



BITS COLLEGE

Human Resource Policy

REVISED
JANUARY 2021
Addis Ababa, Ethiopia

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Acronyms

AB	Academic Board
CADC	College Administration Council
EM	Executive Management
VPAAR	Vice President for Academic Affairs and Research
VPBA	Vice President for Business and Administration

1. INTRODUCTION

1.1 GENERAL INFORMATION ON THE HR POLICY

The HR policy of BITS College provides information regarding general terms and conditions of employment for staff and details of the procedures to be followed in relation to Human Resources matters.

The policy document clearly shows the rights and the responsibility of the employees of the College. It is a set of fundamental rules, which, if deviated from, the reason or reasons must be explicable to management and employees alike.

The policy aims at complete transparency in the work place. The overall process, however, is ongoing and flexible to meet changing situations as they occur in the College's work environment, revisions in the Ethiopian Labour Code, and new policies and procedures mandated by the College.

This policy also draws on the policies and procedures which have evolved in the Ethiopian Labour Code and other Ethiopian Companies. Any and all circumstances/happenings that are not stated in this policy will be governed by the Ethiopian Labour law.

All senior management must comply with the College's Human resources policies and procedures. To ensure this, when faced with a decision on a Human resources matter, managers must read the appropriate section in this Manual and must act in accordance with the laid down procedures. Where there is no set policy on a significant issue or where the set policy cannot be implemented, the VPBA must be consulted and decision as to the course of action to be pursued must be approved by the VPBA.

Any Manual, including this one, is practical only to the extent that there is a long-term commitment to implementing it at all levels of the College. To this end a copy of the manual will be available to all staff and all employees of the College must familiarise themselves with the policies and procedures of this Manual..

The VPBA will initiate an annual review date of the Manual taking on board any serious and worthwhile issues/suggestions from management and staff and any revisions to the labour law. S/he shall make presentations of key facts and issues following reviews.

~~All employees of the College must familiarise themselves with the policies and procedures in this Manual.~~

The policies and procedures outlined in this Manual are effective as of April 2021.

1.2 PURPOSE OF THIS MANUAL

The purpose of this Manual is to set out the human resources procedures and practices of the College; to clearly show the rights and responsibilities of the staff and the College; and to ensure that the College complies with the Ethiopian Labour legislation.

1.3 GLOSSARY OR SELECTED TERMS

1.3.1 COLLEGE

The term College refers to BITS College

1.3.2 ADMIN OFFICE

The admin office refers to the personnel administration of the College.

1.3.3 ADMIN OFFICER

The admin officer refers to the head of the personnel administration of the College.

1.3.4 IMMEDIATE FAMILY

The employee, spouse or long-term partner, and dependent children under the age of 18 including legally adopted children and children of spouse/long term partner living with the employee and registered as family members.

1.3.6 RELATIVES

Relatives includes: spouse, parents, children, brothers, sisters, cousins, nephews, nieces, and uncles, aunts of the employee or in-laws of the employee (relevant for employment and emergency leave purposes).

1.3.7 EMPLOYMENT AUTHORITY

Only the VPBA or designate has the authority to hire, terminate, demote, suspend or take any other appropriate action in strict adherence with this manual and the labour law.

1.3.8 WORK AREA

WORK AREA refers to the normal working area for staff. This includes Addis Ababa (current head office) and any place in Ethiopia or outside of Ethiopia where the College has engagement.

1.4 REVISION OF THIS MANUAL

The Manual is open to thoughtful revision. Anything unclear, oversights or suggestions of any kind may be brought to the attention of the VPA or the President. As and when it may be deemed necessary, the President reserves the right to add, modify, or delete any provision in this Human resources Manual. The process, however, is ongoing and flexible to meet changing situations as they occur in the College's work environment, revisions in the Ethiopian Labour Code, and new policies and procedures mandated by the College headquarters.

Any memos relevant to the Manual must be kept included in the manual and circulated to all offices. Any updates sent out must replace the pages being updated.

1.5 SCOPE OF THE POLICY DOCUMENT

The procedures set out in this Manual apply without restriction to all staff that have entered an employment contract with the College. This Manual does not apply to consultants, agents, temporary staff and employees on short term contracts. The terms and conditions applicable to

temporary staff, employees on short-term contracts (of less than three months duration), interns and consultants or agents will be determined solely by contractual agreement and job description therein.

In addition to this policy document, various, units, offices, or divisions within the College community may, with the approval of the Office of the Vice President for Business and Administration, periodically issue and/or change guidelines, rules, and/or manuals from time to time which pertain solely to the conduct of their individual area. Employees in that area are subject to such guidelines, rules and/or manuals and are expected and required to understand and abide by them.

1.6 ISSUANCE

This policy document, authorised and issued by the VPBA of the College, will be freely available to all members of staff.

1.7 IMPLEMENTATION

All staff must familiarise themselves with the contents of this policy document. Staff with supervisory responsibilities must apply it in full when dealing with Human resources issues. Where there is no set policy on a significant issue or where the set policy cannot be implemented, the VPBA must be consulted and decision as to the course of action to be pursued must be approved by the VPBA.

2. BITS College Brief

2.1 PROGRAM AND ADMINISTRATION

BITS College is a private higher learning institution with a vision of promoting excellence in the production, growth and dissemination of advanced scientific knowledge through teaching and research. The College is conceived, established and run by caring and committed educators and innovators who seek to improve the quality of higher education in the country through the introduction of innovative and enlightened education programmes that help students realize their potential. It aims at realizing this by engaging a management team experienced in education and business, a dedicated team of faculty and staff, well-designed academic programmes, world class educational facilities and cutting-edge technologies.

The executive officer of the College is the President assisted by the Vice President for Academic Affairs and Research (VPAAR) and the Vice President for Business and Administration (VPBA).

The highest decision-making body of the College is the College Board (AB). However, most academic and administration activities are carried out by the Executive Management (EM). The College Administration Council (ADC) is a standing committee accountable to the EM. The AARC, working under the chairmanship of VPBA, deliberates and decides on all administrative and financial matters on behalf of the EM.

2.2 VISION, MISSION AND VALUES

2.2.1 Vision

- BITS College aspires to grow in reputation as a model of academic excellence and innovative student support in an environment strengthened by industry partnerships and technology enablement.

2.2.2 Mission

The purpose of BITS College is to enable our community to grow, thrive and prosper through continual innovation in education, research, and entrepreneurship.

The mission of BITS College is to educate, inspire and prepare each student for a better life of service by:

- providing quality higher education and research of relevance to the sustainable development of our society;
- offering a welcoming and rewarding work environment for students, faculty and staff;
- fostering innovative learning, entrepreneurship, community engagement, and industry partnership;
- building capacity to unlock the potential of technology to provide education without boundaries - accessible from anywhere; and
- maintaining financing plans to sustain innovation and growth.

2.2.3 Core Values

BITS College believes in:

- encouraging open-mindedness, dynamism and innovation;
- excelling in performance, and never compromising on quality;
- creating a nurturing environment for our students and employees;
- cultivating integrity, mutual respect, collaboration and unity; and
- developing responsible governance and fostering a commitment of serving.

3. CONDITIONS OF EMPLOYMENT

3.1 HOURS OF WORK

- Monday to Friday
 - Morning 8:00 AM - 12:00 PM
 - Afternoon 1:00 PM - 5:00 PM
- Saturday
 - Morning 8:00 AM - 12:00 PM

The standard working hours for all staff members must not exceed forty-four hours each week. Subject to this limit, the VPBA may set standard work hours from time to time.

Where the circumstances in which the work to be carried out is such that normal hours of work cannot be distributed evenly over the individual week, normal hours of work may be calculated as an average over a period longer than one week, provided, however, that the average number of hours over a period shall not exceed forty eight hours per week.

Where the nature of a post requires a staff to routinely work non-standard hours, this will be specified in the Contract of Employment.

Staff members are expected to make themselves available for work outside their normal working hour when circumstances demand.

The College would like, as much as possible, to have a family-friendly policy in allowing flexibility in working hours. Men and women taking their children to school in the morning are allowed, upon notification, to start work between 8:00 and 9:00 a.m. To compensate, they relatively have to end work from 5:00 to 6:00 p.m.

The College, apart from an academic institution, is a business College and, as such, staffs are expected to cover their assigned duty with utmost commitment. The general rule is that overtime will not be paid.

Only in exceptional circumstances, Department/Program/Project Managers are allowed to authorise overtime under strictly justified reasons and especially for Janitors and Drivers. All other overtime payments need to be authorised by the VPBA.

Over time payments shall be in accordance to the Labour Proclamation NO.377/2003 and be claimed by completing the ‘Overtime Allowance Sheet’.

3.2 JOB TITLES AND POSITION CLASSIFICATION

It may be necessary to re-grade job titles and the staff classification list. Individuals will be notified of any changes in their job titles.

Staff may be classified as Standard or Temporary depending on the duration of their contractual agreement. Temporary employees are those whose contract is for short period of time, usually less than a year while standard means those whose contract period is for one year. It is here understood that nature of the contract (definite/standard or temporary) will be specifically mentioned on the contract itself.

3.3 MINIMUM AND MAXIMUM AGE

The minimum age for employment with the College is eighteen, effective on the date of hire. The mandatory retirement age in the College is 65 years. The President may make exception to the retirement age.

3.4 PERDIEM

Per diems compensate staff for expenses they incur for board and meals while performing their duties outside of their normal assigned work area, which is defined in the employee’s contract of employment. They are neither intended to be supplementary to staff salaries nor to be part of a remuneration package.

3.4.1 Standard Perdiem

For all staff members, the standard rate of per diem for work outside their work area shall be determined by the office of the VPBA.

Staff members who spend overnight at the College compound or facilities under rent or some agreement with the College are not entitled to the accommodation part of the per diem.

3.4.2 Perdiem for training courses

For per diem purposes, a training course is defined as a course, however long, organised by an external body and conducted externally, to which the College agrees to send a participant. Meetings, workshops etc. organised by the College internally are not considered as training courses but as normal work.

Where a member of staff is going to a training course outside the work area, the President or Vice Presidents are the only persons who authorise per diem payment and make exceptions to the per diem rates.

3.5 RECRUITMENT

The College is an equal opportunity employer whose primary objective in recruitment and selection is to secure high standards of competence, commitment, and congruence in interests and value and cost effectiveness in staff resource management. Therefore, recruitment and selection shall be on open competitive and competency profiling basis by providing equal employment opportunities for all applicants both from within and outside the College as may be necessary.

Until a satisfactory gender balance is achieved, the recruitment of women will be encouraged even to the extent of waiving certain qualifications and experience. However, such waiver or preferential treatment would not compromise the quality and level required of the position and needs the authorisation of the VPBA or the President.

Recruitment shall be on a competitive basis. Advertising to a wider audience should be done as much as possible and to a targeted audience as and when necessary. Priority will be given to

qualified internal candidates through competitive promotion and/or transfer procedures and processes.

Criteria in recruitment are generally related to and determined by the specific job position.

4. HUMAN RESOURCES PLANNING

The College will be committed to planning ahead in order to maximise the opportunities of employees to develop their careers within the College and to minimise the possibility of redundancies.

As part of the preparation of the annual work plan and budgets, senior management staff will be requested to state their Human resources requirements for the coming year either for their ongoing project or for new project components and initiatives. It may not be possible to determine employment needs in advance for new projects and hence may be considered as exceptional.

Approved yearly staffing plans and budgets will be fully reviewed in January and July of each year and provided no changes are necessary, the approved staffing plan can be implemented. (Where exceptional circumstances arise outside the bi-annual work plans, a minimum of one month's notice must be given for a new hire).

4.1 VACANCY ANNOUNCEMENT

All job vacancies will be advertised externally/internally through newspapers and or on internal notice board and/or at various suitable places or using other means as appropriate including employment agencies. Internal vacancy announcements shall be made for posts for which suitable candidates might be available within the College. The process of selection will take the form of transfer or promotion.

The position requirements and brief description of duties and responsibilities, if any, must be stated in all advertisements and must be based on the College's grading structure. A statement "Qualified women are encouraged to apply" must be included in every vacancy announcement. Internal candidates who do not meet the minimum qualification but can perform the necessary duties may apply as a candidate on the recommendation of immediate supervisor and at the discretion of the VPBA.

All vacancy announcements shall be the responsibility of the Admin Officer as per delegation by the Vice President for Business and Administration (VPBA) and the President of the College.

For positions filled at Project level, the appropriate medium must be used for advertising.

All applicants fulfilling the requirements set out for the vacant post shall address and submit their applications to the Admin office as appropriate.

All internal vacancy announcements shall stay on the notice board for a minimum of 5 working days. External vacancy announcements shall stay active for 7, 10 or 14 consecutive days as appropriate.

4.2 SHORT LISTING FOR INTERVIEW/EXAM

The Admin Officer in consultation with the relevant offices and/or Technical staff prepares a shortlist on the basis of the advertisement made. Applicants who are short-listed will be called for an interview and written exam (if the position advertised requires a written exam).

All documents submitted to the College must be verified against the original by human resources staff. The responsible person verifying the document must put his/her initials on each page of the copy.

Where written exam is required, it is the interviewers' duty to ensure that the written exam is conducted fairly. The relevant supervisor must correct all written exams and communicate the result to the Admin Officer.

Appropriate advance notice for interview/exam must be given and candidates must be requested to bring all original documents for verification. Interviews/exams must, as far as possible, be held in a location that will suit the majority of candidates.

4.3 RECRUITMENT

All travel expenses, or loss of income due to interview(s) or written exam or both are the responsibility of the applicant.

Once the selection is finalised a job offer letter is issued to the successful candidate. The candidate must confirm acceptance of the job offer specifying the intended start date in writing. Then the process of checking reference must be finalised before the appointment on probation. The candidate must finalise his/her departure from the previous employer.

The candidate must submit two passport size photographs together with three Reference Sheets. The candidate's last employers must be contacted through telephone before issuing the Contract of Employment. In addition, he/she will fill in the employee profile form.

The date of hire for all new appointments will be effective from the date specified in the Employment Contract. The salary for the first month of employment shall be pro-rated to reflect the actual number of days worked. When an ex-employee is re-hired, the date of hire shall be the date of re-hire.

4.4 APPOINTMENT AND PROBATION

All appointments are subject to satisfactory completion of a probationary period which is 45 consecutive days for non-management staff and 90 days for Management staff. An employee on probation may terminate his/her contract of employment without notice. The College may terminate the contract of employment without notice.

If the employee on probation proves to be unfit for the job during her/his probation, The College can terminate the contract of employment without notice and not being obliged to pay severance pay or compensation.

Supervisory staff is required to ensure that they review the performance of the new staff at least 10 consecutive days prior to the end of her/his probationary period. The evaluator must make a clear recommendation in writing as to whether the staff must continue in that position. The recommendation shall be submitted to Human Resource Department/Human Resources Officer/Project Admin and Human Resources Officer. Before the last date of the probation period, the staff must be given either a letter to confirm successful completion of probation or a letter of termination. Extension of probationary period is not permitted.

The employee must receive the following documents (depending upon each case) from the Office of Personnel Administration:

- A.** On probationary appointment
 - (i) Job Offer Letter
 - (ii) Letter of appointment on probation
 - (iii) Job Description
 - (iv) Employee Handbook
 - (v) Temporary College ID Card

- B.** On successful completion of probation
 - (i) Letter of appointment following successful completion of probation
 - (ii) Contract of Employment following successful completion of probation
 - (iii) Pension Application Form
 - (iv) Permanent ID Card of the College

- C.** On unsuccessful completion of probation
 - (i) Letter of Termination following probation

All staff contracts are for fixed terms, which may be renewed on expiry. Before the end of the agreed period, a letter of renewal will be issued to a staff who will continue to work for the College or a letter for non-renewal of contract will be issued few days before the end of the contract. The supervisor is responsible to send a written memo to the Admin office requesting a renewal of contract at least 15 days before the end of the contract.

The admin officer is authorised to sign all job offer letters, probationary contracts, employment contracts and letters for recruitment of staff. All such letters and employment contracts must be sealed with the College stamp.

A separate contract must be used for hiring a person for a piece of work as well as for hiring staff on fixed short term/temporary/relief basis.

Employment contract renewal and termination letters must be prepared in triplicate – one copy to the employee, one for Human resources file and one for Finance office.

Upon appointment on probation and regardless for job grade, the employee shall sign the following documents and a copy will be attached to his/her personal file:

- Receipt of the Employee Handbook (which contains Standards of Integrity)

- Receipt of Internet & E-mail policy

- Offences that entail summary dismissal (Human Resources Manual, 30.2.3.)
- Job description
- Drivers will, in addition to the above, sign on “Rules for Drivers” document.

4.5 THE COLLEGE ID CARDS

Permanent ID cards must only be given to employees on successful completion of the probationary period. Temporary ID cards may be issued to staff who are on probation or short term (three months and less) contract. All ID cards must be returned to the College on termination/end of employment contract. The ID card must be attached with a signed copy clearance form before final payments are made by the College.

4.6 INTERNS

The College may assign Interns for a maximum period of three months, during which adequate support must be given to help them develop their skills, up to the level they can be competent enough for any suitable employment (see paragraph below regarding employment).

All requests for hiring interns must be presented to the Admin Officer 15 days before the intended start date of the Volunteer. The Administration and Finance Officer may use applications on the file or use any appropriate means, including advertisements, to find Interns. The request must include a memo justifying the need to hire a volunteer (including a period not exceeding 3 months) and a job description.

For a transparent selection process, an interview/exam may be conducted as appropriate. All original documents must be checked against the originals. Personal and/or work-related references must be checked prior to the signing of the contract.

All requests for payment of any kind for volunteers must be approved by the President or Vice Presidents.

5. DELEGATION OF AUTHORITY

The Head of Administration and Finance, may sign the following letters for admin staff:

- Job Offer
- Employment
- Contract Renewal
- Promotion/Transfer
- Notice for renewal/non-renewal of employment contract
- Salary Adjustment and other human resources action except termination/suspension letters.

For management and academic staff, only the VPBA or designate will sign.

6. PROMOTION

Promotion is a movement of a staff to a higher-grade post with an increase in responsibility and basic salary. It is the commitment of the College, whenever possible, to promote regular staff members who are deserving, qualified and have proven ability and potential to move to higher positions that may arise in the course of time, with corresponding increases in salaries, duty and responsibility. Normal recruitment procedures apply, including interview, written test, etc.

Performance evaluation records shall be given greater weight when a potential staff member is considered for promotion. The academic qualification and experience requirements may be waived at the recommendation of immediate supervisor and the final discretion of the President, especially in the effort demonstrated to provide opportunities to female staff in the College.

7. REMUNERATION AND BENEFITS

7.1 SALARY

Salaries are paid monthly at the end of each Gregorian calendar month. Mandatory deductions as required by the law are made from the income of each employee and are paid to the appropriate government body.

All staff will be appointed to a position within the College's grading structure and their remuneration will be as per the salary scale appropriate to that position. From time to time, it may prove necessary to reclassify job titles.

Consultants, part-time and casual employees shall be paid in a different manner, which will be the discretion of the President.

New recruits will be placed at step of the grade commensurate with previous experience and qualifications.

7.2 SALARY SCALE

For administrative staff of the College, the College has a salary scale that is based on step system. There are 10 grades in the salary scale, Grade I being the lowest and Grade X being the highest in the College's structure.

- The salary scale shall be reviewed at the end of each calendar year and any recommendations are to be sent to the President of the College for final approval.
- Consultants, part-time and casual employees can be paid differently than regular/temporary staff, at the discretion of the President.

7.3 INCREASES

Performance evaluations will be carried out annually in the month of June. Increments will be awarded to employees based on Performance Evaluation. Staff who received a written warning or a verbal warning registered in his/her file during the previous year and/or staff whose performance is below what is expected will not get performance based annual salary increment.

Performance based annual increments shall be granted in the form of one step increase to the previous salary. The College may award additional salary increases according to the salary scale to a limited number of individual staff at its discretion. Staffs eligible are those with **commendable** performances in accordance with the result of the performance appraisal. The maximum increment shall be three merit steps in the College salary scales, above the point that the staff member is already placed. Supervisors can propose a merit increment to an employee in writing addressed to the next level supervisor in the hierarchy. The proposal must be based on the objective evaluation of individual performance against the designed work plan of the year. The final decision for the approval of the merit increment lies with the President.

The performance based annual salary increment shall be implemented as of the first month of the following budget year (July).

Staff who is hired between Megabit 1 and Sene 30 is not entitled to get the performance based annual increment.

Salary and grade adjustments may be made when staff members are promoted to higher posts.

Staff members who have reached the ceiling of the scale in the grade are not be eligible for increments. However, such staff may be compensated in another form if deemed appropriate

Salaries are reviewed once yearly.

7.4 SALARY ADVANCES

It is not the policy of the College to allow salary advances.

7.5 SALARY DEDUCTION

The College can deduct appropriate amounts from an employee's salary in the event of shortages, unreturned property, or for disciplinary penalties etc. The salary deduction of staff shall be done under the court order, upon staff member's written request or in case of outstanding unsettled payment declared by the Finance Department and with the consent of the concerned staff member. Salary could also be deducted in case of disciplinary measures taken in accordance with this Manual.

7.6 STAFF BENEFITS

The College is committed to provide manifold benefit schemes for its staff within the scope of its financial capacity to attract and retain its committed professional staff, reduce staff turnover, increase staff morale and increase job satisfaction.

7.6.1 Insurance

(i) Medical Insurance

The College staff who have served for more than six months will be entitled to a medical insurance up to 10,000 (Ten thousand Birr). Entitlement to the medical insurance ceases immediately following termination of service with the College.

Consultants who are hired by the College are not entitled for the medical insurance.

Staff hired for a specific work which is agreed to be completed within a specified period of time which is less than six months (inclusive) are not entitled for medical insurance for non-job related sicknesses/accidents.

No Medical expenses abroad will be covered by the College.

Medical Insurance coverage for all the College staff shall be reviewed on a yearly basis.

(ii) Gross Personal Accident Insurance

The College staff who have served for more than six months will have a gross personal accident insurance of 24 hours which covers up to five years of salary. Other benefits related to accident insurance shall be in accordance to the insurance policy.

Accident insurance coverage for all the College staff shall be reviewed on a yearly basis.

7.6.2 Acting Allowance

An acting allowance is granted only where a staff member is requested to assume the duties and responsibilities of a higher-level post for a period in excess of 20 working days.

Only the President or his/her designate has the power to assign an employee to an acting position.

The maximum duration to work on acting position may not exceed six months unless the employee agrees to do so.

Acting allowance will be per the administrative allowance provided by the College management.

7.6.3 College Tuition Waiver

The staff may apply for

Waiver of 25% the College tuition fees for themselves and 25% for their spouses and children, provided they served for a minimum of one year and meet the admission requirements of the program concerned.

Waiver of 50% the College tuition fees for themselves and 25% for their spouses and children, provided they served for a minimum of two years and meet the admission requirements of the program concerned.

Waiver of 75% the College tuition fees for themselves and 25% for their spouses and children, provided they served for a minimum of three years and meet the admission requirements of the program concerned.

The College shall review applications on a case by case basis, based on available budget.

7.6.4 Death Benefits

Where a regular employee dies due to natural/or accidental cause, a funeral expense of Birr 2000 will be paid to the family of the deceased.

8. LEAVE

Staff members who wish to take leave in accordance with this policy shall be required to notify their immediate supervisor in advance and present the necessary supporting document/evidence on time.

Leave is valid only if it has prior approval of the immediate supervisor. Any such leave must not interfere with the smooth running of the programme.

All types of leave must be requested on a leave request format and approved by the immediate supervisor and copy must be sent to his/her personal file.

8.1 ANNUAL LEAVE ENTITLEMENT

All employees are entitled to (20) working days of leave in the first year of full time service. They are entitled to one additional leave day for each full calendar year worked, up to a maximum of 30 (thirty) days. The admin officer /immediate supervisor must record all annual leave taken.

Request for annual leave must be submitted in writing by the employee to his/her supervisor a minimum of 10 working days in advance of the commencement of leave

The College requires all staff to utilise their annual leave within the calendar year. It is the responsibility of both the supervisor and of each member of staff to organise their workload and plan their leave within the calendar year.

Only in exceptional circumstances and upon a written approval of the VPBA can any leave be carried forward to the following year.

A staff who is on annual leave may be recalled where unforeseen circumstances require his/her presence at his/her post. Staff recalled from leave is entitled to re-schedule within the same year.

The College shall refund any reasonable transport expenses (agreed in advance) incurred by the staff as a direct consequence of his/her being recalled.

8.2 SICKNESS DURING ANNUAL LEAVE

Where a staff falls sick during her/his annual leave, she/he is entitled to legal sick leave. The annual leave is extended accordingly.

8.2.1 Sick Leave

Where a staff is absent from work due to sickness for more than 1 day, he/she must produce a medical certificate. Otherwise time off comes from annual leave or will be considered absence without good cause.

In all cases where a staff is absent due to sickness, he/she must inform the immediate supervisor and/or Admin officer by 9:00 a.m. on the first day of sickness, otherwise leave will be treated as absent without cause or will be accounted from his/her annual leave.

Payment During non work-related Sick Leave

Employees will be entitled to the following payment during sick leave:

The first month	–	Full pay (100%)
The second month	–	Half pay (50%)
The third month	–	Half pay (50%)
The fourth, fifth & sixth months	–	No pay.

Notwithstanding the fact that a medical certificate may be provided, the period of sick leave cannot exceed six months, counted consecutively or separately in the course of any twelve -month period, starting from the first day of sickness. If sick leave exceeds the 6-month period then employment may be terminated.

8.2.2 Records For non Work-Related Sickness

Records for all sick leaves taken by employees will be maintained by the Human Resources Department. Original sick leave certificate must be attached to the personal file, with a copy to Finance Department.

8.2.3 Maternity Leave

A female employee is entitled to a period per the government stated days of leave on full pay. This will cover either the last stages of pregnancy or after the birth of the child. The employee must present from her physician the recommended starting date of maternity leave.

The College appreciates being provided by adequate notice of maternity by the employee and must be informed of the maternity leave at least three months prior to that leave so as the College makes plans for providing cover.

Female employees are also entitled to time off, without deduction of wages, for medical examination connected with their pregnancy. The employee is obliged to present a certificate of examination immediately following the time off period.

The College provides, upon request by and agreement with the concerned staff, to provide part-time employment to the new mother, making arrangements for the half coverage of duties until the new born reaches six-months of age.

BREAST-FEEDING TIME

Where the nature of the work and the work location allows, mothers who are breast feeding their children can extend their break for up to two hours if necessary, in order to feed their children. The breastfeeding time can be used flexibly in the morning (8:00 – 9:00 a.m.), following lunch time or at the end of working day. Such breast-feeding time will be given until the child has reached the age of six months.

8.2.4 Paternity Leave

Male staff members are entitled to 10 consecutive working days paternity leave with pay (starting from the date of the confinement) for the birth of children of a recognised partnership.

Prior to approval of paternity leave, staff member is expected to submit written evidence.

Paternity leave is allowed to be utilised until fully exhausted.

8.2.5 Leave for Family Events and Emergency

A staff shall be entitled to leave with pay in the following cases.

Death of relative, whether by affinity or consanguinity up to the second degree (spouse, children, father, mother, aunt, brother and sister of spouse and the staff) - 3 working days.

Serious illness of parents, child or spouse/long term partner - 1 working day

When an employee concludes his/her marriage - 3 working days.

The above leave must be requested by the staff and approved by the immediate supervisor. A copy of the approved leave form must be passed to the admin office.

8.2.6 Special Leave

The VPBA may approve special leave requests from staff for exceptional and serious events/reasons. Immediate supervisor may give two hours time off for a staff in case of urgent need.

8.2.7 Examination Leave

Staff members who are attending classes are entitled to examination leave to undergo examinations for courses which have been approved in advance by the VPBA. Examination leave days are limited to a maximum of four days per year. Staff must produce a supporting letter from the College stating their name, the starting date and duration of the exam. Prior authorisation of exam leave is required at least two weeks before.

8.2.8 Study Leave

Staff shall be granted study leave to a maximum of 4 full working days or 8 half working days per year, for courses approved by and believed relevant to the College. Employees must inform their immediate supervisor of their intention to take study leave at least 1 month in advance of the proposed leave. This leave shall only be granted for staff who have no annual leave remaining.

8.2.9 Leave without Pay

A staff member shall be entitled to leave without pay for up to five working days in the case of exceptional and serious events. Leave without pay will only be given if the staff do not have any remaining annual leave. Such leave will only be granted on the recommendation of immediate supervisor. A staff member must apply his/her request in writing to the admin office. The admin officer approves or rejects the request after thoroughly looking into the case. Any such leave without pay may be extended at the discretion of the VPBA.

8.2.10 Public Holidays

Leave with pay is automatically granted for all official public holidays of the country and the College designated holidays. Each year half day of the days preceding epiphany (Timket) and the Founding of the True Cross (Meskel) will be holidays.

8.2.11 Other Leave

All staff members shall be eligible for leave with pay for the time they need to appear before courts, police stations or Kebeles to meet legal obligations or exercise their civil rights. Such leave must be supported by genuine paper evidence and must have the prior authorisation of the supervisor.

9. STAFF PERFORMANCE EVALUATION SCHEME

GENERAL

Staff performance evaluation within the College is carried out in order to allow all staff to reflect on their contribution to the College's work and to develop strategies through which performance can be improved and individuals developed

The College recognises that staff members may have a need for continued development of technical and professional skills; for on-going assessment of their performance; and for a mechanism which any problem they experience can be discussed with management.

In order to meet these legitimate staff needs, an evaluation scheme has been developed. All staff will be evaluated annually using the Staff Appraisal Form. Separate performance appraisal formats shall be used for jobs on grade 7 and below and those jobs on grade 8 and above.

The evaluation shall be conducted every year during the month of June. All staff members are, however, expected to informally evaluate their own performance and to discuss actual/potential problems or opportunities with their supervisors as they arise throughout the year. Qualitative achievements must be evaluated and included in the assessment and evaluation format.

Similarly, all staff members who have a supervisory responsibility are expected to encourage an open relationship with their subordinates, and to provide continuous feedback and constructive comments on their performance.

The evaluation must be carried out by the person who has direct supervision of the staff. It must be carried out on the basis of the staff's job description and performance. Main weaknesses noted and specific plans to overcome these weaknesses must be discussed as well as ways to capitalise on strengths.

Supervisors are encouraged to carry out mid-term appraisals whenever necessary (preferably quarterly) in order to offer timely information on progress in achieving performance plans. Upon agreement between appraiser and appraised, adequate time must be fixed to assess, reflect and re-plan activities at regular intervals in a way that does not affect smooth flow of operations.

Two separate formats (one for jobs on grade 7 and below and the other for jobs on grade 8 and above) shall be used to formally conduct staff performance appraisal.

The outcome of the performance evaluation must be strictly confidential except the appraisee, next level supervisor, Admin Officer, VPBA and the President of the College.

On the basis of the evaluation, the supervisor must decide whether the employee's performance merits recommendation for a salary increment, promotion, training to rectify their weaknesses/develop strengths.

Heads of Department must complete and send a summary of performance appraisal results with one copy of the completed appraisal format by Sene 7 of that year.

10. GRIEVANCE AND DISCIPLINARY PROCEDURE

10.1 GENERAL DESCRIPTION

The College encourages a climate of mutual respect, openness, understanding, healthy debate and discussion among employees and the management staff. Managers should support staff and ensure free and effective communication between and across all levels.

It is obvious that the absence of these may lead to grievances and subsequently to an undesirable working atmosphere. Even though continuous effort is exerted to establish an Institutional culture where the above traits are prevalent, there may at times arise some circumstances whereby matters need to be handled procedurally. It is, therefore, based on this premise that the following provisions are stipulated in this Policy Manual.

Grievance procedures are procedures whereby staff members can raise their dissatisfaction in respect to decisions taken on them. The purpose is to settle a grievance fairly and quickly and help to prevent minor disagreements developing into more serious disputes.

Disciplinary procedures in the College aim at encouraging staff members to achieve and maintain high standards of behaviour and performance. They also aim at ensuring that disciplinary offences are dealt with fairly and consistently.

All disciplinary measures shall be done in consultation with the Admin Office. Any disciplinary measure without the prior consultation of the Admin office is not valid.

The VPBA approves the final decision for dismissal.

10.2 OBLIGATION OF STAFF MEMBERS

This section intends to broadly state some major proper and prohibited conducts while working for the College. These will help staff members abstain from illegitimate acts, which may lead to disciplinary actions.

It must be noted that the list here under is by no means comprehensive and must not be used as supporting evidence for defence.

Obligations of staff members are:

- To perform in person the work specified in the job description and work plan,
- To follow instructions given based on the terms of employment,
- To handle with due care all instruments and tools entrusted to them for work,
- To report for work always in fit mental and physical condition,

- To sign on respective timesheets on monthly basis
- To give all proper aid when an accident occurs or an imminent danger threatens life or property in their place of work without endangering their own safety and health,
- To observe work rules and directives issued by the College,
- To show an acceptable, disciplined conduct during interactions with the community in work areas;
- Not to intentionally or with gross negligence commit in the place of work any act which endangers life or property;
- Not to take away property from the work place without the authorisation of the responsible person;
- Not to be tardy/late/ for work,
- Not to be absent from work without permission and outside the rules of the Company,
- Not to engage in alteration of the property or fund of the College to procure for oneself or to a third person undue enrichment,
- Not to create or engage in brawls or quarrels at the work place,
- Not to accept gifts or remuneration from a third party as recognition of collaboration which may be found irregular and result in dishonesty,
- Not to use information known to them by reasons of their official position to their private advantage,
- To keep confidential information relating to their work in the College

10.3 OFFENCES THAT ENTAIL SUMMARY DISMISSAL

- Theft, unauthorised use or possession of the College's property; or of the property of a third party while acting or purporting to act on behalf of the College; or theft of the property of any fellow employee whilst on the College premises or during hours of duty; serious negligence or deliberate misuse of the College's equipment or property, whether or not resulting in damage or injury; knowingly misuses, misappropriates or embezzles employer's funds and /or property.
- Any attempt to commit fraud against the College; including dishonesty in such matters as completing time sheets or expense forms and knowingly giving false information on the application for employment; If the employee has assumed a false identity of submitted false

certificates and/or recommendations to the employer, and as regards drivers, failure to have a valid driving license at all times.

- Giving or accepting bribes, to or from, those with whom the College does business, or from any outside College or individual hoping to further their interests with the College;
- Persistent failure to perform the job satisfactorily for which he/she has been employed despite warnings and attempts to achieve an improvement. This includes refusal to comply with proper instructions or warning letters or difficulty in maintaining good working relationships with other staff, and if an employee's performance is consistently below average;
- Holding and failing to declare at the relevant time to the appropriate officer of the College a pecuniary, personal or family interest in matters of official business (including any transaction, contract or appointment) or in other companies or Colleges which might affect or reasonably be interpreted by the College as having affected an individual's impartiality of judgement in carrying out responsibilities to the College;
- Absence from work without good cause for a period of five consecutive working days or ten working days in any period of one month or thirty working days in a year;
- Unauthorised disclosure of confidential information or the publication of any information damaging to the College's interests; or undertaking paid work detrimental to the College's interests or work in competition with the College;
- Sexual discrimination or harassment; or being incapable of work because of the influence of alcohol or drugs;
- Physical assault on any staff member, students or intern;
- Conviction of a criminal offence which renders the staff member unsuitable to carry out his/her duties; or where the penalty imposed by a court of law for any offence makes it impossible or impracticable to continue employment;
- Intentionally committing in the place of work any act which endangers life and property;
- Committing a physical attack or threatening supervisors or fellow employees;
- Releasing confidential information about the Company to third parties;
- Refusing to obey instructions given by the supervisors;
- Report to work in a state of intoxication: alcohol, drugs, including Khat;
- Repeated and unjustified tardiness despite warning to that effect;

- Loss of capacity to perform the job due to any reason whatsoever;
- Refusal to undergo training to upgrade deficient work skills;
- Neglect of duty;
- possession and sale of drugs and alcohol by employees;
- engaging in any physical or verbal confrontation with a violent or potentially violent individual;
- Threat to good working environment or industrial peace;
- Non-respect for the obligation of staff;
- Operating or participating in contents of chance and illegal lotteries (gambling), or even promoting these activities;
- Soliciting for business, selling items or advertising without prior authorization from the college;
- Complicit in the act for failing to report a violation if he/she is aware of it.

Additional offences resulting in disciplinary measures may also be found in employee handbook documents, this list is not exhaustive.

10.4 GRIEVANCE PROCEDURE

GENERAL

The term grievance shall mean any ground of complaint arising out of the terms and conditions of employment or interpretations or applications of the Human Resources policy and procedure manual or conditions of work that have been changed.

The College recognises that employees may, from time to time, have work related grievances or complaints. Employees have a right to bring matters which concern them to the attention of management. It is for this reason that grievance procedures have been developed, to allow employees to raise such issues formally when necessary and to ensure that they are dealt with in an appropriate, effective and equitable manner.

Staff members can bring their grievance first to their immediate supervisor. Before a formal grievance begins, staff members are encouraged to discuss possible misunderstandings with immediate supervisors.

If the immediate supervisor is unable to resolve the grievance to the satisfaction of the aggrieved staff member, then the case can be taken to the next level supervisor and so on until it reaches the President whose decision is final.

The President may designate a person or a committee who will investigate the case and advise him/her on actions to be taken.

It must be appreciated that the use of formal procedures is a serious matter. In all cases prior to commencing formal grievance procedures, the VPBA must be informed. It is hoped that most of the difficulties that might arise between a line manager and a staff member for whom he/she is responsible can be amicably resolved without using the formal procedures.

Management and employee opinions may be at variance on occasion. In such instances, management will strive to understand the employee's viewpoint, explain the management position and seek a mutually acceptable solution.

If a mutually acceptable solution is not possible after direct discussion between the two parties and if the staff member feels there is no alternative to using the formal procedure, the stages are set out below. This aims to settle the grievance quickly and effectively and as near as possible to the point of origin. When discussing a grievance within the procedure, staff members may be accompanied by a work colleague of their choice, if they so wish.

The formal grievance procedure is as follows:

- (i) In the first instance, the complaint must be made to the staff member's immediate supervisor or manager with copy to admin office within two days. The supervisor or manager will arrange an interview no later than two working days after receiving the complaint and will prepare a written record of the interview with his/her recommendation for resolving the grievance. The recommendation for resolving the grievance must be

endorsed by either the Supervisor or the Line Manager where the Supervisor is already involved.

- (ii) The record must be sent to the staff member no later than five working days after the interview. Within five working days of receiving this record, the staff member may, if he/she feels that the grievance has not been resolved, appeal to the next level of management
- (iii) At this second stage, the line manager will arrange an interview no later than two working days after receiving the appeal and will call for the written record of the first interview. After the interview the line manager will prepare a written record of the meeting together with a recommendation for resolving the grievance. This written record must be sent to the staff member within five working days of the interview. If the complaint remains unresolved, the staff member may appeal to the next level of management within five working days of receiving the record, stating in writing the grounds of the appeal.
- (iv) At this third stage, the Project Manager/admin officer /VPBA or designate will arrange an interview no later than five working days after receiving the appeal and will call for the records of previous interviews.
- (v) After the interview the admin officer as appropriate will prepare a written record of the meeting with a recommendation for resolving the grievance and send this record to the staff member within five working days of the interview.
- (vi) In the case of grievance from project staff, the procedure will continue until it reaches the President. This will be the final stage of the procedure and the President's decision will be final.
- (vii) Given the different circumstances of work and placement of staff in different areas, all staff must admit that in certain cases, it may be difficult to respect the timing defined in this structure. Therefore, it is suggested that in any disciplinary procedure time limits must be reviewed and agreed in each case and wherever possible follow the above.

10.5 DISCIPLINARY PROCEDURE

The College expects all employees to be loyal and fully committed to the work assigned to them. Negligence is subject to disciplinary action. Unless given permission by the President or Vice Presidents, employees are specifically forbidden to engage in personal business during working

hours; utilise equipment assigned to them for personal use; be absent from their work place without good reason or appropriate permission.

10.5.1 Disciplinary Actions

- (i) The purpose of the disciplinary procedure is to ensure a fair and consistent approach to the administration of discipline throughout the College. It must be appreciated that the use of formal procedures is a serious matter. Prior to commencing formal disciplinary procedures, the VPBA must be informed. It is hoped that most of the difficulties that might arise between a line manager and a staff member for whom he/she is responsible can be resolved without using the formal procedures.
- (ii) All matters of discipline must be dealt with by line managers in such a manner that protects the dignity of the employee and must not be administered by line managers in the presence of other employees, beneficiaries or the general public.
- (iii) The purpose of disciplinary warnings is to make the employee aware of the seriousness of the offence and to encourage him/her to take corrective action as soon as possible.
- (iv) When a line manager becomes dissatisfied with the behaviour or performance of duties of one of his/her staff, he/she must bring this to the person's attention at a formal meeting. The objective of such a meeting must be to discuss the issue(s) involved and attempt to agree on ways of resolving the issue. Such meetings must be noted on the employee's Human resources file and both Human Resources and the VPBA must be informed.
- (v) The type of disciplinary action taken must be related to the seriousness and nature of the incident and the staff member's previous employment record. Where dismissal is being considered, the facts of the case must be brought to the attention of the VPBA.

10.5.2 Investigation and Right of Reply

- (i) In all cases, the alleged offence must be investigated thoroughly and the employee must have the opportunity to explain and/or reply to the allegation before disciplinary action is implemented. He/she must be given the option if he/she so wishes to be accompanied by a fellow employee of his/her own choice. This must be recorded and attached on his/her personal file.

- (ii) Where a formal disciplinary meeting is to take place, the relevant line manager must also be accompanied by the admin representative to witness and record the proceedings.
- (iii) Based on the situation and upon suggestion of the Line Manager, recommendation of the admin officer and approval of the VPBA, and when it is preferable to keep the employee apart from the work place until completion of investigation, he/she may be suspended as per conditions mentioned in this policy.

10.5.3 Formal Disciplinary Action

When such a meeting (or series of meetings) fail to resolve the matter, it may be necessary to formalise the procedure and to take disciplinary action. One or more of the following may be considered:

- (i) Verbal Warning
- (ii) Written Warning with or without financial penalties
- (iii) Final Written Warning with or without financial penalties
- (iv) Demotion
- (v) Dismissal

Formal disciplinary action may only be taken after the disciplinary procedure has been implemented, and the affected employee has had the opportunity to respond to any criticisms.

Verbal Warning

Verbal warnings with a note to the offender's personal file are the least penalty, which can only be issued by a Project Manager/VPBA. A standard form for the recording of the issuance of verbal warnings should be kept in employee's file.

First Written Warning

The first written warning consists of a formal letter containing a description of the offence and of the corrective action expected from the employee. Written warnings are effective for 12 months from the date of issue, but the record will remain in the employee's personal file.

A written warning can only be issued by the VPBA or his/her designate, after a formal investigation done by admin office.

Final Written Warning

If a further offence occurs within the effective dates of the first written warning or must the corrective action required in the first warning not be taken, a further written warning - final written warning must be imposed as a penalty. This new written warning is known as a final warning. Any further offence within the effective dates of the final warning will result either in demotion or termination of service. The employee will be notified of the action being taken in a third letter which will be either a demotion or a termination letter. A final written warning can only be issued by the VPBA or his/her designate.

Demotion

Demotion may take one of two forms, either demotion to the lowest point on the staff members current salary scale for the grade, or a change in status, when the salary scale will be that appropriate to the change in duties and responsibilities. Demotion is the most serious penalty before termination of service and may be imposed according to the nature and circumstances of the offence. See sample demotion letters. Grounds for demotion:

- a. If an employee commits a disciplinary offence
- b. If a committee set-up by the VPBA or his/her designate from the appropriate Department finds out that the employee is not fit for his/her present post

Dismissal

- (i) Dismissal may take place due to violation of work rules of the College or the Labour Law.
- (ii) All disciplinary actions mentioned above must be discussed with the admin officer. Any decision on dismissal/termination must be approved by the VPBA. After getting the approval of the VPBA, all of the above mentioned letters including dismissal letters will be signed by the VPBA or his/her designate.

- (iii) The employee must sign and date on the copy of all types of letters issued to him/her as evidence that he/she has received and understood it. This signed copy must be kept in the personal files of the staff concerned.
- (iv) If the employee refuses to sign and accept any such letter, this fact must be noted in writing on the copy of the letter and must be evidenced by two independent witnesses' and /or the copy shall be posted on the notice board of the office for 5 working days.

10.5.4 Authority for Penalties and Procedures

The authority to impose penalties shall be vested in the following manner:-

- (i) Summary dismissal - final approval by President. The letter for summary dismissal shall be signed only by the President.
- (ii) Termination - same as (i)
- (iii) Written warning – signed by VPBA
- (iv) Verbal warning - by President, Vice President, Heads, Directors as appropriate.

10.5.5 Procedure Where Gross Misconduct is Suspected

In case of gross misconduct (gross dereliction of duty or breach of responsibility), summary dismissal (i.e. dismissal without notice) may be considered. If there are reasonable grounds to suspect gross misconduct, the following procedure will be applied before a decision to dismiss is taken.

- (i) The Line Manager shall propose suspension of the employee to the VPBA with consultation with Head, Admin. & HR, which can be either with or without pay by a written notice, pending an investigation, for up to thirty (30) days (for non-management staff) where the circumstances warrant. Management staff may be suspended for more than 30 days until the investigation report is submitted to the employment authority. The employee must be informed of the reasons for the investigation in a written form and he must reply to the accusation within 5 days. Based on the nature of the case, the period of investigation may extend up to three months.

- (ii) A full investigation must be carried out. The VPBA will appoint an investigating committee comprising the Line Manager, admin representative and any other person as appropriate.
- (iii) Following the results of the investigation and the employee's reply, a decision to dismiss or reinstate the employee or to deduct the salary for suspension period, or to deduct financial penalty may be made in a written form with the approval of the VPBA. In the case of reinstatement where the employee has been cleared of all charges, they must resume their normal employment. Where a decision to dismiss is taken, the employee must be released from service from the date of commission of the offence. All the documentation regarding this process must be maintained in the employee's file.
- (iv) Where an employee is summarily dismissed, he/she will be given a letter of dismissal; he/she is only entitled to salary due up to the date of dismissal, and other payments as per the Labour Law. Any monies owed to the College by the employee must be deducted before the final payment is made and a Final Payment Form must be signed and placed in the employee's Personnel file.

11. TERMINATION OF EMPLOYMENT

- (i) The employment of a staff member can be terminated upon the initiation of the College as well as the staff member and in accordance with this policy and procedures manual as well as the Ethiopian Labour Law.
- (ii) Termination of an employment can take place with or without notice depending on the case as provided on this manual
- (iii) Termination payments shall be granted depending upon each case as provided in this policy.
- (iv) Letter of termination shall be handed to the staff member in person. In case of refusal or impossibility to find the staff member, the letter shall be posted on the notice board of the staff member's duty station for ten consecutive days.

11.1 RETIREMENT

The age of retirement for the College employees is 65. Staff contract of employment will terminate when the employee reaches the age of 65. The College may retain a staff member beyond the retirement age upon the approval of the VPBA on a definite period of employment basis.

11.2 RESIGNATION

Any staff member may resign at any time by providing 30 (thirty) days prior notice in writing. If the staff fails to give the thirty days advance notice, the College shall claim money equivalent to the staff's salary for that period. The amount will be prorated in case of lesser notice period than thirty days. However, the College has the right to accept or reject any requests from the resigning staff regarding annual leave within the notice period. On the other hand, the management may accept the resignation without claiming any payments in full and/or in partial for such notice period. Such issues related with termination shall be handled on case by case basis.

11.3 POOR PERFORMANCE

- (i) The employment of any regular or temporary staff member may be terminated due to inability to perform prescribed duties in satisfactory manner.
- (ii) A staff member must be informed of his/her deficiencies verbally as well as in writing before the supervisor proposes termination.
- (iii) In the case of not being able to improve performance on the part of the staff member, a written proposal to terminate the staff member shall be forwarded to the next level supervisor and admin office. The admin officer then forwards the proposal to the VPBA for final decision. This shall not be applicable to staff reporting to the VPBA.
- (iv) Such termination shall take place with a one-month prior notice.

11.4 IMPRISONMENTS OR CONVICTION OF AN OFFENCE

1. Absence from work due to conviction passed against a staff member for more than thirty days shall subject him/her to termination without notice.
2. Moreover, a staff member's employment shall be terminated if he/she is convicted for an offence where such conviction renders him/her unsuitable for the post held.
3. Where a staff member is imprisoned pending trial for more than 60 days then his/her employment will be terminated.

11.5 EXPIRY OF CONTRACT OF EMPLOYMENT

For staff who are on fixed terms contracts, their contract may or may not be renewed on expiry. Before the end of the contract period, a letter of renewal or non-renewal will be issued to employees.

11.6 DEATH IN SERVICE

Where an employee dies, all benefits due to him are payable to his legal dependants in accordance to the Labour Proclamation No. 377/2003. Where there are no legal dependents as per Proclamation No. 377/2003, the heirs of the deceased can claim for the said benefit. (Human Resource Manual 7.6.4)

11.7 DISMISSAL

The procedure for dismissal shall be as indicated in this Manual.

11.8 TERMINATION DUE TO CLOSURE AND REDUNDANCY

A Contract of employment may only be terminated due to closure or redundancy when proper notice is given in writing. It must also specify the grounds for termination and the date on which the termination shall take effect. Notice of termination must be handed to the worker in person. The period of notice shall be as stated in the Ethiopian Labour Proclamation No.377/2003. In all cases, the College reserves the right to pay full salary in lieu of notice.

11.9 PAYMENT ENTITLEMENT OF CESSATION

When an employee leaves the College employment, he/she will receive the following payments:

- (i) Salary up to date of termination
- (ii) Payment of annual leave carried but not yet taken for the current calendar year. Pro rata at termination only.
- (iii) If termination is caused due to reduction of work force, the above payments plus a one-month prior notice and one-month salary shall be paid to employee.
- (iv) If there are outstanding debts, the amounts payable must be deducted accordingly.

- (v) No employee will be allowed to collect money payable to him/her until all properties/money belonging to the College are returned.
- (vi) It is the responsibility of the staff to present a signed copy of Termination of service clearance form for Admin Office on time.

11.10 TIME FOR COLLECTION OF TERMINAL BENEFIT

Employees shall have to submit clearance documents before collection of terminal benefit payments. Employees have to request for payment of terminal benefit in writing after submission of clearance.

11.11 DAMAGES

An employee must first produce a court judgement which proves that the termination has been unlawful and that he has been reinstated in order to claim for damages stated in Article 43 of the Labour Law / is eligible for any payments demanded in lieu of reinstatement, if any.

11.12 CERTIFICATE OF WORK

Every employee must be given a Certificate of Work when he/she leaves employment with the College, irrespective of the reason for termination. The standard form must be used when issuing a Certificate of Work and the certificate must be duly signed and stamped by the College stamp and bear a picture of the staff. This certificate shall be issued by the Admin officer or the VPBA of the College as appropriate.

11.13 LETTER OF REFERENCE/TESTIMONIAL

Employees are entitled to request a letter of reference for a future employer when leaving the College. It must contain the following:

- Employee name and length of service.
- Position held and duties performed.
- Comments on performance.
- Reasons for cessation of employment.

All references must be approved and signed by the admin office or the VPBA of the College as appropriate. A copy of all reference letters must be sent to the personal files of the staff.

12. ANTI-HARASSMENT POLICY

Harassment is any act or conduct which is unwanted and unwelcome and which could reasonably be regarded as offensive, humiliating or intimidating on the grounds of gender, marital & family status, religion, age, disability, race, membership of a different / any ethnic group. Sexual harassment (unwelcome sexual advances, whether physical contact is included or not, whether verbal or written, comments on sexual orientation, activities or other) and bullying (physical, verbal or psychological behaviour which is unwanted and unwelcome and which could be regarded as offensive) are different forms of harassment.

The College has implemented an anti-harassment policy defining forms of harassment, the Company's, staff members' and managers' responsibilities as well as a reporting and investigation procedure, identification of actions to be taken and application for support from external mediators/relevant government or non-government agencies/bodies. Any form of harassment shall be reported to complainant's immediate supervisor, or next level manager or directly to the admin office. The admin office will be in charge of investigating the allegation as per the respective policy.

13. SUNDRY MATTERS

13.1 COMMUNICATION

The College adopts an open approach which discloses and communicates information to help staff achieve a better understanding of its objectives and policies and how they can contribute to realising them.

13.2 MANAGEMENT STYLE

The College encourages a participatory management style. Managers are both approachable and visible and are expected to exercise effective leadership. The emphasis is on teamwork and cooperation. An atmosphere of mutual trust is fostered.

13.3 EMPLOYEE RELATIONS

The College will strive to ensure that it maintains good relations with its staff in order to protect the interests of both parties.

In its dealings with its staff, the College will be frank and fair and aims to create an atmosphere of mutual trust, credibility, and consistency.

The College is committed to involvement, participation, and open communication to build and maintain a cooperative climate within the College.

13.4 HEALTH AND SAFETY

The College regards the promotion of safety and health as an essential part of its responsibilities.

The management of the College are committed to creating a safe, pleasant and supportive working environment. Facilities in office environment must be at an acceptable standard and special focus must be given to field offices where such conveniences are not fulfilled. The needs, particularly of female staff, need to be taken into consideration, for example the provision of an acceptable level of toilet facilities.

Furthermore, The College regards the promotion of health and safety matters as a mutual objective of every employee and supervisor.

It is, therefore, the College's policy to do all that is reasonably practical to prevent personal injury and damage to property and to protect everyone from foreseeable work hazards.

Employees are also responsible:

- to take reasonable care of the health and safety of themselves and of all persons they come into contact with at work;
- to report all incidents that have led, or may lead, to injury or sickness;
- to cooperate in the investigation of safety and health incidents.

13.5 SAFETY AND HEALTH PRECAUTIONS

The College shall protect the safety and health of its employees by providing them with the necessary protective clothing and equipment, personal or otherwise, as and when appropriate.

The College will provide or arrange for the adequate first aid facilities and fire extinguishers at all work locations and train the right number of employees for each work location in their use. Such trained employees shall not be given leave at the same time nor be transferred prior to assignment of a trained employee as a replacement.

All employees shall strictly adhere to the College's safety regulations and warnings and the use of safety devices and personal protective equipment and clothing. In particular all drivers and passengers must use seat belts where provided.

All protective devices and facilities shall be of an acceptable standard in accordance with the College's safety policy or the applicable statutory regulations believed to be adequate to protect and secure the safety and health of employees and the College's property from danger.

13.6 CONFIDENTIALITY OF INFORMATION

All staff members are required to refrain from communicating to any person, verbally or in writing, any information known to him by reason of his/her work position which has not been made public, except in the proper course of his/her duties if authorised by the VPBA.

13.7 PERSONNEL FILES

For each employee, an individual file will be maintained and will contain the following:

- (i) Curriculum vitae - which shows employee's name, address age, details of education, previous work experience, training, name and full address of a person to be contacted in emergency situations and when required
- (ii) Employee Profile Form
- (iii) Copies of educational certificates.
- (iv) Copies of Certificates for trainings attended
- (v) Copies of documents showing previous work experience.
- (vi) A copy of reference - from most recent employer is a must –
- (vii) Job Offer letter
- (viii) Job acceptance letter from the staff
- (ix) Signed Copy of standard Contract of Employment for a definite period
- (x) Letter explaining successful completion of Probation
- (xi) Job description
- (xii) Salary history.
- (xiii) Record of Verbal warnings signed by authorized personnel
- (xiv) Record of any disciplinary offences, staff performance appraisals.
- (xv) Contract renewal/termination letters/ promotion letters/change of position
- (xvi) Approved Leave Forms
- (xvii) List of the College property issued to the staff (signed by the staff)
- (xviii) Sick leave from medical doctors
- (xix) Copy of driving licensee, if applicable.
- (xx) Checklist of mandatory documents in the personal file

All of the above are confidential and are only available to the authorised personnel.

13.8 EMPLOYMENT OF RELATIVES

Staff who is a member of the interview panel and who has a relative or friend to be interviewed must inform the panel about the case and his/her participation in the interviewing of that particular person will be decided upon.

13.9 CONFLICT OF INTEREST

Employees are prohibited from:

- (i) using any information known to her/him by reason of her/his official position to her/his private advantage either during her/his period of service or after separation from service.
- (ii) being actively associated with the management of or holding a financial interest in any business concern if it is possible for him to benefit from such association by reason of his official position with the College.
- (iii) dealing in an official capacity with any matter involving a business concern in which she/he, or a close relative, hold a financial interest, without first disclosing the measure of the interest to the VPBA.

13.10 DOUBLE EMPLOYMENT

The College strongly discourages employment in another College in full or part time basis. For transparency a staff member must declare if s/he has an outside business interest or part-time job.

13.11 USE OF COLLEGE VEHICLES

- (i) The College vehicles shall be used only for activities pertaining to the work of the College.
- (ii) Only those employees that have authorisation and who have a valid driver's license shall be allowed to drive the College vehicles.
- (iii) Drivers and front seat passengers are required to use seat belts. Back seat passengers must also wear seat belts where provided.
- (iv) The College vehicles shall carry only people and goods for official work reasons.
- (v) Employees may avail of the College vehicle for private purposes only in very exceptional circumstances (e.g. employee's marriage, emergency services) subject to approval by the President or the VPBA.

13.12 DRESS CODE

The following are acceptable attire for employees of the College

- (i) Pants consisting of khaki-type pants, slacks, and jeans that are clean, not excessively worn and faded as well as hole and wrinkle free.
- (ii) Shirts/tops consisting of casual shirts, polo shirts, blouses or sweaters.
- (iii) Casual dresses or skirts that are not too short.
- (iv) Footwear consisting of boots, sneakers, flats, heels or sandals.

The following are considered as unacceptable attire for employees of the College

- (i) shorts or form-fitting pants
- (ii) Shirts/tops that are distracting or revealing.
- (iii) Footwear: flip-flops.

14. CONTACT

Employees have the right to contact the office of personnel administration if they have any questions about any aspect of their employment. Inquiries may be sent to:

BITS College.
P.O. Box 33220
Addis Ababa, Ethiopia

Email: HR@bitscollege.edu.et