

Human Resource Policy

LeDeG Midwifery college



COMPLIANCE QUOTES

“The time is always right to do what is right.”

- Martin Luther King Jr. (U.S. Civil Rights Leader)

“If it is not right do not do it; if it is not true do not say it.”

- Marcus Aurelius (Roman Emperor & Philosopher)

“Action indeed is the sole medium of expression for ethics.”

- Jane Addams (Nobel Peace Prize Recipient)

“By themselves, character and integrity do not accomplish anything. But their absence faults everything else.”

- Peter Drucker (Writer)

TABLE OF CONTENTS 1	WELCOME REMARKS FROM FOUNDER AND CEO	4
1.0.	INTRODUCTION	5
1.1.	VISION	5
1.2.	MISSION STATEMENT	5
1.3.	CORE VALUES	5
1.4.	OUR IDENTITY	5
1.5.	BEHAVIOURS	5
2.0.	EMPLOYMENT AT LEDEG MIDWIFERY COLLEGE	6
2.1.	LEDEG MIDWIFERY COLLEGE EMPLOYMENT PHILOSOPHY	6
2.2.	SCOPE OF THE EMPLOYEE MANUAL	6
2.3.	PURPOSE OF THE EMPLOYEE MANUAL	6
2.4.	CATEGORIES OF EMPLOYMENT	7
2.5.	NORMAL WORKING HOURS	8
2.6.	INTERNAL PROMOTIONS AND TRANSFERS	8
3.0.	RECRUITMENT AND SELECTION	10
3.1.	RECRUITMENT	10
3.2.	RECRUITMENT AUTHORITY	10
3.3.	RECRUITMENT PROCESS	10
3.4.	INDUCTION	10
3.5.	PROBATION PERIOD	11
3.5.	CONTRACT MANAGEMENT	11
4.0.	INTERNAL COMMUNICATION POLICY	11
4.1.	DEPARTMENTAL MEETINGS	11
4.2.	NEWSLETTER	12
4.3.	NOTICE BOARDS	12
4.4.	BULLETINS	12
4.5.	SUGGESTION SCHEME	12
4.6.	EXTERNAL LITERATURE	12
5.0.	CODE OF CONDUCT	13
5.1.	SPECIAL DUTIES OF LEDEG MIDWIFERY COLLEGE STAFF MEMBERS	13
5.2.	NEUTRALITY	14
5.3.	EQUAL OPPORTUNITY NON-DISCRIMINATION	14
5.4.	MONIES RECEIVED BY LEDEG MIDWIFERY COLLEGE STAFF	14
5.5.	FRAUD PREVENTION	15
5.6.	SUBSTANCE ABUSE	15
5.7.	HARASSMENT	15
5.8.	FIGHTING	16
5.9.	INSUBORDINATION	16
5.10.	THEFT	16
5.11.	NON-SMOKING POLICY	16
5.12.	COMMUNICATIONS PROTOCOL	17
7.0.	VISITORS, PRIVACY AND CONFIDENTIAL INFORMATION	17
7.1.	LEDEG MIDWIFERY COLLEGE AND VISITORS	17
7.2.	CLIENTS AND YOU	17
7.3.	PRIVACY AND CONFIDENTIAL INFORMATION	18

8.0. CONFLICT OF INTEREST	19
8.1. SOURCES OF CONFLICT	19
8.2. SOLICITATIONS	20
9.0. SALARY MANAGEMENT AND RENUMERATION.....	20
9.1. SALARY POLICY STATEMENT	20
9.2. SALARY GRADING STRUCTURE	20
9.3. GENERAL GUIDELINES FOR SALARY PAYMENTS AND ADMINISTRATION.....	20
9.4. SALARY ADVANCE	21
10.0. LEAVE MANAGEMENT	21
10.1. ANNUAL LEAVE	21
10.2. SICK LEAVE.....	22
10.3. MATERNITY LEAVE.....	22
10.4. PATERNITY LEAVE.....	22
10.5. STUDY LEAVE.....	22
10.6. COMPASSIONATE LEAVE	23
10.7. PUBLIC HOLIDAYS	23
11.0. PERFORMANCE MANAGEMENT	23
11.1. EMPLOYEE RETENTION STRATEGY	23
11.2. FRAUD PREVENTION AND WHISTLE BLOWER.....	24
11.3. MANAGEMENT'S RESPONSIBILITY FOR PREVENTING FRAUD.....	26
11.4. PROCEDURES FOR REPORTING FRAUD AND WHISTLE BLOWING	26
11.5. CONSEQUENCES FOR FRAUDULENT ACTS	27
11.6. PROTECTION UNDER THE POLICY FOR WHISTLE BLOWERS	27
11.7. RETENTION OF COMPLAINTS AND DOCUMENTS	28
12.0. DISCIPLINARY MANAGEMENT	28
12.1. POLICY STATEMENT	28
12.2. POLICY PURPOSE.....	28
12.3. POLICY PRINCIPLES	29
12.4. PROGRESSIVE DISCIPLINARY PROCESS.....	30
13.0. GRIEVANCE MANAGEMENT AND HARRASSMENT	32
13.1. POLICY STATEMENT	32
13.2. HARRASMENT	33
13.3. SEXUAL HARASSMENT	33
14.0. SEPARATION FROM EMPLOYMENT	36
14.1. MANDATORY TERMINATION.....	36
14.2. EMPLOYEE TERMINATION.....	37
14.2.1. TERMINATION DUE TO DISCIPLINARY ACTION	37
14.2.2. REDUNDANCY	37
14.2.3. CONSENSUAL TERMINATION	38
14.3. NOTICE REQUIREMENTS	38
15.0. OCCUPATIONAL HEALTH AND SAFETY (OHS)	39
15.1. FIRST AID	40
15.2. FIRE AND EMERGENCY	40
15.3.ACCIDENT REPORTING	41

Welcome Remarks from Founder and CEO

Dear Colleagues,

On behalf of the board and management team of LeDeG midwifery college, I sincerely thank you for being part of LeDeG Midwifery College. We are glad to have you in the school and we look forward to working together as we seek and aspire for excellence in Education.

Our school is committed to providing the highest quality midwifery education, supported by highly qualified and motivated staff, for future midwives to become competent, ethically-minded and compassionate care providers to women and children across Ethiopia. It also aims to offer continued educational opportunities to assist accredited midwives in maintaining and upgrading their knowledge, skills and attitude set.

The main mission of the school is to:

- Increase the number of skilled health workers in order to contribute to the reduction of maternal and infant mortality.
- Educate and empower rural girls in Ethiopia.
- Transform the role of midwives in Ethiopia to a life health partner for women

I therefore encourage all of us to demonstrate teamwork, excellence, accountability, integrity, commitment, and passion in all that we do. LeDeG midwifery college values its employee's wellbeing and safety and as management we encourage you to practice open communication for effective engagement and influence in order to achieve our objectives.

The information contained in this manual and all its attachments apply to all employees LeDeG Midwifery college uniformly. You are expected to read and understand the stated policies and procedures in this manual and acknowledge by signing off the manual acknowledgement form. The policies and procedures in this manual are subject to revision from time to time. Changes resulting from such revisions will be communicated to all staff as soon as they are approved.

The Founder and CEO of the College

1.0. INTRODUCTION

LeDEG midwifery college Vision, Mission and core values

1.1. Vision

TO BE A CENTER OF EXCELLENCE IN THE DELIVERY OF HIGH QUALITY MIDWIFERY EDUCATION

1.2. Mission Statement

The college is committed to providing the highest quality midwifery education supported by highly qualified and motivated staff for future midwives to become competent, ethical and compassionate care providers and life partners to women.

1.3. Core Values

- Academic excellence
-
- Innovation
- ethics
- Integrity, accountability and transparency care
- Diversity and mutual respect
- Gender sensitivity
- Customer service

1.4. Our Identity

LeDeG Midwifery College is a social Enterprise set up as private limited company in Addis Ababa

1.5. Behaviours

Respect/: To take notice of and regard with attention and as worthy of consideration; to value another's opinion and thoughts with dignity.

Trust: reliance on the integrity, strength, ability, surety of a person; confidence

Teamwork :Building Sustainable Relationships:- listening to and respecting each other whilst working together to achieve mutually beneficial results.

Commitment: working with urgency and commitment to be successful from individual and the college's perspectives.

Open/Transparent: sharing information proactively, within assigned discretion and without malice or hidden agenda

Open to Change/Innovation / Continuous Improvement: allowing ourselves to be vulnerable, to accept that we may not know all the answers and that there may be more than one way to get what we need and want in our relationship.

Communication: the activity of conveying information. Sending, giving or exchanging information and Ideas between people sharing an area of communicative commonality.

Integrity: the strength of someone's honesty and ethical standing, it reflects good moral character. It means maintaining a good name and character. It is having values and being consistent with those values.

2.0. Employment at LeDeG Midwifery College

2.1. LeDeG Midwifery College Employment Philosophy

The college endeavors to attract and recruit the most capable and qualified staff to fulfil its purposes. This results in hiring people who can actively engage in the work in the context of our vision, mission, identity and values. Therefore all staff are required to embrace the whole mission statement and core values.

LeDeG Midwifery College is an equal opportunity and merit employer. Employment decisions are based on qualifications, competences of applicants and employees, subscription to the school core values and on the operational needs of the college. The college does not discriminate on the basis of race, colour, gender, marital status and physical disability.

2.2. Scope of the Employee Manual

This Employee Manual provides policies and details procedures that apply to the entry, retention and exit of all employees of LeDeG Midwifery College.

2.3. Purpose of the Employee Manual

This manual is an official document of LeDeG Midwifery College, which provides guidelines on the required minimum standards for people management to ensure organisational effectiveness and in particular:

- 1) Guides the administration of the school to function with integrity and fairness.
- 2) Guides the recruitment, selection and employment of the most qualified personnel; and provide equal employment opportunities regardless of sex, colour, race, tribe or nationality subject to any preferences made based on the inherent requirements of a particular job.
- 3) Communicate policies and procedures for the management of all the employees of ledge midwifery college
- 4) Provides information on the rights, responsibilities and obligations between the College and its employees.
- 5) Serves as an orientation tool for employees of LeDeG College.

- 6) Promotes discussions between employees and their supervisors regarding performance issues to enhance individual as well as organisational performance.

2.4. Categories of Employment

2.4.1. Regular Contract Staff

These are forming the core the majority of the school staff. Regular contract staff will hold 2-year renewable contracts.

2.4.2. Temporary Staff

These are staff in recruited to fill in for a regular staff member in cases of absence due to maternity leave and prolonged absence due to incapacitation or staff such as teacher who are recruited to teach courses for a temporary period These are staff on three months or less contract or temporarily teachers paid on a daily or hourly market rate for the position

2.4.3. Consultants

Consultants are professional/technical experts on specific result oriented assignment, which may be carried out according to clearly set out terms of reference. .

2.4.4. Interns/Volunteers

Interns

These are students who are selected to undergo structured learning experience and are assigned to the school. Internship placement is restricted to twice a year and is limited to 3 months and can only be extended up to a period of six months. LeDeG midwifery school has no financial obligation to the interns.

Volunteers

These are highly experienced senior teachers, experts in their particular field interested in giving back to the community through the organisation. A clear need and definition of tasks, period and conditions of volunteer ship will be defined before engagement.

2.5. Normal Working Hours

All full time staff are expected to devote the time and energies necessary to fulfil the requirements of their appointment. In LeDeG Midwifery college work - week constitutes of a total of 40 hours.

- **Monday** to Friday from **8:30am to 5:30pm** with 1-hour lunch break.

However, staff should be aware that they might occasionally be expected to work outside the official hours in order to enable LeDeG Midwifery College to meet its objectives.

Nursing mothers will be entitled to 1-hour per day for breastfeeding until the baby is 6months old. The time schedule should be agreed upon and officially communicated to respective human resource office for accountability. This will be effective from the day they resume their duties after maternity leave.

Teachers are allowed to free schedule as long as they fulfil their teaching hours

2.6. Internal Promotions and Transfers

This policy is established to outline a means of providing promotion to administrative/ professional or office/academic positions within the college where a promotional opportunity exists and includes a provision for job posting. Promoting from within is good business practice and has been shown to be a powerful staff motivator. Internal promotion policies can generate loyalty through the recognition of individual merit and improved morale by fulfilling staff's need for increased status.

2.6.1. Rationale

LeDeG Midwifery College values its staff greatly and wishes to provide opportunities for career development and progression where appropriate. This will enhance morale and increase productivity as well as retention. While we have to continually inject new ideas by recruiting from outside, new staff should not be added to the payroll when needs can be filled through transfers or promotions from within.

However, there will always be a need to attract new capable staff from outside and this policy seeks to provide a fair balance between providing promotion opportunities for existing staff and bringing in new staff from the external labour market.

2.6.2. Job posting

The purpose of job posting is to encourage staff to apply for positions of greater responsibility if they feel qualified for advancement, or other positions which they feel may

assist in their career development or better suit their personal needs (e.g. less stress, or a different location).

2.6.2.1. Procedure

- a) As an opening becomes available for any position, the job description and responsibilities listed will be reviewed posted on the notice Board ,emailed to staff
- b) Staff interested in being considered for the vacancy must submit a letter of application and resume to Administration office and comply with all application requirements;
- c) Administration will review the applications and the normal interview and selection process will be followed;
- d) Once the process is complete, Administration will:
 - a. Notify each applicant of their status;
 - b. Inform the successful candidates as well as his/her supervisor.

2.6.2.2. Rules

Regular staff shall, at all times during the tenure of this agreement, devote his/her whole time and attention to the requirements of the college and shall, in all respects conform to and comply with the regulations of the college and shall faithfully and diligently, to the best of his skill, knowledge and ability serve and use his utmost endeavour to promote the interest of the college and shall not accept any other employment or engagement during the period of his service with the school.

2.6.4. Political Activities

Although the college encourages staff active interest in the political and governmental process, staff may not:-

- Represent the college in political matters; and/or
- Use the college's name or address in mailed material, fund collection or any political advertisement or literature.

If a staff member wants to contest a civic or parliamentary seat under the sponsorship of any political party, the staff member must resign from their position in LeDeG Midwifery College.

2.6.5. LeDeG College Staff Identification Cards

The college supplies a free identification card to each member of staff on joining employment. The card should be displayed at all times while in LeDeG college's Premises and any staff found in violation of this will lose one day salary. This card must be surrendered to the Administration office upon termination with the school.

3.0. RECRUITMENT AND SELECTION

3.1. Recruitment

LeDeG midwifery is an equal opportunity and merit employer offering employment to suitable individuals who exhibit and are willing to ascribe to the school's Vision, Mission and Core values. The college will not unlawfully discriminate against any candidate on any grounds, including age, gender, ethnicity, beliefs or disability.

LeDeG Midwifery College will conduct recruitment, selection and hiring processes:

- a. That are fair, open, and transparent.
- b. That are competitive
- c. In which all participants treat each other with dignity and respect
- d. Where personal information is kept confidential
- e. That utilize a systematic approach
- f. That have established methods of documentation that comply to audit and legal purposes
- g. It will utilize appropriate sourcing techniques to proactively identify qualified applicants
- h. There is facilitation of optimal fact-based decision making in the recruitment process
- i. Consistent standards are applied when recruiting.

3.2. Recruitment Authority

Employment authority for all staff rests with the Human resource committee.

3.3. Recruitment Process

The recruitment process provides a clear guideline to managers on the actual process of recruitment. This aims at achieving clarity, consistency and quality recruitment as well as facilitates planning and provision of the service to all managers. The recruitment process applies to all types of recruitment i.e. Regular contract, short-term /consultancy contracts and interns.

3.4. Induction

Induction is a continuous process of introduction and integration into the college. The Administration office will facilitate an induction programme for all new staff (especially for regular contracts) ensuring that the staff has sufficient information on the mission, strategy, structure and policies of the college.

3.5. Probation Period

The probation period for all regular contract staff will be six months or as per country labour laws where strictly adhered to.

At the end of the probationary period, the supervisor will review and evaluate the staff's performance and make his/her recommendation to the Administration office. This office will facilitate a process of decision making to either issue a letter of confirmation, termination or continuation of probation as appropriate.

3.5. Contract Management

- The terms and conditions of service of a contract staff will be detailed in his/her service agreement.
- Both the service agreement and this manual constitute the contract of employment between the individual and LeDeG Midwifery College.

Contracts for regular staff are renewable based on performance rating from the annual performance review reports of the preceding period/s.

4.0. INTERNAL COMMUNICATION POLICY

LeDeG Midwifery College adopts an open approach which discloses and communicates information to help staff understand and gain commitment to the college's mandate, goals, policies and budgets and understand that they can contribute to increasing the college's prosperity. The school believes that it is essential that its staff members are informed on the progress, policies, plans and budget.

It recognizes that its staff members are essential to its success and will encourage them to make their opinions known on issues which affect them directly. The college recognizes that:

- It is important to create a climate which is conducive to effective communication;
- Communication is a two way process and management has the responsibility to ensure that there is an exchange of views; and
- In certain cases there may be a need to preserve confidentiality, which could impose constraints upon communication.

4.1. Departmental Meetings

Departmental meetings will be held on a regular basis

4.2. Newsletter

The staff newsletter will be published monthly and circulated for all staff to read. The newsletter will include updates on the college's progress, policies, plans and the budget.

4.3. Notice Boards

The notice boards throughout the college's building will be used to display articles and updates on the college's progress, policies, plans and the budget.

4.4. Bulletins

Bulletins on important issues concerning staff will be circulated and placed on the notice boards when it is necessary to give immediate information which cannot wait until the next newsletter.

4.5. Suggestion Scheme

Individual staff may present their ideas/complaints/issues on improving the college's performance. All senior staff will have an open door policy to facilitate this type of communication.

4.6. External Literature

No one may distribute or post literature on company premises without written permission from the Administration office. All requests for such activities will be in accordance with these standards:

- Whether the activity will interfere with work performance or be offensive to other staff;
- Whether the activity is governed or prohibited by law;
- The relevance of the activity to staff and students as a whole; and/or
- Whether the activity will affect the impression received by clients and visitors.

5.0. CODE OF CONDUCT

Our collective personal conduct portrays the corporate image of LeDeG Midwifery College. As part of their employment responsibilities, members of staff are expected to maintain a good working relationship with co-workers and students and their parents. The following are the general guidelines that will apply to all staff

5.1. Special Duties of LeDeG Midwifery College Staff Members

- A) In accepting appointment by LeDeG midwifery school with its terms, conditions, guarantees and emoluments, staff members **agree to abide** by the college's code of conduct, policies and procedures;
- B) **Commitment:** by agreeing to work for LeDeG Midwifery college, staff members shall undertake to uphold **the highest standards of personal and professional behaviour** and to ensure that the college's integrity and reputation shall not be jeopardised by their actions; this includes, theft, fighting and other unprofessional or undesirable behaviour.
- C) All staff are expected to adhere to LeDeG midwifery college values as part of their identify:
 - i. Staff shall maintain a **high level of safety awareness** at work, comply with all safety and health rules and avoid (safety and health) risks as much as possible.
 - ii. To maintain the confidence of customers and colleagues, staff must **avoid conflicts of interest**. A conflict of interest is a situation where one's private interest or outside economic interest interferes with one's duties and responsibilities '
 - iii. Our collective personal conduct portrays the corporate image of **the college** **As part of staff employment responsibilities**, everyone is expected to maintain **a good working relationship** with colleagues and students and their parents those having business with the college **Dress Code:** Staff **should dress appropriately** for business out of **respect for** our colleagues, **students clients, partners and** the communities that we serve;

Client contact: our clients judge The college not only by the quality of the education we provide, but also by the appearance of the people with whom they deal with

Uniforms and Protective Clothing: Certain categories of staff are required to wear an approved style of uniform when on duty, the specifications of which will be outlined from time to time.

5.2. Neutrality

LeDeG Midwifery college is an independent and neutral social enterprise) that is not related to any political or religious opinions or groups. Staff must note to respect and state this neutrality and should not express any personal, political or religious statements or ideas in relation to the work for the college.

5.3. Equal Opportunity Non-Discrimination

LeDeG Midwifery College is an equal opportunity employer and will give fair consideration to all external/internal applicants for open positions. The human dignity of all staff shall always be promoted and maintained. This means that the college does not permit discrimination of any kind against any person on the following grounds or any other legally protected right; Colour, Creed or religion, Race or ethnic origin, Gender, Nationality, Political persuasions, Age; and, Disability, Marital status

5.4. Monies Received by LeDeG midwifery college Staff

LeDeG Midwifery College does not tolerate corruption in any form and has a zero tolerance principle in all its practices: gifts and hospitality must not influence or appear to influence the recipients' judgement to a business decision. "Hospitality" includes meals, refreshments, entertainment and comforts provided in the normal course of business meeting and business-related events. "gifts" include anything of value other than hospitality.

Within the guidelines stated above, the following are the specific policies for giving or accepting gifts and hospitality:-

- Cash gifts are prohibited;
- No employee may receive benefits, gifts or commissions from a supplier in return for advice or purchases by the organisation or for any other activity of the supplier.
- No staff may accept any discount on any personal purchase of the supplier's product if the discount can be construed as being offered because of the business relationship;
- Staff must avoid entering into any arrangements which inhibit the process of open competition;
- Staff may not participate in situations which may influence or appear to influence their judgement in dealing with students their parents or suppliers who may transact business with the college;

5.5. Fraud Prevention

Staff of LeDeG Midwifery College must not engage in any illegal activity and must not, in the performance of their duties, commit any act of fraud, whether or not adverse to the interest of the college.

5.6. Substance Abuse

LeDeG midwifery college prohibits the use, possession, distribution, purchase or sale of illegal drugs, narcotics, inhalants or other unlawful substances and materials, as well as the unauthorised use of alcohol on its premises or while staff are engaged in the college's business.

5.7. Harassment

Harassment on the basis of any other protected characteristic will not be tolerated. Under this policy, harassment is verbal, emotional or physical conduct that denigrates or shows hostility or aversion towards an individual because of his/her age, race, religion, gender, sexual orientation, disability, political opinion, culture, national extraction, marital status, medical condition or any other legally protected right and that:

- (i) Has the purpose or effect of creating an intimidating, hostile or offensive work environment;
- (ii) Has the purpose or effect of unreasonably interfering with an individual's work performance; or
- (iii) Otherwise adversely affect an individual's employment opportunities.

At LeDeG midwifery college, sexual harassment, whether verbal or physical to other employees or students is also unacceptable and will not be tolerated. For purposes of this policy, "sexual harassment" is defined as unwelcome sexual advances, requests for sexual favours and any other verbal, visual or physical conduct of a sexual nature when:

- a) Submission to or rejection of this conduct by a person is used as a factor in decisions affecting hiring, evaluation, retention, promotion or other aspects of employment; or
- b) Such conduct has the purpose or effect of unreasonably interfering with an individual's performance or creates an intimidating, hostile or offensive work environment.

5.8. Fighting

Fighting will not be tolerated on LeDeG Midwifery college premises at any time for any reason. Those found guilty of fighting will be subject to disciplinary action up to and including summary dismissal. Regardless of the cause any staff who engages in fighting will be subject to summary dismissal.

5.9. Insubordination

Refusal to comply with a legitimate instruction or use of obscene or otherwise objectionable language to a supervisor is termed as insubordination. It undermines the discipline and authority needed in the workplace and cannot go unchallenged. Insubordination will result in disciplinary action up to and including summary dismissal. Staff should follow all job-related instructions given by an immediate supervisor.

5.10. Theft

Theft creates a burden for all employees, the great majority of whom are honest. Therefore, the theft of any of the college's property, including office supplies and equipment or embezzlement of funds will be dealt with severely..

Any staff found to have stolen college's property, embezzled funds or assisted others in such activities, is subject to summary dismissal. In addition, criminal prosecution will be instituted.

5.11. Non-Smoking Policy

LeDeg Midwifery College recognises that smoking and exposure to second hand smoke (breathing in of other people's tobacco smoke) are a risk to health and have been shown to cause cancer, heart and respiratory diseases in both smokers and non-smokers. LeDeG Midwifery college is committed to providing and maintaining a safe and healthy working environment for all its staff, students visitors. In line with this commitment, LeDeG Midwifery College has a non-smoking policy within its premises and vehicles.

Staff members who disregard this advice will be formally cautioned in accordance with the disciplinary policy and could face disciplinary action including dismissal.

5.12. Communications Protocol

I. Telephone Use

All staff should answer the telephone provided it is ringing even if it is not in their office or at their desk. Staff should be courteous, audible on the telephone and assist the caller to the best of their ability. If a staff member is not able to respond to issues raised, then refer the caller to somebody who is in a position to help them or take a message and deliver it to the right recipient. Telephone lines are to be kept free for official calls. If it is necessary to make or receive a personal call during working hours, you should keep the call as short as possible. Staff members are expected to use the telephone in a prudent manner.

II. Email and Internet Use

Computer information systems and networks are an integral part of business at LeDeG Midwifery College. The policy on email and internet use is available from the IT unit. The policy aims to:

- Protect organizational investment.
- Safeguard the information contained within these systems.
- Reduce business and legal risk.
- Protect the good name of the College.

7.0. VISITORS, PRIVACY AND CONFIDENTIAL INFORMATION

7.1. LeDeG midwifery college and Visitors

All visitors are required to register and wear a pass issued at the reception point before they enter the college premises.

7.1.1.1. Personal Visitors

LeDeG Midwifery College encourages personal visitors during work breaks and before or after working hours with the exception of emergency cases.

7.2. Clients and You

Our objective is to attract and keep clients happy. We are committed to giving quality service to all our clients. We are counting on all staff to support this commitment by preventing errors and doing things right the first time.

All staff represents LeDeG Midwifery College to our clients and potential clients. When a staff member responds to a client, S/he creates impressions that build and affect our

relationships with the people we value. The quality of our services, their fair and accurate representation to the client, is important elements in this relationship.

The college guidelines to good client service include:

- **Responsiveness** – demonstrate a willingness to help and provide prompt value for added service;
- **Assurance** – be courteous and honest to inspire trust;
- **Empathy** – show that you value and respect clients; treat clients as you would expect to be treated;
- **Customer service** – project a positive, professional image on telephone, in face-to-face communication, in dress and in maintenance of the workplace;

7.3. Privacy and Confidential Information

LeDeG Midwifery College is committed to conducting business in an open and ethical manner. As part of our commitment, we inform our stakeholders and other concerned groups about our operations through annual reports and the media.

a) As LeDeG midwifery college staff, you must NOT:

- Reveal any confidential information about the college or its staff, clients or suppliers to anyone except properly designated employees or organisations;
- Use any proprietary or confidential information you have acquired at LeDeG midwifery college for the benefit of another organisation; and/or
- Seek to profit from confidential information on business opportunities that are available to you as a result of your position with the college.

1.1.1 Copyright

Unless otherwise negotiated, LeDeG Midwifery College is the inherent copyright owner of the data and documentation, including photos that any staff member may produce, gather, review and/or analyse on behalf of the college, irrespective of whether or not such data and documentation have been published. Furthermore, such data may not be published without specific approval of the management

- 1.1.2 THE COLLEGE SHALL BE ENTITLED TO ALL PROPERTY RIGHTS, INCLUDING BUT NOT LIMITED TO PATENTS COPYRIGHTS AND TRADEMARKS WITH REGARD TO MATERIAL, WHICH BEARS A DIRECT RELATION TO OR IS MADE IN CONSEQUENCE OF THE SERVICES PROVIDED TO THE COLLEGE BY THE STAFF/STUDENTS. ***Disclosure of Information***

Staff shall exercise the utmost discretion in regard to all matters of business. Confidential information that is known to them because of their work for LeDeG Midwifery College shall not be disclosed to any third party, internally or externally, without prior authorisation of the appropriate authority.

Every staff is responsible for strictly guarding the privacy of records and other information concerning staff and clients. You may not use this information for personal advantage or reveal it to anyone outside the college.

1.1.3 ***Records Retention or Destruction***

LeDeG Midwifery college's records are important corporate assets, which must be protected. Such documents include but are not limited to, strategy documents, project/programme documents and data, financial statements and reports, documentation of transactions, tax returns, computer software and all employee-related documentation.

8.0. CONFLICT OF INTEREST

To maintain the confidence of our customers, avoid conflicts of interest. A conflict of interest is a situation where one's private interests or outside economic interest:

- a) interferes with duties and responsibilities to LeDeG Midwifery college ; and/or
- b) raises a reasonable question about such interference (the "appearance" of a conflict of interest may be as damaging to a client confidence as an "actual" conflict of interest, e.g., family relationships, ties to members of your household whether or not one is related but share external investments such as businesses, might have conflict of interest with our clients).

8.1. Sources of Conflict

Common sources of conflict of interest arise when a staff:

- Accepts gifts of more than token value or nominal value from a potential or actual client, supplier or competitor; and/or
- Has a significant direct or indirect financial interest in or relationship with an actual or potential client, supplier or competitor.
- Works with relatives in the same unit with direct reporting relationship or has a personal relationship with a direct reportee or other staff working in the same unit

It is important that no staff transact any business as suppliers of services or materials for financial gain with LeDeG Midwifery College.

8.2. Solicitations

Solicitation is defined as an activity of asking for or trying to obtain something benefiting individual staff members, their spouse, children or others associated with the staff member.

Solicitations of money for personal fundraising should be kept to a minimum because they often prove annoying or embarrassing to employees who cannot or do not wish to contribute.

- No staff should ever be pressured to contribute.
- Solicitation to clients or suppliers is prohibited.
- Solicitation by staff is prohibited during working hours or in client or supplier service areas.

9.0. SALARY MANAGEMENT AND RENUMERATION

9.1. Salary Policy Statement

LeDeG Midwifery College's remuneration policy is aimed at ensuring that the college attracts, motivates and retains committed and competent staff required to accomplish its mission. .

9.2. Salary Grading structure

Each position in LeDeG Midwifery College will have a salary scale showing a range from minimum, midpoint and maximum salary payable for that grade. The salary scale aims to provide and maintain parity in remuneration.

9.3. General Guidelines for Salary Payments and Administration

- Salaries will be paid monthly in arrears or in accordance with the established practice in Ethiopia by 30th.
- Should the 30th fall on a holiday or weekend the salary will be paid the last working day before the holiday or weekend.
- The accountant shall ensure that a pay slip showing gross salary and deductions accompany each person's salary.

9.4. Salary Advance

Salary advances for staff are discouraged. They can only be allowed under limited circumstances. All regular contract staff are eligible to request one month's basic pay as a salary advance to be recovered directly from the staff salary within a three-month period. This advance will be available for emergencies only and will be limited to once per year. The immediate supervisor and the administration office will be the approving authority. Employees will only qualify for this advance in the context of maintaining a net payroll salary of 1/3 or as per country specific labour laws.

10.0. LEAVE MANAGEMENT

LeDeG Midwifery College shall grant several categories of leave to staff members as below;

10.1. Annual leave

Staff members shall earn annual leave at the rate of 25 working days in a calendar year, i.e., 1 January to December 31. Annual leave entitlement is earned at the rate of 2.1 days per month. Specific country labour laws will apply where more days are required.

Staff are expected to accumulate leave entitlement before they apply for leave. However, they may utilise their leave entitlement for the year in advance provided that the staff's service is expected to continue for a period long enough to cover leave taken and with the approval of the Head of academic Departments, operations manager or the Dean,.

The leave entitlement is accrued on the basis of each completed year of service. In case of service of less than one year, leave will be calculated on a pro-rata basis.

A maximum of 10 days earned leave may be carried forward from one year to the next year. Any balance in excess of 10 days will be forfeited.

Leave will be taken subject to operational requirements and only with prior approval of the operational manager. Staff members will be required to complete leave application. Leave for more than five (5) days should be applied at least two weeks in advance. Leave records will be maintained by the administration.

Staff on short-term contract of more than 1 month will be entitled to two working days of leave for each month worked. Any leave due at the end of the contact period will be paid to the staff along with their last salary.

10.2. Sick leave

Absence due to illness must be reported to the immediate supervisor or Administration as soon as possible by latest 9a.m on the first day of absence. Absence on medical ground will be supported by a medical certificate will indicate first day of illness and the date on which the staff is expected to return to work. Visits to the doctor will be deducted from sick leave entitlement.

All sick leaves records will be maintained. Such leave will be deducted from sick leave entitlement.

10.3. Maternity leave

A female staff shall be entitled to paid maternity leave of 90 calendar days or in accordance to the country's labour law act on maternity leave whichever is favourable on childbirth.

Additional leave may be taken as unpaid annual leave or paid annual leave, as appropriate. Sick leave can be considered for additional leave where serious pregnancy complications occur and medical documentation is produced.

10.4. Paternity Leave

A male staff whose wife has given birth shall be entitled to paternity leave of 7calendar days with full pay per year. The leave cannot be accumulated and shall be taken within one month from the child's date of birth.

10.5. Study Leave

LeDeG Midwifery College recognises that staff may need to enhance their professional and operational competence but does supports fulltime study with leave. If an employee proceeds on study leave, they will be given a sabbatical leave without pay.

Exam Leave

LeDeG Midwifery college values personal development of all staff through continuing professional development), as key to accomplishing its business objectives. Exam leave is a learning initiative which requires a staff member to be absent from their place of work for a defined period of time in order to undertake or revise for an examination.

Provisions and conditions

- A) All staff members shall be entitled to a maximum of four (4) days for exam leave per calendar year.

- B) All personal development programs for which exam leave is to be requested must be brought to the knowledge of the college through the supervisor and a copy of study enrolment submitted to the administration office at the commencement of the study.
- C) All requests for exam leave must be supported by an exam timetable or documentation from the learning institution.
- D) We recognize that staff cannot control the date of examinations however, due consideration should be given to work requirements when arranging exam leave .
- E) Exam study leave will not be accrued or carried over to the next year.

10.6. Compassionate Leave

Compassionate leave of seven (7) working days will be granted for bereavement in the immediate family (1 Spouse, Child, Parents and Parents, Sister, Brother) per occurrence in a year. Death occurrences for Non-immediate family, staff shall use their annual leave.

10.7. Public Holidays

All staff are entitled to all public and statutory holidays of the country and will take them at full remuneration..

11.0. PERFORMANCE MANAGEMENT

LeDeG Midwifery College is committed to excellence in delivery of its strategic objectives and values and wishes to recognize the contributions of each staff member. All employees of the college shall be expected to share the same commitment and display it through high performance levels and teamwork. Establishing clear lines of communication between a manager and staff is an important element in achieving this.

The college will therefore establish a performance management system to align individual work objectives, and therefore performance levels, with the objectives of college It aims to assist staff in the delivery of work by creating a systematic process for setting, monitoring and appraising work objectives which support the college's goals and objectives.

11.1. EMPLOYEE RETENTION STRATEGY

Organizations are going-concerns and therefore have a life cycle. In this life cycle, employees naturally have to come and leave but the continuity of the organization requires careful management of this "in and out people process" if meaningful organizational growth and development is to take place. Loss of organizational knowledge and memory costs millions of money and it is estimated that replacing a key employee costs at least 150% of their annual employment cost.

LeDeG Midwifery college would like to retain employees who have confidence in themselves and pride in their organization. So in order to improve our ability to attract, retain and improve productivity, applying the following five-step employee retention strategy will be applied at all levels of management;

- 1) **P**- Provide A Positive Working Environment
- 2) **R** - Recognize, Reward And Reinforce The Right Behavior
- 3) **I** - Involve And Engage
- 4) **D** - Develop Skills And Potential
- 5) **E** - Evaluate And Measure

11.2. FRAUD PREVENTION AND WHISTLE BLOWER

11.2.1. Policy Purpose

The purpose of this policy is to aid the development of controls that help in the detection and prevention of fraud. To maintain consistent organizational behavior, LeDeG Midwifery College provides guidelines and assigns responsibility for the development of controls and conducting of investigations where necessary.

11.2.2. Scope of the Policy

This policy applies to all forms of irregularity involving staff members, consultants and service providers dealing with the college. Any investigative activity required will be conducted without regard to the suspected wrongdoers "length of service, position or title.

11.2.3. Applicable Definitions

- a. **Corruption** – "offering, giving, soliciting or acceptance of an inducement or reward which may influence a person to act against the interests of the organisation"
- b. **Fraud** – "use of deception with intention of obtaining an advantage (real or perceived), avoiding an obligation or causing loss to another party in this case, to LeDeG Midwifery college ." It can be perpetrated by persons outside as well as inside an organisation.

11.2.4. General Policy Statement

Management is responsible for the prevention and detection of fraud, misappropriation and other irregularities. Fraud is defined as the intentional falsification or concealment of material fact for purposes of inducing another to act upon it or for personal interest. Fraud may result in material gain or loss, such as in financial fraud, or creation of a false impression, either positive or negative, such as in the case of data fraud.

Each member of the management team should be familiar with improprieties that can occur within his/her area of responsibility and be alert for any indication of irregularity.

- a. Any irregularity that is detected must be reported to the Dean/ Chief Executive Officer who approves all investigations.
- b. The Operational Manager will coordinate all investigations involving all other affected offices and where necessary the college's legal advisors.
- c. Where the Operational Manager is suspected of fraud, the Dean/ Chief Executive Officer will appoint an appropriate person/office to conduct the investigation.
- d. The Auditors and the Board will handle cases where the Dean or Chief Executive Officer is suspected of fraudulent acts.

11.2.5. Confidentiality

- a) All information received will be treated confidentially.
- b) Staff members should report any suspected fraud to the Chief Executive Officer/ Dean/operational manager as the case may be or their designate.
- c) Staff members should not personally try to conduct investigations/interviews or interrogations.
- d) Information on those suspected for fraud will remain confidential to avoid reputational damage to those who may be innocent.
- e) Once the investigation report is completed and decision made on the suspect, affected staff will be informed and thereafter all staff will be informed of the type of fraud committed and actions taken.

11.2.6. Detailed Policy Clauses

LeDeG Midwifery College has a zero tolerance attitude towards fraud and maintains the highest standards of prevention, detection and remediation;

- a) Staff of the college must not engage in any illegal activity and must not, in the performance of their duties, commit any act of fraud, whether or not adverse to the interest of the organization;
- b) Any act of fraud ascertained upon internal investigation, or pursuant to government
- c) Investigation or through written acknowledgement by the staff concerned, shall result in immediate termination of employment;
- d) For the purposes of this policy, fraud shall include, but not be limited to:
- e) Theft or misappropriation of organization assets;
- f) Submitting false claims for payment or reimbursement;
- g) Accepting or offering a bribe, or accepting gifts or other favours under circumstances that might lead to the inference that the gift or favours was intended to influence an employee's decision-making while serving the organization.;

- h) Accepting a commission from, or paying same to a third party (kickbacks);
- i) Blackmail or extortion;
- j) "Off book" accounting, or making false or fictitious entries;
- k) Knowingly creating and/or distributing false or misleading financial reports;
- l) Knowingly creating and/or distributing false or misleading data, whether programmatic, technical, management or other data, in reports, presentations or other communications;
- m) Plagiarism or any other knowing misappropriation or theft of intellectual property, whether from the college or external sources;
- n) Payment of excessive prices or fees where justification thereof is not documented;
- o) Violation of organization procedures with the aim of personal gain or to the financial detriment of the organization;
- p) A dishonourable, or irresponsible, or deliberate act against the interest of the organization;
- q) Computer fraud including manipulation of programs/systems, altering, substituting and destroying records; and
- r) Any other type of fraud that has not been listed above.

11.3. Management's responsibility for preventing fraud

Managers at all levels are responsible for exercising due diligence and control to prevent, Detect, and report acts of fraud by staff under their supervision. Managers who fail to carry Out their responsibilities, as hereinabove stated, will be subject to disciplinary action, up to and including termination of employment.

11.4. Procedures for Reporting Fraud and Whistle Blowing

- a) Complaints may be reported orally or in writing to internal audit (whether in house or outsourced), the Dean, or the Chief Executive Officer, or if any of these persons are the subject of the complaint, the complaint may be made to one of the other two named officers or to the chair of the audit and risk committee or the chair of Board.
 - b) Fraud complaints must be filled in, as per the standard form attached hereto, by the persons making the complaints, their supervisors, or, if it is a verbal complaint, by the person receiving the complaint, with a copy sent to internal audit. If the complaint involves the internal audit, the copy of the complaint shall be sent directly to the chair of the Board..
 - c) The internal audit shall report all complaints and the results of any subsequent investigation to the chair of the Board and the CEO .. If the complaint involves internal audit, the chair of the Board shall initiate the investigation and shall report all complaints to the full audit and risk committee and the chair of the international board.
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However, persons reporting an actual or suspected fraud are encouraged to establish a means of communication with Internal Audit office in case additional information is required, and so as to remain informed of the status of any inquiry.

11.5. Consequences for Fraudulent Acts

The management of the college will take appropriate action in response to any complaints, including disciplinary action, up to and including termination of employment, against any staff who, in the college's assessment, has acted in violation of this policy.

- a) Staff who deliberately or maliciously lie to cover up or conceal an act sanctioned by the policy, obstruct the reporting of, or fail to report or monitor a fraud that they become aware of, will be considered to be accessories after the fact and may be subject to disciplinary action and termination.
- b) The organisation reserves the right to press charges against staff and to report any criminal action to the appropriate authorities.
- c) If the fraud requires investigation by the government, the matter will be referred to the police for investigation and appropriate action.
- d) The staff files of staff members disciplined under this policy will record the reasons for the disciplinary action. Under extraordinary circumstances, staff members discharged under this policy shall not be eligible for re-employment by the college..

11.6. Protection under the Policy for Whistle Blowers

- a) In conducting its investigations and in dealing with complaints under this policy, the College will strive to keep as confidential as possible the identity of any complainant or any individual who provides information during the course of an investigation.
- b) The Organisation will not knowingly, with intent to retaliate, take any action harmful to any complainant or individual who provides information during the course of the investigation, including interfering with their lawful employment or livelihood, for:
- c) Reporting a complaint in good faith pursuant to this policy to law enforcement officers, governmental agencies or bodies, or persons with supervisory authority over the complainant;
- d) Providing, in good faith, information regarding a complaint to law enforcement officers, governmental agencies or bodies, or persons with supervisory authority over the complainant; or
Otherwise participating or assisting in a proceeding filed or about to be filed.
- e) Staffs who threaten retaliation against a staff member reporting a suspected fraud shall be subject to disciplinary action, up to and including termination of employment.
- f) An individual who deliberately or maliciously provides false information, may, however, be subject to disciplinary action, up to and including termination of employment.

11.7. Retention of Complaints and Documents

All complaints regarding alleged violations of this policy will remain confidential to the extent practicable. In addition, a registry of complaints, frauds and all written statements, along with the results of any investigations relating thereto, shall be retained by the internal audit Manager in accordance with the records retention policy.

12.0. DISCIPLINARY MANAGEMENT

12.1. Policy Statement

LeDeG midwifery college is committed to the highest standard of performance; ethical and moral behaviour in line with our values. The college's disciplinary policy is designed to enable the college realize its vision through a framework of policies that encourage high standards of performance and discipline.

This disciplinary policy is therefore intended to ensure that employees are responsive to these standards. Any contravention will not be tolerated and will be addressed through disciplinary and corrective action. Employees are expected to familiarize themselves with all the organization's policies and guidelines and comply accordingly.

Disciplinary rules and procedures are necessary for fairness and to maintain order within the college. The disciplinary procedures apply to all staff whether or not they are seconded to work within the college. A staff who commits an offence is subject to disciplinary action depending on the nature of the offence. Disciplinary action will be taken in cases where good reasons and clear evidence exists.

12.2. Policy Purpose

1. To encourage discipline and maximum performance at the workplace;
2. To ensure appropriateness to the nature of the offence that has been committed.
3. To guarantee fairness and consistency in the disciplinary procedures; To provide a uniform framework under which all disciplinary matters are managed;
4. To uphold LeDeG Midwifery college's mission statement and core values and enhance its corporate image.

12.3. Policy Principles

1. No disciplinary action will be taken against an employee until the case has been fully investigated.
2. Managing discipline is the direct responsibility of the employee's line manager who's expected to manage the process from beginning to end. Supervisors or line managers will make informal attempts to resolve issues as part of day to day management before taking formal action.
3. Before taking formal disciplinary action, the supervisor will consult HR for appropriate guidance and support.
4. Employees will be given an opportunity to be heard before any action is taken.
5. The employee will have the right to be accompanied by a work colleague during a disciplinary hearing.
6. The outcome of each formal stage of the disciplinary hearing will be communicated in writing and timelines set for the formal process of appeal if any.
7. Disciplinary actions shall be disregarded after the expiry of two years or as stipulated in the country's labor laws in which that employee has not committed any further offence.

NATURE OF OFFENCES

There are three types of offences: minor, major and gross misconduct. In some cases, the boundary between these categories is not clearly defined and any precedents established in this manner will be used to update the categorisation of offences. The offences include and are not limited to the following:

Minor offences	Major offences	Gross misconduct
Continued lateness to work or early departure	Repetition of similar minor offences	Repetition of similar major offences
Absence from duty for not more than two days without permission	Absence from work for a period of more than two days but not more than four days without permission	Absence from work for a period of more than five days without permission
Idling and loitering during working hours	Wilful neglect to perform official duties or to carelessly and improperly perform any work which is in one's line of duty	Wilful neglect to perform official duties or to carelessly and improperly perform any work which is in one's line of duty
Avoiding work on account of feigned sickness	Failure to obtain approval in writing before providing professional assistance in a private capacity	Writing or publishing any official information which has not been cleared for publication by the Chief Operations Officer
	Breach of standing regulations;	Insubordination
	Unauthorised disclosure of confidential information	Misuse of information of confidential nature
Misuse of telephone	Misuse of company vehicles	Wilful misuse/damage of the college's property

Minor offences	Major offences	Gross misconduct
		Misappropriation and theft of the college's property Fraud, forgery or deliberate falsification of records
Financial embarrassment		Soliciting, giving or accepting bribes or commissions.
Causing unnecessary commotion in LeDeG Midwifery college premises or in public places	Use of abusive or insulting language, or behaves in a manner insulting his employer or a person placed in authority over him	Physical assault on other staff members, customers or clients
	Sexual harassment (verbal, visual or persistent propositions of a sexual nature)	Sexual harassment (physical or sexual favours e.g. For promotion etc)
Poor performance of duties	No improvement of performance after 6 months	Unacceptable performance, unable to meet set goals and targets
		Becoming or being intoxicated therefore being unwilling or incapable to perform work properly
		Criminal offences in cases where a member of staff has been convicted of a serious crime.

12.4. Progressive Disciplinary Process

Penalties listed below may be imposed depending upon the gravity of the offence, the capability to make restitution and the staff member's previous conduct.

Each offence will be dealt with as specified in these procedures

MINOR OFFENCES

A staff member who commits a minor offence will be subject to disciplinary action ranging from verbal warning to written warning.

MAJOR OFFENCES

A staff member who commits a major offence will be subject to disciplinary action ranging from written warning to disciplinary termination.

GROSS MISCONDUCT

A staff member who commits a gross misconduct will be subject to disciplinary action ranging from severe reprimand, surcharge, suspension, to summary dismissal/immediate termination.

12.4.1. Verbal Warning

The staff member will be interviewed by his/her supervisor and informed of the nature of the offence. The staff member will be given the opportunity to present their explanation of the matter and any mitigating circumstances. If appropriate the staff member will be given a verbal warning. A note of the warning will be placed in the employee's file but will be disregarded for disciplinary purposes after six months, subject to satisfactory subsequent conduct and performance.

12.4.2. Written Warning

For a major offence, poor performance, or if there is no improvement following a verbal warning, the staff member will be interviewed by his or her supervisor and a written warning issued if appropriate. The written warning will set out details of the misconduct or poor performance, the action required by the staff member to remedy the situation, the period of review, and details of any training or support to be provided. A copy of the written warning will be placed in the staff member's file but will be disregarded for disciplinary purposes after one year, subject to satisfactory subsequent conduct and performance.

12.4.3. Final Written Warning

This stage will be implemented where the misconduct is sufficiently serious to warrant only one written warning but insufficiently serious to justify dismissal or where there is no improvement following a written warning. The staff member will be interviewed by the HR Manager and a member of the Senior Management Team and a final warning will be issued giving details of the offence and warning that dismissal will result if there is insufficient improvement. A copy of the final written warning will be kept in the staff member's file for a period of two years subject to satisfactory subsequent conduct and performance.

12.4.3. Surcharge

This disciplinary action will be applied to minor, major or gross offences, which involve loss of the college's property or money. The disciplinary panel may resolve to surcharge a staff member, because of misappropriation of college's monies or property, and/or misuse of the same. The committee may resolve to surcharge the staff member in full or an amount proportionate to the offence.

In implementing the surcharge, the following provisions shall prevail:

- i. Surcharge will be implemented in monthly instalments that shall not exceed 1/3 or 33% of the staff member's monthly basic salary;
- ii. At termination or completion of contract, any outstanding surcharges will be settled in full where possible from the staff member's terminal dues; and/or
- iii. The staff member will sign an agreement to any surcharges that will be outstanding on termination or completion of the contract. The agreement will remain even after the separation of the staff member from the college, until the full surcharge is paid.

12.4.4. Suspension

This formal disciplinary action will be applied to major or gross misconduct offences that call for an investigation. On suspension, the staff member will not earn salary or get benefits from the college unless otherwise approved by the Dean/ Chief Executive Officer.

Suspension cases shall be resolved within 30 days. However under exceptional circumstances, a further extension of 30 days can be allowed, if the investigation is not complete and there is sufficient ground to do so.

If the investigations results are proven against the staff member this may lead to disciplinary termination or summary dismissal/immediate termination whichever is appropriate. If the investigations results are unfounded the staff member will be reinstated with full pay and benefits.

12.4.5. Disciplinary Termination

This disciplinary action will be implemented in case of major or gross misconduct or where there has been insufficient improvement following a final written warning. A panel composed of the relevant supervisor and the Operations manger will interview the staff member. The panel will make the decision and communicate to the staff member in writing.

In case of disciplinary termination of employment the staff member will be entitled to the normal period of notice .

12.4.6. Summary Dismissal/Immediate Termination

Summary dismissal/immediate termination applies in case of a gross misconduct that entails the immediate separation from employment with loss of rights to any payment for the normal period of notice and termination benefits that the staff member would have been paid under normal separation process.

In this case the decision making process for disciplinary termination (see above) will apply.

13.0. GRIEVANCE MANAGEMENT AND HARRASSMENT

13.1. Policy Statement

Every staff member is entitled to have his/her grievances heard. The Administration office and the Operational manager will act as mediator in the grievance process. Grievance refers to a complaint about a wrong or a statement of dissatisfaction by a staff member concerning interpretation of work practices, policies and/or procedures.

LeDeG Midwifery College promotes a corporate culture of fairness, respect and open communication in line with our core value-Trust and Transparency. The college recognizes that employees may experience conflicts, issues or disputes in the workplace which may make maintaining desirable relationships and performance difficult. Staff grievances shall include complaints about employment conditions, relationships with fellow employees, immediate supervisors.

LeDeG Midwifery College is therefore committed to resolving staff grievances promptly in an objective and transparent manner satisfactory to all parties concerned. The college encourages all its employees to present complaints or problems through regular and open discussions with the immediate supervisor. If these discussions are unsuccessful, the employee is free to pursue the grievance procedure.

13.2. HARRASMENT

LeDeG Midwifery College endeavours to promote a global culture of dignity, respect and courtesy, in line with its Core Value- "Realization of Potential". In keeping with this concept, The college is committed to providing a work environment that is free of discrimination* and shall prohibit harassment including sexual harassment and harassment based on race, colour, national origin, age, gender, disability or any other unlawful or inappropriate basis.

The college expects all its employees its students and others doing business with the college to conduct themselves in a manner consistent with this goal.

Accordingly, LeDeG midwifery college will ensure that we:

1. Take appropriate measures to prevent harassment including sexual assault.
2. Rigorously investigate all complaints of harassment in a timely and thorough manner;
3. Take appropriate corrective action in cases of substantiated harassing behaviour in accordance with local policies, procedures and laws regarding disciplinary and corrective action;
4. Take appropriate corrective action in cases of false claims;
5. Provide clear guidelines on how cases of alleged criminal offenses (such as sexual assault) will be managed;
6. Provide access to a safe place where personal support and counseling can be obtained.

13.3. Sexual Harassment

LeDeG Midwifery School would like to ensure a collegial work environment in which everyone is treated with respect and dignity. Each person has the right to work in a

professional atmosphere that promotes equal opportunities and prohibits discriminatory practices, including sexual harassment. At the college, sexual harassment, whether verbal, or physical, is unacceptable and will not be tolerated. Violation of this policy will lead to serious disciplinary action up to and including summary dismissal.

13.3.1. Definition

For purposes of this policy, "sexual harassment" is defined as unwelcome sexual advances, requests for sexual favours, and any other verbal, visual, or physical conduct of a sexual nature when:

- Submission to or rejection of this conduct by a person is used as a factor in decisions affecting hiring, evaluation, retention, promotion, or other aspects of employment; or
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile or offensive work environment

Examples of behaviour encompassed by the above definition include, but are not limited to:

- Threats or insinuations, which cause the victim to believe that sexual submission or rejection, will affect his/her reputation, employment and advancement.
- Direct propositions of a sexual nature.
- Comments of a sexual nature or sexually explicit statement, questions, jokes, or innuendos, and unnecessary touching, parting, hugging, or brushing against a person's body.
- Indecent /provocative/ offensive body exposure which is contrary to the college's dress code policy
- Visual harassment, such as derogatory posters, cartoons, or drawings.
- Physical harassment, such as assault, impeding or blocking movement, or any physical interference with normal work or movement, when directed at an individual,

13.3.2. Procedure

In the event of sexual harassment, LeDeG Midwifery college shall;

- Take appropriate measures to prevent sexual harassment
- Rigorously investigate all complaints of sexual harassment
- Take appropriate corrective action in cases of substantiated harassing behaviour.

All allegations of sexual harassment will be investigated promptly, impartially and confidentially by a team appointed by director, HR/country director. Any member of the college personnel found to have acted in violation of this policy shall be subject to

corrective action, including warnings, reprimands, suspensions, transfers and termination, as deemed appropriate by the college.

LeDeG Midwifery College will not tolerate retaliation against anyone who complains of sexual harassment or who participates in an investigation.

13.3.3. Harassing Conduct - Sexual

There are two types of sexual harassment:

1. Quid pro quo

- When submission to unwelcome conduct is made either explicitly or implicitly a term or condition of employment.

Or

- When submission or rejection of the unwelcome conduct by an individual is used as a basis for employment decisions affecting or grading of students the individual.

2. Hostile work environment (when an offensive or abusive work environment is created)

- When the conduct unreasonably interferes with job performance, grading
- When conduct creates a working environment that is intimidating, hostile or offensive.

Sexual harassment may take many forms including but not limited to:

- Verbal conduct such as epithets, derogatory comments, slurs, or unwanted sexual advances, invitations, comments or conversation.
- Visual conduct such as derogatory posters, cartoons, drawings, gestures or intimidating looks/stares.
- Physical conduct such as an attack, uninvited or unwanted touching, blocking normal movement or unwanted presence in work area.
- Use of computers, including the internet and email system, to transmit, communicate or receive sexually-suggestive, pornographic or sexually explicit pictures, messages or material. Other communications may also include telephone calls, letters, gifts and faxes.

Sexual harassment is generally not:

- Genuine compliments at appropriate times.
- Common courtesy.
- Consensual acts of friendship.

Special note: even though these behaviours are generally not considered sexual harassment they may be perceived as such by the recipient. Sexual harassment is more about "effects" on the recipient than "intentions". While this policy is not intended to discourage these behaviours, it would be wise to check with the recipient to make sure your conduct is perceived in the manner in which you intend it.

Harassing Conduct - Non Employees

The college expects its customers, vendors, clients and contractors to refrain from sexually harassing behaviour. These individuals are expected to meet the same behavioural standards as its personnel.

Criminal offenses

In the event of alleged offenses (such as rape) LeDeG Midwifery college would report the incident to appropriate local authorities, local law enforcement and/or diplomatic authorities.

14.0. SEPARATION FROM EMPLOYMENT

Separation from service by LeDeG Midwifery College can be initiated by either party i.e. the college or staff member and will usually be included in the contract of service. The following is a general guide to causes of separation but is not exclusive.

Separation from Employment shall fall under the following categories;

1. Mandatory Termination
2. Employee Termination
3. Disciplinary separation
4. Employer Termination
5. Consensual Termination

14.1. Mandatory Termination

14.1.1. Medical Incapacity

If in the course of employment a staff member can no longer carry out assigned duties because of continuous illness or serious disability due to an accident, whether incurred before or during employment and after exhaustion of all sick and annual leave days and entitlement, LeDeG Midwifery college may terminate the staff member's contract.

14.1.2. End of Contract

Contracts of service that have run their term shall for all intents and purposes be considered terminated.

When an employment contract expires, notice will be given to the staff member that the contract will or will not be renewed. This will be in accordance to the service agreement and the country labour laws. Staff members will be notified of termination of employment in writing. The Operational Manager unit will sign notice of termination. Where full notice is not given, payment of basic salary will be made in lieu of the period of notice, which cannot be serviced.

14.1.3. Death

Death shall automatically discharge a contract of employment. Terminal benefits shall be due to the estate of an employee whose death is not occasioned by his/ her willfull or negligent misconduct. Any pending payments will be made to the designated next of kin/beneficiary.

14.1.4. Imprisonment

An employee's employment shall, unless otherwise determined by management, be automatically terminated upon imprisonment exceeding 3 months following a lawful sentence by a court of law.

14.2. Employee Termination

The staff member or the employer may serve either party a notice to separate from the employment contract. A staff member who wishes to resign must give a written notice of 2 months or pay 2 months' salary in lieu of notice. In the case of a staff member still on probation, he/she may give 14 days' notice or the equivalent basic salary. The period of notice may be waived by mutual agreement between management and the staff member.

14.2.1. Termination Due To Disciplinary Action

An employment contract may be terminated for disciplinary reasons. In the case of disciplinary termination, the period of notice applicable for resignation will apply. In the case of summary dismissal/immediate termination, no notice of termination will be given, nor payment in lieu of notice or payment of any benefits other than those held under statutory regulations. Only the days worked by the dismissed employee will be paid.

14.2.2. Redundancy

Redundancy occurs when a position is deemed to be no longer required by the college as a result of changes in strategy, funding, organization structure or any other reason.

The following list includes some, but not all, of the bona fide reasons for making a position redundant:

- 1) LeDeG midwifery college has to reduce the size of its workforce e.g. as result of reduced funding LeDeG midwifery college can no longer work in a particular environment due to civil unrest or staff safety
 - 3) LeDeG midwifery college or a department no longer needs certain skills or duties to be performed
 - 4) There is a general restructure e.g. due to a business need or new strategy direction
- Rules for serving notice of termination in cases of redundancy are the same as the notice period for resignation.

The college shall provide the following for staff being retrenched;

- 1) Pay out unused Annual Leave
- 2) a 2 month salary as severance pay

14.2.3. Consensual Termination

LeDeG Midwifery College may agree with a particular employee to terminate their contract of employment without reason. Such agreement shall always be documented and the consideration will be documented

14.3. Notice requirements

In cases where an employee/employer decides to terminate a contract, it must be preceded by notice in writing except in cases of summary dismissal or retirement.

Notice to be given by the employee will be dependent upon the period of service as specified below;

- i. 6 months of service = 2 weeks' notice
- ii. 1 year or more but less than 10 years of service = 2 month notice
10 Years of service and above 3 months's notice.

Notice to be given by LeDeG Midwifery College will be as specified below;

- iii. 6 months of service = 2 weeks' notice
- iv. 1 year or more but less than 10 years= 2 months' notice
- v. 10 years of service and above = 3 months' notice

14.4. Payment in Lieu of Notice

In circumstances where a terminated employee is entitled to notice or where the Notice is due to LeDeG midwifery school, it may be paid by either party in lieu thereof.

For avoidance of doubt, notice shall accrue to the following terminations:

- 1) Any dismissal not being summary, otherwise known as dismissal with notice.
- 2) Terminations following a restructuring, laying off, retrenchment, redundancy or abolition of office.
- 3) Termination arising from medical incapacity
- 4) Termination by employee.

14.5. Processing Leave Balance

In all cases of termination (except in cases of death and summary dismissal) leave must be taken as part of the notice period, except with the prior agreement from the director.

In the event that a staff member cannot take leave during the notice period, outstanding annual leave entitlement earned at the time of separation will be paid together. Any leave that may have been taken but not earned as at the end of the notice period will be deducted from final dues.

14.6. Processing Staff Debts

On termination any debt owed to LeDeG Midwifery college will take priority of staff member's final dues. Such debts may emanate from loans, unaccounted for work floats, lost equipment etc.

15.0. OCCUPATIONAL HEALTH AND SAFETY (OHS)

LeDeG Midwifery College is committed to ensuring that the workplace is healthy and safe for the employees. The college aims at providing and maintaining as far as is reasonably practicable a safe and healthy working environment.

To protect employees, the college will work to prevent, prepare for and respond to accidents and injuries and prepare for response to natural disasters. LeDeG Midwifery College will provide guidance to all employees on safety standards and ensure that there are facilities for prevention and response to workplace risks and hazards.

LeDeG Midwifery College will establish plans for the prevention of accidents as well as procedures for reporting and investigating accident LeDeG Midwifery College will establish staff safety plans relating to natural or man-made emergencies such as fire, earthquake or security threat. This includes:

- a. Developing emergency/evacuation plans for the college buildings and locations.
- b. Ensuring LeDeG Midwifery college's buildings have appropriate fire-fighting equipment (fire extinguishers, sprinklers), smoke detectors, first aid kits, alarm systems and dangerous goods storage.

LeDeG Midwifery college employees will recognise that safety is the responsibility of each individual and will report unsafe work conditions to management.

15.1. First Aid

The first aid box and manual can be found in LeDeG Midwifery college office/location. The college will also ensure that trained First Aid assistants are available in its office.

15.2. Fire and Emergency

In the event of a fire on LeDeG Midwifery college premises all should stop work and follow the fire and evacuation procedure . A general rule of the thumb is to be calm, not to run back to the office for personal belongings and use the stairs not the elevator. The destination after exit should be the designated assembly area where all staff will be accounted for. Do not go back to the building until the all clear is given.

In general, the Administration office charged with care of the facility will take responsibility of ensuring safety precautions are in place and staff members are well aware of these and the evacuation procedures.

15.2.1. Fire Drills

Evacuation exercises will be organised and carried out twice a year by the administration office in charge of the office facilities.

15.2.2. Fire Alarms

The administration office will test fire alarms periodically. A minimum of three days' notice will be given before such testing takes place.

15.3. Accident Reporting

All work related accidents must be reported to the immediate supervisor the Administration office as soon as practicable for the purposes of record keeping, establishing the cause and recurrence prevention. Staff members should ensure that all elements of their workstations are adjusted to suit them. They should also ensure that the workstation is tidy and free of tripping hazards like files, drawers, and cables.

In case of injury, the Administration will need to be informed so as to process the general accident benefits.

No Smoking LeDeG Midwifery college as a health conscious Institution promotes a non-smoking environment. This no-smoking policy seeks to guarantee the right of all staff members and visitors to breathe air free of tobacco smoke

Smoking is strictly prohibited within LeDeG midwifery college work areas and public spaces including conference rooms, private offices, reception areas, toilets, stairwells, hallways and work stations, as well as all other enclosed areas. This policy applies to all staff members, students, clients, contractors and visitors regardless of their status or business with the college.

APPROPRIATE 'NO-SMOKING' SIGNS WILL BE CLEARLY DISPLAYED AT THE ENTRANCES TO AND WITHIN THE PREMISES

15.4 . Security

- All efforts must be made to ensure unauthorised persons do not obtain access to the college.
- All staff members will be issued with staff identification badges, while all visitors to the premises will be issued with visitors' badges at the gate. Staff must return the identification badge to the administration office on termination of employment.
- Badges must be displayed at all times on the premises. Staff members should escort any person on the premises not displaying an identification badge back to the reception.
- Visitors will remain at the reception until the appropriate member of staff is available to escort them in and out of the office area.
- Staff members will be provided with lockable drawer/locker to store personal belongings where possible. Staff will also be provided with a key to their office and will be held responsible for any losses incurred due to unsecured offices.
- LeDeG Midwifery College will not accept liability for loss of staff member's belongings on the premises.

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