy.
- The Human Resource Staff/Coordinator is responsible for providing all new employees with a copy of these policies.
- Immediate supervisors are responsible for providing guidance and direction to employees and recommending actions where necessary. The Coordinator is responsible for the implementation of these policies.
- The staff/employee must execute his/her duties in compliance with environmental norms.
- COMINSUD expects cooperation from all employee

**Conflict of Interest**

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



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

As individuals, employees may have private interests that from time to time conflict, or appear to conflict, with their employment with COMINSUD. Employees should aim to avoid being put in a situation where there may be a conflict between the interests of COMINSUD 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 COMINSUD will be balanced against the interests of the staff member and, unless exceptional circumstances exist, resolved in favour of COMINSUD.

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 the Coordinator.

Employees must:

- declare any potential, actual or perceived conflicts of interest that exist on becoming employed by COMINSUD to management
- declare any potential, actual or perceived conflicts of interest that arise or are likely to arise during employment by COMINSUD 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, COMINSUD 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 COMINSUD 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 COMINSUD. 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 COMINSUD using knowledge and/or materials gained during the course of employment with COMINSUD.

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 COMINSUD, in a timely manner, may result in performance improvement proceedings including dismissal.

**SECTION: 3.0 STAFF TRAINING AND DEVELOPMENT**  
**POLICY: 3.1 Training Terms of Reference, Needs Identification and Evaluation**

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**POLICY STATEMENT:**

The staff of COMINSUD shall be provided the opportunities to benefit from training offered by the League, professional institutions, universities and other training opportunities within the budget of COMINSUD.

Employees shall only benefit courses, seminars and a conference that relate directly to improving their current performances or that are related to the employee's next pending job assignment.

Employees shall evaluate all courses they attend for content, completeness and relevancy to their jobs. Supervisors may be required to provide evaluation about the impact of training received by an employee on his/her job performance.

**Definition Trainings:**

These refer to the process by which skills, particular to a job or to an elected office are acquired. The process deals with material rather than conceptual matters and emphasizes the practical rather than the theoretical. The goal of training is to assist employees and officials of COMINSUD and its affiliates in acquiring specific skills necessary to perform their functions.

**Education:**

It is a process that deals with conceptual rather than material matters and emphasizes the theoretical rather than the practical. The aim of education is to teach one how to learn.

**Development:**

This encompasses the training and educational processes and goes beyond seminars and universities to include career and leadership development (general growth) and exposure to a variety of job experiences and opportunities to confront new challenges.

**GUIDELINES:**

The Human Resources Staff shall provide employees about to attend a training course or seminar with a training evaluation form. The employee shall be required to complete the form at the close of the training indicating if:

1. The course met his/her expectations.
2. The course content was complete as compared to the pre-course agenda.
3. The instructor(s) was (were) effective in conveying the course content and if
4. The employee feels confident in applying the acquired skills and knowledge on the job.

Although the employee may have completed a course evaluation for the instructor for an external training course, he/she is still expected to complete COMINSUD Employee Training Evaluation Form and return to the Human Resource Staff of COMINSUD.

Where the staff immediate supervisor is required to evaluate the application of skills learnt to the job setting for post-training evaluation purposes, the supervisor shall indicate if:

- a. The employee has had an opportunity to use the skills acquired through training.
- b. The employee has demonstrated the ability to utilize the skills acquired.
- c. There is any areas or skills that were not covered during the training but which the Supervisor had expected the employee to be able to use as a result of training, and
- iv. There are any areas



- or skills that were not covered on the course but which the Supervisor had expected the employee to be able to use as a result of the training, and
- d. There are any areas or skills that were not covered on the course but which the supervisor feels should have been included in the training program.

**RESPONSIBILITY:**

- The employee is responsible for completing COMINSUD Employee Training Evaluation Form and submitting to the Human Resources Staff.
- The immediate supervisor is responsible for evaluating the application of skills learned on the job.
- The Human Resources Staff is responsible for making available the Training Evaluation Form and for evaluating employee's comments on courses/seminars attended.

**SECTION: 3.0 STAFF TRAINING AND DEVELOPMENT**

**POLICY: 3.2 Training Regulations**

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**POLICY STATEMENTS:**

Due to continuous evolutions and competitive pressures impacting on the organization, leading to the necessity for problem-solving abilities and the development of appropriate skills, COMINSUD shall provide training to its employees on a continuous basis.

**GUIDELINES:**

**Definition:**

A Training Policy is a written statement of intent with regard to the attitude of COMINSUD towards training and the expectation it has of its employees, as well as those responsible for ensuring that employees have the required knowledge and skills to perform the job for which they are employed.

**Induction Training:**

Immediately after being employed, each new employee shall receive induction training. New staff shall be oriented to the organization, the department and job.

In each case, the training shall be a four-step process.

- a. Prepare the employee - the supervisor gives the new person an overall idea of the job he/she shall be performing.
- b. Present the operation - the supervisor shows the new employee the specific tasks he/she shall be performing, in the same sequence and manner in which he/she shall be expected to perform them.
- c. Try it out - the employee tries out and repeats several times each of the activities and procedures that are part of the total job.
- d. Follow-up - The supervisor shall continue to follow-up the new employee's performance within the probationary period and beyond.

**On-the-job training:**

COMINSUD staff shall continuously be provided training on the different task they are performing. This shall be done through:

- a. Staff briefing by management or assignee
- b. Staff meetings
- c. Circulars/Memorandums

- d. Seminars
- e. Special training in recognized institutions as approved by COMINSUD Board of Directors

### **Training Courses:**

All COMINSUD staff are encourage to continuously improve their skills and knowledge by furthering their education. To facilitate the learning process, he following policies have been developed with regards to training.

### **Identify training needs.**

#### **Selecting Trainees:**

The Coordinator shall study training courses available and make recommendations to the Management Board who shall review the recommendations and give their comment.

#### **Course Fees:**

When employees are sent to workshops, seminars, conferences, short courses, etc., approved by the Board, COMINSUD shall pay or reimburse all the costs not borne by the course sponsor, These costs include registration fees, course fees, living expenses, books, materials, salary and benefits within the course period.

#### **Short-term Training:**

These are courses that run continuously up to 6 months in duration. During this period, the staff's salary and fringe benefits shall be suspended. However, he/she shall be paid his/her basic salary as training allowance during the period of the training. The staff's fringe benefits shall be reinstated when he/she resumes work. Unpaid fringe benefits shall not be repaid in arrears.

#### **Long-term Training:**

Long-term training shall mean any training that exceeds a period of 6 months and maximum of 36 months.

For any long-term training, the staff's salary and fringe benefits shall be suspended. However, the employee shall be entitled to an allowance that is equal to 50% of his/her basic salary for the period of the training. The full salary and fringe benefits of the employee shall be re-instated when the employee resumes work and the training allowance shall cease.

For staff going on voluntary training, the employee must declare to the organization in view of adjusting time management.

Fringe benefits shall include: rents, seniority bonus, duty and all other allowances during the period of the training.

When the staff resumes work, he/she shall benefit his/her seniority.

#### **Training Bond:**

For long-term courses, the employee must complete the official COMINSUD Course Request/Approval and Bond Form. The employee must agree to work for COMINSUD for an agreed period as stipulated on the bond forms following his/her return from the long-term training.

Training for which employees shall be bonded shall not be less than nine months. However, training of less than 6months could be bonded considering the cost of such training to the organization. In this case, the bonding shall be for a period from 2 - 5years.



**Training Report:**

Any employee returning from a seminar, workshop, course etc must submit a written report to the Human Resource Staff within one month of return. The report should contain a summary of material covered during the course including any papers written by the course participant.

**Request for Study Leave:**

COMINSUD places high value on good professional qualifications. However, because of the COMINSUD financial constraint, it will always be impossible to provide all the staff with this training. As such, any staff that wishes to train his/herself can apply for study leave through the manager to the Board of Directors. This shall be presented to the Board of Directors for consideration. The staff shall not be bonded.

**Upgrading of employees from studies:**

COMINSUD is not under any obligation to upgrade the staff when he/she resumes work. But it is important. Also, for employees sponsored by the organization, the upgrading shall in line with the qualification obtained from courses shall not be automatic.

**RESPONSIBILITIES:**

- The employee sponsored by COMINSUD is responsible for submitting a training report.
- The BOD Chairperson is responsible for ensuring the signing of the training bond before the employee leaves for training.
  - COMINSUD Board of Directors is responsible for approving training to be sponsored by the organization.

## **SECTION: 4.0 COMPENSATION AND BENEFITS**

### **POLICY: 4.1 Performance Planning and Standards**

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#### **POLICY STATEMENT:**

COMINSUD encourages the creation and maintenance of performance standards for all jobs. The standards of performance shall be the basis of measurement for individual performance or appraisals.

#### **GUIDELINES:**

##### **Performance Planning:**

Good performance appraisal should focus on the future. It is the future performance that should be critical in the development of any performance appraisal or planning system. The process of performance planning is as follows:

1. Define employee performance
2. Set expectations (for quantity and quality of work)
3. Define measures of performance. This should focus on inputs and results as they form the basis for performance appraisal.

##### **Performance Standards:**

A standard of performance is described as a statement of the conditions existing when a job is done satisfactorily. It is the result of collaborative effort and Agreement between a supervisor and the employee(s).

Standards of performance may be written in the context of job quality, quantity, cost, or time. The specific characteristics of the standards are determined by the individual job and the expectations of the organization, the supervisor, and the employee(s). The steps suggested for the development of standards of performances for COMINSUD are as follows:

- a. Discussion between the Immediate supervisor and the employee(s) whereby the job is separated or broken down into discrete measurable parts or segments.
- b. Identification of core competencies for the position. This involves the analysis of each part or segment and the assignment of "measures" which identify a satisfactory or desirable performance as well as desirable levels for the core competencies.
- c. Review and Confirmation: Following an appropriate time period, the standard created previously is assessed to determine whether it is reasonable or needs adjustment. The standard for each job segment is then "confirmed" in writing for later comparisons to actual performance.

#### **RESPONSIBILITIES:**

- The immediate supervisor and the employee are responsible for breaking down the job into segments and setting reasonable standards for the position.
- The supervisor is responsible for writing the standard for each job segment for comparison purposes

**SECTION: 4.0 COMPENSATION AND BENEFITS****POLICY: 4.2 Performance Appraisal Process**

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**POLICY STATEMENT:**

Performance Appraisal is the assessment of employee's job performance. It is COMINSUD's policy to encourage and promote optimal employee performance using performance management objectives.

**GUIDELINES:**

Employee performance shall be appraised on a continuing basis with reviews at regular intervals or designated periods. The performance review or appraisal shall focus on clarification of the employee's job responsibilities, individual performance objectives, previous (on-going) discussions regarding performance and the plans for continued development.

**Appraisal period:**

The employee's performance shall be appraised and discussed with written appraisals made:

- Upon completion of the probationary period
- Quarterly by the immediate supervisor
- Half yearly by the immediate supervisor
- Yearly by the manager.

The immediate supervisor's comments on the half yearly appraisal shall be done taking into consideration the quarterly performance reviews.

Appraisal forms, complete with appropriate signatures, are to be forwarded to the Human Resource Staff after the appraisal discussions. Copies of the appraisal forms shall be retained by the Human Resource Staff for distribution when need arises.

**OBJECTIVE:**

The objective of COMINSUD Human Resource performance appraisal is to evaluate past job performance and set standards for the future. It facilitates administrative decisions, work planning and review functions of the organization. It sets the base for mapping out a plan for rectifying any performance deficiencies that might be identified.

Some specific Objectives of COMINSUD's performance appraisal system shall include:

- a. Providing information for making salary, promotion and lay-off decisions.
- b. Providing feedback to employees on their performances.
- c. Facilitating the identification of specific training need
- d. Providing justification to management decisions.

**Performance Control**

The process for performance control is as follows:

- a. Establish expectations or standards
- b. Observe and measure performance
- c. Evaluate actual with expected performance
- d. Implement corrective action
- e.

**Establishing Expectations or Standards**

The first step in any performance appraisal system is establishing expectations or standards. The job description lists the duties of each employee. However, it does not provide detailed information about the minimal level of acceptable performance for each duty. A performance standard is a minimal acceptable output for each duty or task listed in a position description. These standards are set for the position and not for the person occupying the position.



The performance standard shall include the quality and timeliness of the work performed. Major performance standards for each position are included in the job descriptions.

### **Observing and Measuring Performance**

After expectations and standards are set, the next step in the performance appraisal process is for the immediate Supervisor to observe and measure performance. This can be done in many ways; observing the employee going through each of the tasks, being alert to any complaints from other members of staff about the employee's work (audit reports for field workers, typing for a secretary, driving for drivers etc.)

The main point is that a performance appraisal must be based on the employee's job assignments/work output and be measurable. For example, it is better to say that an employee has been late 14 times during the year rather than say the employee is "always" late. It is better to say that on a sample of 10 letters, the typist made an average of 4 errors and corrections per letter rather than say that the typist is "always making errors". This requires the Manager/Supervisor to gather data rather than deal in generalizations.

### **Evaluating and Sharing the Information**

Once the immediate Supervisor has gathered data and measured the employee's performance, it is necessary to grade the employee on the standard of performance appraisal form and to share the information with the employee.

Of course, the immediate Supervisor must continually inform the employee about acceptable and unacceptable performance. If the supervisor waits until the end of the appraisal period to inform the employee about unacceptable performance, the employee shall be doing a poor job without the opportunity to improve.

The performance appraisal interview should be done privately. The Supervisor should find an opportunity to talk to an employee alone in an office. During the discussions, there should not be any interruptions. A human being's most precious possession is his/her dignity.

Thus the Supervisor must create the environment for discussing corrective action with an employee that is free of pressure and is not demoralizing; but is instead constructive and helpful.

### **Unsatisfactory Performance:**

Any employee whose performance is unsatisfactory is subject to disciplinary action as set for in the disciplinary policy.

### **RESPONSIBILITIES:**

The immediate supervisor is responsible for planning and conducting performance appraisals for each employee. This responsibility includes the necessary leadership such as establishing dates and times for discussions and providing sufficient time and materials (employee guide, forms, etc) to enable each employee prepare for appraisal. The Human Resource Staff is responsible for distributing the appropriate appraisal materials, providing guidance and counseling to supervisors and employees and ensuring that the process is effectively completed.

**SECTION: 5.0 WORKING CONDITIONS AND EMPLOYEE RELATIONS**  
**POLICY: 5.1 Grievance Procedure**

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**POLICY STATEMENT:**

COMINSUD shall provide a mechanism for employees to identify problems or concerns about the organization or their wellbeing as employee. A mechanism for appeal shall also be provided for employees who feel that a management decision or action is unjustifiable or inequitable.

**GUIDELINES:**

COMINSUD management recognizes the right of every employee to seek redress for any grievance they may have relating to their conditions of employment. The following procedure aims at providing a fair and speedy settlement of grievances, as near as possible to their point of origin.

**Informal Complaints**

The employee's immediate supervisor is responsible for establishing and maintaining open communication with the employee and with senior levels of management. With open communication, an employee should feel comfortable raising issues of concern or importance for discussion. The immediate supervisor is responsible for listening to complaints and grievances and responding appropriately. Depending upon the issue, the response by the immediate supervisor may be instantaneous or follow investigation and analysis of pertinent facts. This process, as part of the daily activities and regular responsibilities of the immediate supervisor, is viewed informally.

In situations where the employee feels that the supervisor's response or solution has been prejudiced, unjust, or inequitable, formal grievance and appeal procedures are available.

**Formal Grievances:**

A formal grievance is the first stage of review concerning the actions of a supervisor or management. The following steps are noted in the formal grievance process:

- a. The formal grievance is to be presented in writing within three working days of becoming aware of the immediate supervisor's action or response to an earlier complaint.
- b. The written grievance should be presented to the immediate Supervisor or the Human Resources Staff. This document should include reference to the issue or problem of concern, the immediate supervisor's response and the rationale for presenting the grievance.
- c. A response to the grievance is expected within six working days of its receipt. Within this time period, the grievance committee (The Human Resources staff, a staff delegate of the electoral college and COMINSUD's Coordinator) shall meet and review the relevant facts and prepare a response to the grievance.
- d. If necessary, a meeting or meetings would be held with the griever, the immediate supervisor and other resources persons from the Human Resource Staff.

**Grievance Acknowledged:**

If it is deemed that the management action or supervisory response was in error, a written response shall be prepared with an indication of the adjustments to be made.

In a situation where the immediate supervisor's actions are being corrected, the Manager shall review the facts with the supervisor and explain the reasons for a different response. Under these circumstances, the supervisor shall participate in the communication and follow-up with the griever.



**Grievance Certification:**

If it is deemed that the immediate supervisor's initial judgment was valid, the Manager shall forward a written response to the employee that confirms the initial action and the rational supporting it.

The immediate supervisor shall be informed of the decision and be prepared to provide follow-up with the griever.

**Acknowledgement**

Regardless of the decision made in the formal grievance procedure, both the immediate supervisor, the Departmental Manager and the Human Resource Staff shall acknowledge the employee's initiative and utilization of the formal grievance process

**Appeals**

The appeal process provides a mechanism for those employees who have not been satisfied with the outcome of the formal grievance.

- a. The appeal is to be presented in writing within 6 working days of receipt of the grievance report. This should be forwarded to the Human Resource Staff for onward transmission to the Appeal Committee that shall be composed of the Executive Committee of the Board.
- b. The appeal shall include documentation submitted at the grievance stage and a statement concerning the purpose or rational for the appeal.
- c. A response to the appeal request is expected within one month. The Appeal Committee shall review the documentation presented and if required gather additional information by meeting with the employee and the immediate supervisor involved in the grievance. The appeal response shall be forwarded to the griever in writing, with copies sent to other participants of the grievance stage.
- d. As with formal grievances, the value of using the appeal process is to be recognized.
- e. The decision of the Appeals Committee shall be final and binding.

**Composition of the Appeal Committee:**

The Board of Directors shall serve as the Appeal Committee.

**Withdrawal of a Grievance:**

At any point in the grievance process, an employee may withdraw the grievance. The request for withdrawal must be in writing and duly signed by the employee.

**Status of Position pending grievance Outcome:**

Any changes regarding a position affected by a grievance shall be placed on hold until the grievance is resolved or a final decision is rendered.

**Status of employee pending grievance Outcome:**

Disciplinary actions shall be effective immediately upon serving the notice to the employee. Notwithstanding an employee's involvement in a current grievance, subsequent violation(s) of the personnel policies by the employee may result in separate disciplinary action.

**Withdrawal of a Grievance:**

At any point in the grievance process, an employee may withdraw the grievance. The request for withdrawal must be in writing and duly signed by the employee.

**RESPONSIBILITIES:**

- a. Immediate supervisors are to inform, and counsel employees to the best of their abilities.

- b. The Human Resource Staff recognizes that employees do not always feel free to express their true concerns and shall assist both the employee and the supervisor wherever possible in resolving any misunderstandings.
- c. The Board of Directors of COMINSUD shall hold at the request of the BOD chair.

**SECTION: 5.0 Working Conditions and Employee Relations**

**POLICY: 5.2 Employee Discipline**

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**POLICY STATEMENT:**

COMINSUD policy is to establish and maintain standards of employee conduct and supervisory practices that will support and promote effective program operations. Such practices include the administration of consistent and constructive employee discipline.

**GUIDELINES:**

- COMINSUD shall institute a formal management system designed to get the employee to accept responsibility for his/her own behaviour and agree to improve performance or face specific prescribed alternatives.
- Supervisors at all levels are expected to assure responsibility for reporting and initiating proper action regarding employee misconduct, unsatisfactory work performance or violation of COMINSUD policies or regulations.
- Employees, including supervisors, whose job performance or conduct is unsatisfactory are subject to disciplinary action as-stated below.

**Authority to administer Disciplinary action:**

COMINSUD Coordinator and Board shall have the authority and responsibility to administer appropriate disciplinary action for violation of COMINSUD policies within the limits of the powers conferred to their positions.

**Documentation:**

Documentation of disciplinary actions shall become part of the employee's personal records. Copies of all disciplinary actions should be provided to the Human Resources Staff.

**Initiating Disciplinary action:**

When the employee's supervisor notices a problem, an attempt shall first be made to correct the situation before instituting any disciplinary action. Before an employee is disciplined, the manager/president must ask for an explanation of the reasons of his/her misconduct in Writing. If the explanation is not found satisfactory, only then shall the employee be disciplined.

**Instituting Discipline:**

Staff shall be disciplined:

1. As a corrective measure where an employee violates work procedure that leads to losses or tarnishes the image of COMINSUD.
2. If they act contrary to established policies of the organization

**Disciplinary Procedure:**

The following procedure shall be used to discipline a staff depending on the gravity of the misconduct:



**Verbal Warning:**

This is a conversation between an employee and supervisor/manager to correct a performance problem by bringing it to the attention of the employee in a formal manner. A verbal warning or reprimand shall be given by the immediate supervisor in case of a misconduct that is occurring for the time and which is not very serious. The supervisor shall inform the coordinator of COMINSUD of such action.

**Warning Letters:**

- i. A written warning shall be issued to an employee in case of serious misconduct, after talking to the employee has failed to make the desired performance changes.
- ii. Before a warning letter is issued, the employee shall be given a written query to explain the reasons of the misconduct. If the explanation to the query is not satisfactory, the warning letter shall then be issued.
- iii. There shall be warning in the form of a “1<sup>st</sup> Warning letter” and a 2<sup>nd</sup> and last Warning letter.
- iv. The second warning letter shall be considered as final warning and must be worded in a way that cautions the employee that no further warning will be given to him/her and that his/her services are liable to termination.
- v. A warning letter shall describe the actions of the employee which has caused it to be written and describe what action must be taken by the employee to improve his/her performance. A copy of the warning letter should be signed by the employee to show that he/she has read, understood and acknowledged it. The copy should be kept in the employee’s personal file.

**Suspension:**

- i. Suspension shall be reserved for serious misconduct or continuous problems where warning has failed to correct the situation.
- ii. Suspension shall be for a maximum of eight days from the time of the imposition of the penalty and the worker be notified in writing of the suspension and the reasons thereof. Such suspension shall be without pay.
- iii. When a staff is warned or suspended, a copy of the letter shall be handed to the staff delegates of the electoral college and to the labor inspector within 48hours.

**Withholding of increment:**

1. Where an offence is serious or where the performance of the staff is below expectations, the Board of Directors may withhold the increment of the staff. If he/her does not improve within a given period, he/she may be terminated.
2. Where an employee’s echelon increase is withheld due to poor performance, the withholding shall not exceed four years.

**Dismissal:**

The manager shall seek to avoid necessity for terminations through careful selection of employees, training, motivation and reassignment. Performance, appraisal and where necessary, warning may also be used as a tool for the motivation of staff. However, where these methods have not proved effective, the staff shall be dismissed.

**Dismissal without notice:**

The following shall lead to immediate or on the spot termination/demotion without notice and warnings.

1. Stealing or theft
2. Falsification of records
3. Assault of superiors, subordinates or members.
4. Absence from work for 10days and abandonment of duties without permission or major cause.
5. Lies telling, extortion, misinterpretation and impersonation.
6. Quarrelling or fighting with colleagues or beneficiaries.

**Withholding terminal benefits:**

1. Proven sexual exploitation and abuse.
2. Where stealing or fraud is involved, the staff shall not be paid his/her terminal or end of career benefits. Such benefits shall be forfeited to repay the amount enough to cover the theft or fraud and destruction. The staff shall be required to pay the outstanding balance.

**The disciplinary committee:**

A disciplinary committee consisting of the President of the Board as chairman, shall meet to sanction acts that have been committed by some staff. Where the explanation provided by the staff is unsatisfactory, the staff shall be sanctioned accordingly.

**Responsibilities:**

The president and the Board of Directors shall be responsible for instituting the disciplinary procedure.



## **Section 5.0      Working conditions and employee relations.**

### **Policy    5.3      Health and Safety policy**

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#### **Policy statement:**

It is COMINSUD'S policy to establish and maintain a healthy and safety working environment for all employees. Therefore, any place where COMINSUD'S business is conducted should be a drug, alcohol and tobacco and weapon free environment. Supervisors and employees have a responsibility to maintain a safe working environment by preventing conditions leading to physical injuries or losses.

#### **Work area:**

supervisors are responsible for implementing standards for;

1. Food and drinks at work place
2. Radio, tape players and other devices, and
3. Appearance at the work area

#### **Alarms and extinguishers:**

COMINSUD shall provide alarms or fire extinguishers in all its buildings to secure the health of its human resources. Staff are encouraged to take precautions once the alarm is on and be able to operate fire extinguishers. The Human Resources staff shall orient staff on this.

#### **COMINSUD property:**

Supervisors have the right to inspect COMINSUD property to ensure they're not dangerous to health and to ensure the removal of personal items stored in the office. COMINSUD shall not be responsible or accountable for damages, loss or theft of personal property of employees.

#### **Dress code:**

Employees shall dress appropriately for the work they do and to reflect the image and reputation the organization.

#### **Child care:**

Employees are responsible for making appropriate child care arrangements. They are not to bring children to work.

#### **Responsibility:**

Provide protective clothing and equipment and also enforce their use where necessary. Provide training on health and safety measure. The manager shall oversee the implementation of health and safety policies.

1. Analyze all risk related to work before work starts on new areas of operation
2. Provide employees, contractors and beneficiaries with adequate facilities such as clean toilets, clean drinking water and hygienic eating areas.
3. Ultimately, everyone at the workplace is responsible for ensuring health and safety at the work place.

**Policy Statement:**

COMINSUD shall provide reasonable travel allowances to its staff to facilitate performance of their duty.

**Guidelines:**

**Outstation allowance**

In case an employee spends a night out of his/her house on COMINSUD business, the person will be paid an outstation allowance. The amount of allowance shall be determined by the Coordinator as approved in the budget by Board and will be communicated to the staff in writing.

**Mileage:**

Mileage shall be paid to staff for the use of motorcycles and cars at a rate determined by COMINSUD Board of Directors. COMINSUD does not encourage the use of a staff's car/motorcycle by friends or relatives.

**Transport allowance:**

Where because of the performance of the employment contract, it requires that a worker should move from his/her usual place of residence, COMINSUD shall be responsible for travelling expenses of the worker, his spouse and minor children normally residing with him as well as the transport of their luggage.

**Transport/luggage**

COMINSUD may pay its employees' transport to and from their home town at public

**During annual leave period:**

During temporary transfers and paid leave, COMINSUD may pay the employee for a total of 100 kgs of load for the worker, his spouse and two of his/her legal children. When a transfer is for an indefinite period, COMINSUD may reimburse for the transportation of luggage according to the employee's category as follows:

Category 1 – 8               =       100.000frs

Category 9 – 12           =       150.000frs

**Transportation of Children:**

With regards to transport, children above 6 years are entitled to full fare, while those between 4 – 6 years are entitled to half fare.

**Travel during special paid leave:**

Any travel within the time of special paid leave shall be paid for by the employee.

**Transport to work:**

COMINSUD may pay staff transport to work in accordance with labour regulations in force.

**RESPONSIBILITIES:**

The Coordinator and BOD chair shall be responsible for checking and approving travel claims.

**SECTION: 5.0 Working Conditions and Employee Relations**

**POLICY: 5.5 Personnel Record**

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**POLICY STATEMENT:**

The Human Resources staff and/or Coordinator shall establish and maintain official personal records for employees of COMINSUD.

**Location of Records:**

Employees records shall be located at the Human Resources Staff and or manager. Employee files shall not be removed from the Human Resources Staff and or manager.

**Content:**

The file shall contain all information pertaining to the employee.

**Updating of Employee Records:**

Employees are encouraged to keep their personal files current by submitting to the Human Resources Staff information on their experiences, education and training.

**Confidentiality:**

Information in an employee's personal file is considered confidential. Access to and release of information contained in the personal records shall be limited to only those persons who have a legally or officially recognized need to know.

Apart from the above situations, release of information from the employee's personal records shall be upon a written authorization- from the employee.

**Examination of file by Employee:**

Employees may examine their files upon written request to the human resources department. Examination of records shall be in the presence of the human resources manager or designated representative.

**Record Retention:**

Upon termination, an employee's personal records shall be considered inactive but shall be maintained for a period of three years beyond date of termination. After three years, the record shall be archived.

**RESPONSIBILITIES:**

The Human Resource Staff and coordinator shall be responsible for maintaining employee records.



**SECTION: 6.0 TERMINAL POLICIES**  
**POLICY: 6.1 Termination of Employment**

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**POLICY STATEMENT:**

Termination shall include:

- a. Termination by the employee with or without notice.
- b. Non – renewal of a fixed contract. In this case, COMINSUD shall notify such employee that his/her contract shall not be renewed.
- c. Constructive dismissal; that is, termination of a contract by the employee with or without notice.

**GUIDELINES:**

**Termination without recourse:**

A contract may be terminated without notice in the case of serious misconduct. COMINSUD considers the following offences cause for immediate dismissal:

- a) Conviction of theft;
- b) Being drunk or in the habit of smoking;
- c) Insubordination or willful disobedience to the coordinator or his nominee;
- d) Willful neglect of duties;
- e) Malicious damage to COMINSUD's property;
- f) Using COMINSUD's name to obtain credit;
- g) Falsification of records and other fraudulent acts;
- h) Acting in a manner detrimental to COMINSUD's interest or image or likely to bring COMINSUD into disrepute.
- i) Failure to notify the coordinator of long periods of unavoidable absence of 10 days and above;
- j) Inefficient performance of duties;
- k) Repeated loitering in execution of duties;
- l) Habitual conduct after working hours which might impede COMINSUD;
- m) Abusive acts to COMINSUD, its officials and members.

**Terminal Notice:**

An employee shall receive a layoff notice if he/she is terminated because his job was abolished or because COMINSUD has inadequate funds to continue the position. In turn, if an employee voluntarily resigns his/her position, he/she is legally required to give notice. The inspector of labour shall be informed within 15 days of such act. Such notice shall be given by either party according to the following schedule:

CATEGORIES	LONGIVITY		
	LESS THAN 1 YEAR	BETWEEN 1- 5 YEARS	MORE THAN 5 YEARS
1 - 6	15 Days	1 month	2 months
7 - 9	1 month	2 months	3 months
10 - 12	1 month	3 months	4 months

**Terminal Interview:**

Any staff leaving the organization shall be interviewed. Such staff shall be required to complete the exit interview form objectively and the form handed to a senior staff that is not the immediate boss of the staff leaving the organization. This form can be obtained from any of the managers.

**Compensation for Termination:**

In the case of termination by the employer not resulting from serious misconduct, a worker who has had at least one year continuous service in the undertaking shall be entitled to compensation for termination distinct from that received in lieu of notice.

**Calculating Terminal Benefits:**

In calculating the continuity of secure and nature of employment should be taken into considerations:

- 25% for each year between 1 – 5 years.
- 35% for each year between 6 – 10 years.
- 45% for each year between 11 – 15 years.
- 55% for each year between 16 – 20 years.
- 65% for each year above 20 years.

**Lay-off or Redundancy:**

Of course, not all terminations are due to-disciplinary actions. Termination of an employee may be necessary when a job or a service is discontinued or when the employee duties are eradicated as a result of change, provided that the employee cannot be used in some other capacity in the foreseeable future. The layoff notice shall be the same as indicated on the table above.

**Certificate of Service:**

COMINSUD shall issue a Certificate of Service to every employee leaving the organization.

The content shall carry the full names of the employee, the date he/she was employed in COMINSUD, the type(s) of work/position successively done/occupied, and the specific period for each work/position and the date when he/she stopped working for the organization.

Where is true and correct, the Certificate of Service it shall also carry a statement to the effect that "the employee leaves COMINSUD free of any/all obligations".

**Resignation:**

An employee wishing to voluntarily terminate employment with COMINSUD may resign by submitting a letter of resignation providing the appropriate notice. The reasons for the resignation shall be clearly and fully stated in the letter. The employee shall be required to fill the Exit Interview Form.

An employee who submits a written resignation may, with the supervisor's approval, withdraw the resignation and be restored to the vacated position provided a written request for withdrawal is made prior to the effective date of the proposed resignation.

**Organizational Structuring**

COMINSUD may lay-off a regular employee whenever it becomes necessary due to lack of work or funds or elimination of position and where there is no other job that can be offered to the employee.

No permanent employee shall be laid-off while there are new probationary employees employed in the same, equal or lower level positions for which the permanent staff is qualified.

The following shall be taken into consideration in determining staff to be laid-off -seniority, performance appraisals, qualifications and conduct.

**Incapacity:**

An employee's contract may be terminated or the employee transferred to the National Social Insurance Fund when, due to physical injury the employee is no longer capable of performing the duties of the position and the capacity does not warrant the offer of a lesser position.

The incapacity must be supported by a medical certificate of incapacity from a medical practitioner stating the percentage of disability. An employee who is terminated due to physical change and incapacity must receive written notice in line with the legally required time frame for such category.



**Termination of Probationary Employees:**

The coordinator may terminate a probationary employee for just cause at any time during the probationary period. The termination must be in writing and include an explanation for the termination which shall be consistent to COMINSUD's policies.

**Death of a Worker:**

In the event of the death of a worker, his rightful claimants shall receive the sums to which he was entitled up to the time of his/her death: wages, seniority bonus, paid leave allowance and the usual allowances given in the undertaking in connection with the performance of work.

Again, if at the time of death, the worker has twelve (12) months of service in the COMINSUD (except in the case of an industrial accident or occupational disease), his/her rightful claimants shall receive a death allowance equal to the termination allowance. COMINSUD shall provide a coffin, a wreath and shall defray the cost of transporting the remains of the deceased from the place where the death occurred either to the usual place of residence or to the place of recruitment or to the place of burial as the family may choose. The provisions of this paragraph shall apply throughout the national territory in the event of the death of a worker's spouse and his/her legitimate minor children while he/she is serving COMINSUD.

COMINSUD shall also transport his/her family living with him/her and their luggage from the place of death to the usual place of residence.

**Retirement, end of Career Bonus and Gratuity:**

Reaching the age of 60 years is a normal cause for the termination of contract of employment between the worker and the employer.

**Notification of End of Career:**

Termination of a contract either at the initiative of the worker or at the initiative of the employer shall in any case be subject to notification by both parties and to an end-of-career allowance when the worker has completed a minimum of one year's service in the undertaking. The period of notification required shall be six months.

**End of Career Allowance:** Except for more favourable practices in force, the end-of-career allowance paid by the employer shall be as follows:

- 35% for each year between 1 – 5 years.
- 45% for each year between 6 – 10 years.
- 55% for each year between 11 – 15 years.
- 65% for each year between 16 – 20 years.
- 75% for each year above 20 years.

These rates shall also apply in case of death of worker and shall be calculated on the last salary of each year work.

**Social Insurance Retirement Allowance:**

To receive old-age pension from NSIF, the staff must have been registered in the Fund for 20 years or must have completed not less than 180 insurance months, 60 of which should be during the last 10 years prior to retirement.

**Documents for Retirement:**

The application for old-age pension shall be made on forms provided by the NSIF.




## **RESPONSIBILITIES:**

1. The employee wishing to leave the organization shall inform the organization of his intention providing the required notice.
2. The Human Resource Staff and or the coordinator shall notify employees who are due retirement.
3. The Human Resource Staff and or the coordinator shall notify the National Social Insurance of the terminal decisions.
4. The Human Resource Staff and or the coordinator shall notify the Finance and Administrative Department of terminal decisions.
5. The Human Resource Staff and or the coordinator shall calculate the terminal benefits for approval by the Coordinator or BOD chair.

**Bamenda 5<sup>th</sup> January 2023**

**BOARD CHAIR**



**CHAMBI JULIE ANDAM**

