



Human Resources Policy document

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1. Appointment procedures

Procedures to be followed at all times by management with regard to employees:

Once off procedures upon appointment:

1. Obtain a copy of identity document and proof of residential address of the new employee.
2. Complete the employee intake document. ([See attached annexure A](#))
3. Complete the employee contract with Vision AfriKa and have the employee and an authorized representative of Vision AfriKa sign the contract in front of witnesses.
4. Provide the employee with a copy of the contract of employment.
5. Open a personnel file for the employee and ensure that the original contract, identity document, proof of address as well as the form for completion of leave forms are in the file.
6. Provide bookkeeping with a copy of the appointment document for registration of UIF, PAYE and payroll details.
7. Ensure that the personnel file is handed to Admin and Finance Officer for safekeeping.

Monthly personnel procedures:

1. Advise bookkeeping of updates to the employee's leave record form and ensure that leave application forms are filled in and filed in the employee's file.
2. Advise bookkeeping of updates to the employee's sick leave record form and ensure that doctor's letters are filed in the employee's file.
3. Provide bookkeeping with any changes to salary, banking details etc.
4. File any disciplinary hearing reports in the employee's file.

On the anniversary date of the contract:

1. Have a meeting with the employee and have the employee sign off his/her leave record for the year as correct.
2. Assess the employee's work performance for the year and complete the assessment report in consultation with the employee.
3. File the assessment report and the signed off leave record in the employee's file.
4. If the employee has a fixed term contract, renew or confirm cancellation of contract.
5. Ensure that the employee's contact details and address are up to date.

2. Child protection policy

Policy statement (see Child Protection Policy document for more details)

1. An effective child protection policy is essential for the promotion of the health and development of children and to ensure a safe, secure environment.
2. This child protection policy recognises the importance of the rights and responsibilities of all children and role players. The success of the policy depends upon a partnership between all role players and on a commitment to promote the health and development of children.

Aims of the policy

Vision AfriKa's child protection policy aims:

To provide:

1. A welcoming and stimulating environment that is free from harm and allows children to develop to their full potential and where young people are aware of their entitlement to this health promoting environment.
2. An empowering environment that recognises the rights of a child, and enables all role players to recognise the rights of people, particularly in regard to confidentiality.
3. An environment in which all role players are listened to and that enables young children to voice any concerns they may have about violation of their rights.

To enable:

4. Children to recognise safe practices and to request help where necessary.
5. All role players to recognise the need for outside organisations' help and to support them to access this.
6. All role players to recognise and promote a safe environment, appropriate boundaries for themselves, the recognition of safe practices in others and a commitment to support the promotion of safe practices.
7. To support children who may have had harmful and hurtful experiences to safely re-engage in social, emotional and learning processes and to recognise the need for support from Vision AfriKa and its support resources.

Commitment

Vision AfriKa will ensure that the needs and rights of the children within their care are primary and central in identifying who needs to know, who needs to be involved, who needs to be engaged from outside organisations and when this should happen.

Framework

The framework of the Vision AfriKa Child Protection Policy is in line with the:

1. United Nations Convention on the Rights of the Child that has been ratified by South Africa
2. South African Constitution 1996
3. African Charter on the Rights of Children
4. United Nation General Assembly Special Session on HIV/AIDS (2001).
- 5.

All role players will be made aware of their roles and responsibilities in providing a safe environment where everyone is listened to.

Vision AfriKa will provide guidance and advice regarding child protection, to enable all participants/coordinators and parents, to provide a positive, safe environment that is free from harm and enables the (vulnerable) children to grow to their full potential.

Vision AfriKa will provide child-centred guidance and advice to programme coordinators and leaders/coordinators to look at the behaviour of the children – not from the perception of managing behaviour but the meaning of this behaviour to the child.

All the personal data of the child will be put in a secure place and only shared in confidence.

General guidelines for the protection of children

The following guidelines are intended to assist Vision AfriKa coordinators and volunteers in monitoring and supervising behaviours and interactions with children and to prevent those that may be inherently harmful to children, those used by child molesters to groom children and their parents, or that may create the conditions where abuse can occur more easily. These guidelines should also be used to make decisions about interactions with children in activities or programmes. When exceptions to the guidelines must be made, they should be reported to the Operations Manager of Vision AfriKa as soon as possible.

1. All coordinators/coordinators and volunteers who work with children must agree to comply with the Guidelines for Appropriate Affection (Annexure D).
2. No person will be allowed to volunteer to work with children until the person has completed the necessary screening process and has been approved by Vision AfriKa.
3. Coordinators and volunteers are prohibited from the use, possession, distribution or being under the influence of alcohol or illegal drugs while participating in or assisting with programmes or activities for children.
4. Vision AfriKa coordinators and volunteers will respond to children with respect, consideration and equal treatment, regardless of sex, race, religion, sexual orientation, health status, culture or socio-economic status. They will portray a positive role model for children by maintaining an attitude of respect, patience and maturity. They will avoid even the appearance of favouritism.
5. One to one counselling with children will be done in an open space or other place where private conversations are possible but occur in full view of others.
6. Vision AfriKa coordinators and volunteers are prohibited from dating or becoming romantically involved with a child.
7. Vision AfriKa coordinators and volunteers are prohibited from having sexual contact with a child.
8. Vision AfriKa coordinators and volunteers are prohibited from possessing any sexually oriented materials (magazines, cards, videos, films, clothing etc) at work, except when it is expressly permitted as part of a pre-authorized educational programme, or in the presence of the children.
9. Vision AfriKa coordinators and volunteers are prohibited from discussing their sexual activities, including dreams and fantasies or discussing their use of sexually oriented or explicit materials such as pornography, videos or materials on or from the internet with children.
10. Vision AfriKa coordinators and volunteers are prohibited from sleeping in the same beds, sleeping bags, tents, hotel rooms or other rooms with children or youth unless the adult is an immediate family member of all children in the bed, sleeping bag, tent, hotel room or other room. It is acceptable to have a number of adults sleeping in the same room with the children if they are participating in a camp.
11. Vision AfriKa coordinators and volunteers are prohibited from dressing, undressing, bathing or showering in the presence of children.

12. Vision AfriKa coordinators and volunteers are prohibited from using physical punishment in any way for behaviour management of children and youth. No form of physical discipline is acceptable. This prohibition includes spanking, slapping, pinching, hitting or any other physical force. Physical force may only be used to stop a behaviour that may cause immediate harm to the child or to others.
13. Vision AfriKa coordinators and volunteers are prohibited from using harsh language, degrading punishment, physical isolation or mechanical restraint such as a rope or tape for behaviour management.
14. Vision AfriKa coordinators and volunteers are prohibited from participating in or allowing adults or children to conduct any hazing activities – i.e. bullying or intimidating.
- 15.

Review

This policy and its procedures will be regularly monitored and reviewed in accordance with changes in legislation and guidance on the protection of children.

3. Salaries, deductions and reimbursements

Salaries and deductions

- PAYE (Pay-As-You-Earn) and UIF (Unemployment Insurance) will be deducted from the employee.
- A payslip will be supplied by the Financial Officer to the employee.
- Salaries will be paid monthly on the 25th. Where the 25th falls on a weekend salaries will be paid on the preceding Friday. Where the 25th falls on a public holiday, salaries will be paid on the last working day.
- Salaries shall be revised at regular intervals as determined by the Management Committee.
- Bonuses to be paid out at the discretion of the Management Committee with a full explanation to be furnished at the Annual General Meeting.
- The employer may not deduct any other monies from the employee's wage than what is a statutory requirement, unless the employee has agreed to this in writing on each occasion.

Reimbursements

- Refer to the Vision AfriKa Financial Policy for reimbursement protocol.

4. Staff leave

Annual Leave

The employee is entitled to 1.67 days of leave for every calendar month worked. This will add up to 20 days of leave per calendar year. Such leave is to be taken at times convenient to the employer and the employer may require the employee to take his/her leave at such times as coincide with that of the employer.

In the case of termination of the contract, any leave days taken in advance but not accrued, will be subtracted from the final salary payment. In the case of a renewal of a contract for another fixed term, leave that has been accrued may not be carried over.

Annual leave is not redeemable for cash or any form of compensation.

Sick Leave

During the first six months of employment, the employee is entitled to one day's sick leave for every 26 days worked.

The employee is to notify the employer as soon as possible in case of his/her absence from work through illness.

A doctor's certificate will be required when the employee returns to work if they have been sick for two consecutive days and longer or for an extended period on and off (especially in the case of Mondays and Fridays). The employer is not required to pay an employee if the employee has been absent from work for more than two consecutive days or on more than two occasions during an eight-week period and, on request by the employer, does not produce a medical certificate stating that the employee was unable to work for the duration of the employee's absence on account of sickness or injury.

Special leave

Compassionate leave granted for urgent personal business: 4 days per calendar year.

Compassionate leave is granted when:

- o Your child is very ill
- o If an immediate family member of yours has passed away

Study leave: the day before and of an exam (study course to be approved by Employer).

Unpaid leave (for urgent personal reasons only) granted according to the discretion of the Operations Manager.

Special leave cannot be used on either end of the employee's annual vacation period except at the discretion of the employer.

Not more than three consecutive days special leave can be taken at any given time unless there are special circumstances and the employer has approved this.

Special leave is not transferable into the next calendar year or redeemable for cash.

5. Staff training and development Policy

This policy is designed to ensure that all staff is treated fairly and equitably when applying for internal and external training. This policy should be read in conjunction with the performance development Review, Policy and Guidance, the Mandatory Training Policy, and the Equality and Diversity Policy.

Guidance for Branch Managers and employees on allowances for education, training and development activities.

Although the importance of education, training and development is recognised, it is acknowledged that resources to support this are limited. The following guidelines are intended to assist in the fair distribution of these resources, and to guide manager's decisions.

Funding for education, training and development events:-

- Where course fees are payable this is usually in advance of the event. Employees seeking funding must provide accurate cost information to their Branch manager before approval is given.
- When considering the level of support for each application, Branch Managers are recommended to utilise the following priority schedule.

Priority level	Allowance	Description
1	100% funding, study, leave, travel expenses/time and where applicable accommodation	Mandatory Training as specified within the organisation mandatory training policy or essential development to support safe practical service development and or long live learning or training that is required enabling on individual member of staff t progress.
2	At Branch Managers discretion 50% funding, study ;leave and travel expenses	Development that is desirable to service development plans. Development that is desirable but not crucial to support continuing professional development active.
3	At Branch Managers discretion up to 50% study leave	Development to support career advancement/ aspirations/change, but that is not necessarily linked to service development

Individuals may seek corporate sponsorship to fund learning. This must be fully discussed with Branch Managers to ensure that it is compliant with the policy. Examination fees are not normally paid by the organisation unless the qualification is designated as essential. If so, fees should be paid in full. If a subsequent re-sit is required this may be funded at up to 50% of the cost. For third or further attempts no funding will be granted. Funding for additional studies resulting from failure would not normally be funded.

Vision Afrika may seek payment recovery when employees decide to abandon a programme of study when only partially completed without a valid reason and without prior agreement from their manager.

Application Processes

Vision AfriKa will normally only approve study leave when an agreed service/level of service can be maintained. Where approval would be contrary to the needs of the team or organisation, study leave may be refused. The initial decision to approve study leave rests with the Human Resources Department. Retrospective applications will not normally be considered. Employees who pay course/travel fees without first securing agreement from the manager may not always be reimbursed. Applications for support to attend developmental events should be based upon the applicant's performance development review/plan.

Internal Study Leave

It is not necessary to complete a study leave form for internal courses. This training should be booked by **the Branch manager**. If courses are oversubscribed, short listing will occur against stated criteria or places will be allocated based on the date of receipt. Applicants will be notified in writing by email or letter if they have been successful or not and will be offered a place on the next available course if unsuccessful. If there is no current details of the next course applicants will be placed on a waiting list until a course becomes available and then contacted by the line manager to inform them of their secured place.

Branch Managers' Responsibility- internal study leave

It is the responsibility of the manager to provide funding from their budget for external Courses. For external study leave, approval must be sought from the Human Resources Department. It is the Branch manager's responsibility to obtain this approval. Advice may be sought from the appropriate professional lead or from the HR Department. For external courses copies of the designated application form and information on the course should be sent by the applicant to:

- The Human Resources Department
- The individual should also keep a copy for personal development records
- A copy of the form should also be stored locally within the employee's personal file held by the manager Sufficient time should be allowed for authorisation, notification, payment of fees and staff rotas to be considered.

Employees' Responsibility- internal study leave

Employees are responsible for ensuring full details of the event are obtained, an external study leave form is completed, and for ensuring discussion and authorisation by their line manager. This also applies to study leave where courses are funded by external sources. Employees have an obligation to reflect on learning and its application and to keep records of this within their professional portfolio. Where paid study leave is granted, employees must not undertake paid work and/or receive fees without specific written permission from Vision AfriKa. Where the employee also works for another organisation, it is their responsibility to liaise with all parties and to notify Branch Managers of impending study leave.

Approval- study leave

When approving applications, Branch Managers must confirm that employees are up to date with statutory and core training. It is not appropriate to authorise study leave when individuals have not attended designated statutory and core training. When applications are approved the manager has provided a tacit agreement to provide any necessary cover within normal resources for attendance at training to occur. It is recommended that staff rotas are reviewed at the time of application.

Human Resources Department Responsibilities- development

Recording of in-house training activity and external training will take place. This enables Vision Afrika to determine levels of training activity and identify deficits in key areas. The Human Resources Department will send notification to Branch Managers with details of staff who have not attended courses or staffs who do not send apologies with an appropriate notice period, without satisfactory explanation. Details of non-attendance will be reported to the Management Committee. The Human Resources Department will provide attendance and non-attendance reports to the Vision Afrika Group on a quarterly basis. The Human Resources Department will monitor the use of the correct documentation to authorise and fund training and development activity.

Employees Responsibilities- training

Employees will inform and discuss with their Branch Managers at the earliest practicable opportunity if they are unable to attend a training course (internal or external).

Branch Managers Responsibilities-training

Branch Managers or their designated deputies will inform the Human Resources Department as soon as is practicably possible if and why an employee is unable to attend a training course. In order to maintain accurate and up to date learning records Branch Managers must inform the Human Resources Department of any education, training and learning events that staffs attends either internally or externally to Vision Afrika, this will ensure that accurate training records are maintained. Branch Managers will be expected to address non-attendance on training in supervision.

6. Code of conduct

Vision AfriKa commits to encouraging a safe, supportive and productive work environment. This can only happen when everyone cooperates and agrees to suitable standards of conduct.

This Code of Business Conduct covers a wide range of business practices and procedures. It does not cover every issue that may arise, but it sets out basic principles to guide all employees and officers of Vision AfriKa. All of our employees and officers must conduct themselves accordingly and seek to avoid even the appearance of improper behavior. The code should also be provided to and followed by Vision AfriKa's agents and representatives.

If a law conflicts with a policy in this code, you must comply with the law. Alternatively, if a local custom or policy conflicts with this code, you must comply with the code. If you have any questions about these conflicts, you should ask your manager how to handle the situation.

Employees and officers are responsible for understanding the legal and policy requirements that apply to their jobs and reporting any suspected violations of law, this code, or Organisation policy.

Those who violate the standards in this code will be subject to disciplinary action, including possible dismissal. Furthermore, violations of this code may also be violations of the law and may result in civil or criminal penalties for you, your managers and/or Vision AfriKa. If you are in a situation which you believe may violate or lead to a violation of this code, follow the procedures set out in Section 19 of this code.

The basic principles discussed in this code are subject to any Organisation policies covering the same issues.

Compliance with laws, rules and regulations.

Obeying the law, both in letter and in spirit, is the foundation on which this Organisation's ethical standards are built. All employees and officers must respect and obey the laws, rules, and regulations of the cities and country/ies in which we operate. Although employees and officers are not expected to know the details of each of these laws, rules and regulations, it is important to know enough to determine when to seek advice from managers, or other appropriate personnel.

Conflicts of interest

A "conflict of interest" exists when a person's private interest interferes in any way, or even appears to interfere, with the interests of Vision AfriKa. A conflict situation can arise when an employee or officer takes actions or has interests that may make it difficult to perform his or her Organisation work objectively and effectively. Conflicts of interest may also arise when an employee or officer (or a member of his or her family) receives improper personal benefits as a result of his or her position in Vision AfriKa. Loans to, or guarantees of obligations to, employees and officers and their family members by Vision AfriKa may create conflicts of interest and in certain instances are prohibited by law.

It is a conflict of interest for an Organisation employee or officer to work for a similar organisation (unless by arrangement with Management).

Conflicts of interest are prohibited as a matter of Organisation policy, except as approved by the Management Committee. Conflicts of interest may not always be clear-cut, so if you have a question, you should consult with your manager or follow the procedures set out in Section 19. Any employee or officer who becomes aware of a conflict or potential conflict should bring it to the attention of a manager, or other appropriate personnel or consult the procedures provided in Section 19 of this code.

"Insider trading"

All non-public information about Vision AfriKa should be considered confidential information. Employees and officers who have access to confidential information about Vision AfriKa or any other entity are not permitted to use or share that information for any

other purpose except for the conduct of Vision AfriKa's business. This condition may be waived by prior agreement with management to benefit other NGO/PBO organisations.

Corporate opportunities

Employees and officers are prohibited from taking opportunities that are discovered through the use of corporate property, information or position for themselves without the consent of the Management Committee. No employee or officer may use corporate property, information or position for personal gain and no employee or officer may compete with Vision AfriKa directly or indirectly. Employees and officers owe a duty to Vision AfriKa to advance Vision AfriKa's interests when the opportunity to do so arises.

Political contributions

Vision AfriKa prohibits political contributions (directly or through trade associations) by Vision AfriKa or its branches. This includes: (a) any contributions of Organisation funds or other assets for political purposes; (b) encouraging individual employees to make any such contribution; or (c) reimbursing an employee for any contribution.

Individual employees are free to make personal political contributions as they see fit.

Discrimination and Harassment

The diversity of Vision AfriKa's employees is a tremendous asset. We are firmly committed to providing equal opportunity in all aspects of employment and will not tolerate any illegal discrimination or harassment based on race, color, religion, sex, national origin or any other protected class.

Health and Safety

Vision AfriKa strives to provide each employee and officer with a safe and healthy work environment. Each employee and officer has the responsibility for maintaining a safe and healthy workplace for all employees and officers by following environmental, safety, and health rules and practices and by reporting accidents, injuries and unsafe equipment, practices or conditions. Violence and threatening behavior are not permitted.

Employees and officers are expected to perform their Organisation related work in a safe manner, free of the influences of alcohol, illegal drugs or controlled substances. The use of illegal drugs in the workplace will not be tolerated.

Environmental

Vision AfriKa expects its employees and officers to follow all applicable environmental laws and regulations. If you are uncertain about your responsibility or obligation, you should check with your manager.

Record keeping, financial controls and disclosures

Vision AfriKa requires honest, accurate and timely recording and reporting of information in order to make responsible decisions.

All business expense accounts must be documented and recorded accurately in a timely manner. If you are not sure whether a certain expense is legitimate, ask your manager. Policy guidelines are available from your manager.

All of Vision AfriKa's books, records, accounts and financial statements must be maintained in reasonable detail; must appropriately reflect Vision AfriKa's transactions; must be promptly disclosed in accordance with any applicable laws or regulations; and must conform both to applicable legal requirements and to Vision AfriKa's system of internal controls.

Business records and communications often become public and we should avoid exaggeration, derogatory remarks, guesswork or inappropriate characterizations of people and companies that may be misunderstood. This applies equally to e-mail, internal memos and formal reports. Records should always be retained or destroyed according to Vision AfriKa's record retention policies (see Financial Policy) .

Confidentiality

Employees and officers must maintain the confidentiality of proprietary information entrusted to them by Vision AfriKa, except when disclosure is authorized in writing by the financial officer or required by laws or regulations. Proprietary information includes all non-public information that might be of use to similar organisation (unless by arrangement with Management) or harmful to Vision AfriKa if disclosed. The obligation to preserve proprietary information continues even after employment ends.

Protection and proper use of organisation assets.

All employees and officers should protect Vision AfriKa's assets and ensure their efficient use. Theft, carelessness and waste have a direct impact on Vision AfriKa's image as responsible custodian of entrusted funds. All Organisation assets are to be used for legitimate Organisation purposes. Any suspected incident of fraud or theft should be immediately reported for investigation. Organisation assets should not be used for non-Organisation business.

The obligation of employees and officers to protect Vision AfriKa's assets includes Vision AfriKa's proprietary information. Proprietary information includes intellectual property such as copyrights, as well as business, marketing and service plans, designs, databases, records, salary information, and any unpublished financial data and reports. Unauthorized use or distribution of this information is a violation of Organisation policy. It could also be illegal and result in civil or criminal penalties.

Waivers of the code of business conduct and ethics

Any waiver of this code for any manager may be made only by the Management Committee and will be promptly disclosed as required by law or regulation.

Reporting any illegal or unethical behaviour

Employees are encouraged to talk to managers, or other appropriate personnel about observed behavior that they believe may be illegal or a violation of this Code of Conduct or Organisation policy or when in doubt about the best course of action in a particular situation.

It is the policy of Vision AfriKa not to allow retaliation for reports made in good faith by employees of misconduct by others. Employees are expected to cooperate in internal investigations of misconduct.

Improper influence on conduct of Auditors

It is prohibited to directly or indirectly take any action to coerce, manipulate, mislead or fraudulently influence Vision AfriKa's independent auditors for the purpose of rendering the financial statements of Vision AfriKa materially misleading. Prohibited actions include, but are not limited to, those actions taken to coerce, manipulate, mislead or fraudulently influence an auditor: (1) to issue or reissue a report on Vision AfriKa's financial statements that is not warranted in the circumstances (due to material violations of generally accepted accounting principles, generally accepted auditing standards, or other professional or regulatory standards); (2) not to perform an audit, review or other procedures required by generally accepted auditing standards or other professional standards; (3) not to withdraw an issued report; or (4) not to communicate matters to Vision AfriKa's management committee.

Financial reporting

As a public Organisation, it is necessary that Vision AfriKa's filings with the appropriate statutory bodies be accurate and timely. Vision AfriKa expects employees and officers to take this responsibility very seriously and provide prompt and accurate answers to inquiries related to Vision AfriKa's public disclosure requirements

Vision AfriKa's policy is to comply with all financial reporting and accounting regulations applicable to Vision AfriKa. If any employee or officer has concerns or complaints regarding accounting or auditing matters of Vision AfriKa, then he or she is encouraged to submit those concerns by one of the methods described in Section 19.

Compliance procedures

We must all work to ensure prompt and consistent action against violations of this code. However, in some situations it is difficult to know right from wrong. Since we cannot anticipate every situation that will arise, it is important that we have a way to approach a new question or problem. These are the steps to keep in mind:

- (a) Make sure you have all the facts. In order to reach the right solutions, we must be as fully informed as possible.
- (b) Ask yourself: What specifically am I being asked to do? Does it seem unethical or improper? This will enable you to focus on the specific question you are faced with and the alternatives you have. Use your judgment and common sense; if something seems unethical or improper, it probably is.
- (c) Discuss the problem with your manager. This is the basic guidance for all situations. In many cases, your manager will be more knowledgeable about the question and will appreciate being brought into the decision-making process. Remember that it is your manager's responsibility to help solve problems. If you are uncomfortable discussing the problem with your manager, you can talk to the Management Committee.

(e) You may report violations in confidence and without fear of retaliation. If your situation requires that your identity be kept secret, your anonymity will be protected. Vision AfriKa does not permit retaliation of any kind against employees or officers for good faith reports of suspected violations.

(f) Always ask first, act later: If you are unsure of what to do in any situation, seek guidance before you act.

(g) All employees and officers are subject to Vision AfriKa's code, which describes procedures for the internal reporting of violations of the code. All employees and officers must comply with those reporting requirements and promote compliance with them by others. Failure to adhere to this code by any employee or officer will result in disciplinary action up to and including termination.

Annual acknowledgement

To help ensure compliance with this Code of Business Conduct, Vision AfriKa requires that all exempt salaried employees and officers review the Code of Business Conduct and acknowledge their understanding and adherence in writing on an annual basis on the attached form. ([See attached annexure B](#))

Disciplinary and grievances protocol.

1.1 Purpose

The purpose of this code is to outline the standard conduct and rules applicable to employees at Vision AfriKa. It is accepted that a disciplinary code and procedure are necessary for the efficient running of companies, businesses, government and also organisations. In the case of an organisation that exists for the express purpose to deliver a service to the community of Kayamandi with the assistance of donors and funding, the safety and fair treatment of all employees and the ensuring of sound

labour relations are imperative. This code provides guidelines for management of Vision AfriKa to ensure the fair, just and uniform application of disciplinary measures and to provide a reference for management engaged in applying discipline.

1.2 Underlying principles

This code is based on the following principles, which must be observed under all circumstances:

- The application of discipline is the right and responsibility of line management. As disciplinary action should not be taken lightly, the responsibility for implementing action is reserved for Vision AfriKa representatives of the appropriate responsibility and seniority. The imposition of discipline is therefore the prerogative of management only.

- Disciplinary steps are instituted in order to obtain the co-operation and involvement of all employees within Vision AfriKa, and to protect the interests of both the employee and the employer in the process of dealing with unacceptable behaviour.
- In the enforcement of discipline, the emphasis must rather be focused on guidance and rehabilitation than on the imposition of punishment. However, where necessary, punishment must be used as a legitimate deterrent in the maintenance of discipline.
- In certain instances Vision AfriKa reserves the right to impose the most severe sanction on an employee without having to follow the principles of corrective and progressive discipline.
- The application of discipline must at all times be lawful, just, fair and consistent.

1.3 Disciplinary Sanctions

There are four basic sanctions that can be imposed against any employee. In order of severity these are:

1.3.1 Verbal warning

In case of a moderate offence, a superior should conduct an informal disciplinary interview with the employee that may result in a verbal reprimand.

Written record is kept of this warning and it will be valid for (three) 3 months.

1.3.2 Written warning and final written warning

If verbal warnings fail, management should give the employee a formal written warning. A repetition of wrongful behaviour or a more serious offence can result in a final written warning.

A written warning shall be valid for a period of 6 (six) months and a final written warning for 12 (twelve) months, or as otherwise determined by the chairperson of the hearing.

All written warnings will be recorded on a disciplinary form that will be placed on the employee's file. A copy of the disciplinary form will be handed to the employee.

1.3.3 Dismissal with pay in lieu of notice or summary dismissals.

When, in the employer's opinion, a series of progressive and or corrective measures have not produced the anticipated effect; or a series of verbal or written reprimands given for minor misconduct have not been effective; or when an employee is alleged to have committed major misconduct, Vision AfriKa should before taking disciplinary action, hold a formal disciplinary inquiry prior to termination of the employee's services.

In certain instances dismissal without notice will be justified in terms of the company policy and precedent and the principles of the common law.

The employee must be informed of the reason for his/ her dismissal in writing.

1.4 Schedule of offences

The disciplinary code must not be seen as an independent document. The applicable provisions of the disciplinary procedure must be adhered to ensure the fair and just application of discipline within Vision AfriKa.

SCHEDULE OF OFFENCES

The action as reflected in the columns represents the maximum proposed disciplinary action that may be applied, depending on the nature/type of breach and how many times it has been committed by an employee.

Breaches that are regarded to be related have been grouped into a number of specific categories. In the application of discipline, previous breaches and penalties in a given category, which are still valid, must be considered when deciding what action is to be taken against a related breach (in the same category).

If the chairperson is of the opinion that there are valid mitigating factors, he/she may impose a lesser penalty.

The schedule of offences and proposed action indicated below merely serve as a guideline and do not constitute inflexible rules that have to be followed to the letter. The circumstances and merits of each individual case must be taken into account and the Chairperson is expected to use his/her discretion in making a value judgment. Therefore deviations from the disciplinary code will be permitted where mitigating and /or aggravating circumstances warrant such deviation.

It is further impossible for Vision AfriKa to list each and every offence that an employee may commit in the work place and therefore Vision AfriKa reserves the right to amend this code and/ or charge an employee with an offence that although not contained within this schedule, is deemed an offence in terms of the common law and acceptable practice.

WORD KEY

VR - Verbal reprimand

WW - Formal written warning

FWW - Final written warning

DISM - Dismissal

1.3.Grievance Policy

Vision AfriKa supports the right of every employee to lodge a grievance if the individual believes a decision, behavior or action that affects their employment is unfair. Vision AfriKa aims to resolve problems and grievances promptly, and as close to the source as possible with graduated steps for further discussions and resolution.

The grievance procedure is made up of the following graduated steps:

- 1) Vision AfriKa will maintain a complaint box in the office, which will be read once per month by the team as a whole. Grievances can be submitted anonymously in the complaint box.
- 2) If an employee has an urgent grievance or is not satisfied with the action taken as a result of their complaint, they should then discuss the situation with their immediate supervisor.
- 3) If, after the matter has been discussed and corrective measures taken, an employee feels it has not been satisfactorily settled, they can submit a written grievance to the Operations Manager. The Operations Manager will respond within 15 days, and hold a meeting with the employee. This meeting will be a chance for the employee to tell their story without fear of retaliation; it is also an opportunity to discuss appropriate solutions.
- 4) After meeting with the Operations Manager, if the employee still feels that the issue has not been fairly resolved, they may request to convene an internal review board. The board is comprised of a panel of employees who consider the dispute or complaint and determine the outcome. Between 30 and 40% of paid employees will participate in the panel. Those on the panel commit to respect the confidentiality of all employees who come before the review board. Decisions made by the internal review board are final. Vision AfriKa reserves the right to convene the internal review board no more than once per year; all grievances can be aired at this time.

Under this grievance policy, employees are required to utilize the grievance procedure in a timely way so that grudges and workplace animosity are not allowed to build. Employees should also be aware that retaliation against any other employee for bringing a complaint is prohibited, and will subject the retaliator to discipline.

Annexures

Annexure A (Personnel intake form)



PERSONNEL INTAKE FORM

TITLE	
SURNAME	
FIRST NAMES	
INITIALS	
ID NUMBER	
GENDER	
DATE OF BIRTH	
MARITAL STATUS	
SPOUSE'S NAME	
DEPENDANTS	
<u>RESIDENTIAL ADDRESS:</u>	
POSTAL CODE	
<u>POSTAL ADDRESS:</u>	
POSTAL CODE	
PHONE NUMBER	
EMERGENCY CONTACT PERSON	
EMERGENCY CONTACT PERSON PHONE	
DATE JOINED	
OCCUPATION	
TAX REFERENCE NUMBER	
<u>BANK DETAILS:</u>	
BANK	
BRANCH CODE	
BRANCH	
ACCOUNT NUMBER	
TYPE OF ACCOUNT	

Annexure B (Annual acknowledgement)

Your Personal Commitment to the Vision Afrika Code of Business Conduct

I acknowledge that I received a copy of Vision AfriKa Code of Business Conduct dated _____ (“the Code”), that I have read the Code and that I understand it. I will comply with the code. If I learn that there has been a violation of the code, I will contact my general manager or the Management Committee. I acknowledge that the code is not a contract and that nothing in the code is intended to change the traditional relationship of employment-at-will.

Dated: _____

Employee’s Signature

Annexure C List of offences