

HUMAN RESOURCE MANUAL

ILEMBULA IHAS @2025

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**ELCT-SD ILEMBULA INSTITUTE OF HEALTH AND ALLIED SCIENCES**



**HUMAN RESOURCES MANUAL**



*A Manual That Documents Policies, Procedures and Guidelines for the Management of Human Resources*

**ILEMBULA IHAS@2025**

**This manual was approved by the IlemBula IHAS Advisory Board on 18<sup>th</sup> January, 2025**

**Dr. Hoseana B. Lunogelo**  
**ADVISORY BOARD CHAIRPERSON**

**Lwidiko A. Mgalilwa**  
**PRINCIPAL**

## **FOREWORD**

This Human Resource Manual is not a contract and the information contained herein is not to be considered contractual promises. The information is subject to the legal documents that pertain to each benefit plan and the appropriate policies, procedures, contracts and collective bargaining agreements.

It is applicable to both academic and non-academic staff. It is effective on the date of approval from the Ilembula IHAS Advisory Board and supersedes all previous Human Resources manuals and policies.

.....

Mr. Greyson Shilongoji

ELCT-SD GENERAL SECRETARY

## LIST OF ABBREAVITIONS

<b>ELCT-SD</b>	- Evangelical Lutheran Church in Tanzania Southern Diocese
<b>HRM</b>	- Human Resource Manual
<b>IHAS</b>	- Ilembula Institute of Health and Allied Sciences
<b>MAT</b>	- Medical Association of Tanzania
<b>MEHATA</b>	- Mental Health Association of Tanzania
<b>MoH</b>	- Ministry of Health
<b>NACTVET</b>	- National Council for Technical and Vocational Education and Training
<b>TAMA</b>	- Tanzania Midwives Association
<b>TANNA</b>	-Tanzania National Nurses Association is a Tanzanian
<b>TUGHE</b>	- Tanzania Union of Government and Health Employees

## ACKNOWLEDGMENT

The process of reviewing Human Resource Manual was highly participatory with the output being a result of various contributions from expert groups in Human Resource Management.

Thus I would like to convey my sincere thanks first to expert groups in human resource management to ensure that the document is clear and understood to users. Many thanks to IIHAS management team for full participation in reviewing process and ensuring that policies, procedures and guidelines are clearly updated and be friendly to all IIHAS staff.

Sincere thanks to ELCT-SD Human Resource Department for ensuring that the manual conforms to the ELCT-SD Human Resource Manual

Finally, gratitude to IIHAS Advisory Board for approving human resource Manual so that it can be effectively used in management of human resource at Institutional level.



LWIDIKO A. MGALILWA

PRINCIPAL

## PREAMBLE

Ilembula Institute of Health and Allied Sciences (IIHAS) was established in 1963. From its inception until 2018, the Institute offered only one program—Nursing and Midwifery. In 2018, the National Council for Technical and Vocational Education and Training (NACTVET) approved the addition of the Clinical Medicine program, expanding the Institute’s offerings to two training programs. IIHAS is one of the oldest faith-based training institutions in Tanzania and is owned by the Evangelical Lutheran Church in Tanzania, Southern Diocese.

This manual outlines the human resource policies, procedures, and guidelines that IIHAS staff are required to follow in the execution of various training activities, in order to fulfill the Institute’s vision and mission.

### Mandate and functions of the institute

Ilembula Institute of Health and Allied Sciences (IIHAS) conducts its training activities in compliance with the regulations and standards set by statutory bodies, including the National Council for Technical and Vocational Education and Training (NACTVET), the Tanzania Nursing and Midwifery Council (TNMC), and the Medical Council of Tanganyika (MCT). IIHAS is mandated to provide training aimed at meeting the growing demand for qualified healthcare professionals to serve the needs of Tanzanian society.

The following are functions of Ilembula IHAS as a health training institution:

- i. To provide a place of learning, education, and research in health and allied sciences, which are conducive for learners to acquire knowledge and skills.
- ii. To produce human resource for health to meet its vision and mission of the institute

### IIHAS Vision, Mission, Motto Statement and Core Values

#### The Vision statement

To be an excellent faith-based health training institute in producing and developing human resources for health and allied sciences in a country.

#### The Mission statement

To ensure the human resources for health produced are competent enough to deliver high quality of health services to the community.

## The Motto statement

Excellence with integrity

**Core Values;** Teamwork Transparency, Integrity, Professionalism, Partnership, Equal opportunity and Client's focus.

## The IIHAS Governance and Administration

The IIHAS has Advisory Board, which governs the Institute and is the highest organ that is responsible for decision making on various matters affecting the Institute during implementation of its training activities. The Management of Ilembula Institute of Health and Allied Sciences (IIHAS) is the next highest body responsible for the overall administration of the Institute and its staff. The Academic Committee is the body charged with overseeing the organization, control, and direction of all academic matters at IIHAS, and it reports directly to the Management. The Principal serves as the Chairperson of the IIHAS Management, while the Deputy Principal is responsible for the Institute's administrative, planning, and financial affairs. The administrative organizational structure is presented in Appendix 15.

## Purposes of Human Resource Manual

The purpose of this manual is to:

- a) To document and communicate the Institute's policies and procedures on human resource management and to encourage fair and consistent treatment of employees.
- b) Define obligations and rights of the Institute
- c) Specify the obligations and rights of employees of Ilembula IHAS
- d) Serve as a reference framework for the management of human resource at IIHAS

## Effective Dates:

This human resource Manual were revised and approved at the 2<sup>nd</sup> Advisory Board Meeting of the 7<sup>th</sup> Board held on 18<sup>th</sup> January,2025 at the Institute and commenced immediately thereafter.



**Dr. Hoseana B. Lunogelo**

**ADVISORY BOARD CHAIRPERSON**



**Lwidiko A. Mgalilwa**

**PRINCIPAL**

## PRELIMINARY PROVISIONS

### Title, Definitions, Interpretation and Purposes of The Manual

#### 1. Title

This manual shall be known as Ilembula Institute of Health and Allied Sciences Human Resource Manual,2025

#### 2. Definition of terms used

For purposes of this manual, unless the context otherwise requires, the following words, phrases or terms will have the meaning shown against them: -

- a) **Abscondment** – means a situation where a member of staff does not report for duty for five consecutive days without good cause.
- b) **Academic staff** – in accordance with the National Council for Technical and Vocational Education and Training (NACTVET) means;
  - i. Tutors involved in teaching in classrooms and practicum sites.
  - ii. Clinical instructors: involved in teaching in practicum sites
- c) **Administrative staff:** refers to management committee –in accordance with Ministry of Health as stipulated in guideline For Establishment Of Mid-Level Cadre In Health And Social Welfare Training Institutions,2015
- d) **Appointment** - means conferment upon a person of an office or post of emolument in the service of the Institute.
- e) **Basic Salary** ; Shall mean the salary exclusive of allowances
- f) **Contract** - means a formal agreement signed between IIHAS and another party, to the effect that the other party should work for the Institute for a specified time period.
- g) **Day** - means a period of 24 consecutive hours.
- h) **Family** - means legally married spouse/spouses registered with the Institute and their biological or legally adopted children
- i) **Grievance;** Shall mean a complaint concerning an issue arising from an employee’s work, workplace and/or work environment within the Institute
- j) **Leave** – means a period competently granted to a member of staff to be off duty for a specific reason and time.
- k) **Long course** – means a programme of study lasting at least nine months and above academic year. This in accordance to ELCT-SD Constitution, 2011 article No. XXIII.
- l) **Member of Staff** – means a person appointed by IIHAS to work in the Institute service.

- m) **Month** - means calendar month of the year.
- n) Short course – means a course of study lasting less than one academic year.
- o) **Support Staff** – means persons employed by the Institute who are not members of the academic staff. Supportive staff at IIHAS includes Assistant Librarian, Personal Secretary, Assistant Procurement Officer, Assistant Accountant, Assistant medical Record management Officer, Information Technologist, Cook Attendants, environmental attendant, and Security Guards.
- p) **Management committee:** in accordance with Ministry Of Health And Social Welfare as stipulated in guideline For Establishment Of Mid-Level Cadre In Health And Social Welfare Training Institutions,2015. This include:
- i. Principal
  - ii. Vice Principal
  - iii. Academic Officer
  - iv. Heads of Departments
  - v. Warden
  - vi. Procurement Officer
  - vii. Chaplain
  - viii. Accountant
  - ix. Health secretary
- q) **Year** – means calendar period of twelve consecutive months from January to December.
- r) **Academic year:** means a period from September to August of the next year

### 3. Interpretation

The interpretation of this manual shall vest in the Ilembula IHAS, whose interpretation shall be final in as far as it does not conflict with the Constitution of the United Republic of Tanzania 1977 (as amended), labour laws, and other relevant laws in Tanzania and the Ilembula IHAS Charter.

### 4. Objectives of the manual

The manual is a comprehensive guiding tool for efficient recruitment, development and management of the Institute's human resources.

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# CHAPTER ONE

## INTRODUCTION

This Human Resource Manual consists of 14 chapters. Chapter 1 provides the introduction, purpose, accessibility, and procedures for revising the manual. Chapter 2 outlines the employment policy, while Chapter 3 covers the performance management policy. Chapter 4 presents the institution's code of conduct, and Chapter 5 explains the promotion policy. Chapter 6 describes staff and conditions of service. Chapter 7 focuses on staff training and development, while Chapter 8 addresses staff remuneration. Welfare and benefits are discussed in Chapter 9. Chapter 10 covers staff associations, and Chapter 11 details exit management procedures. Chapter 12 focuses on employment records, Chapter 13 specifies the minimum qualifications required for teaching staff, and Chapter 14 outlines the Equal Opportunity Employment policy.

**1.1 Purposes:** to consolidate all human resource policies, procedures and practices in one document for easy of reference but also to define the obligations and rights of the institute.

**1.2 Accessibility:** the manual will be accessible to all employees at the Institute

**1.3 Revision;** the manual will be reviewed from time to time. An employee of the Institute may communicate in writing the need for addition or revision for improvement.

**1.4 Interpretation:** the interpretations and enforcement of this manual shall confer to Institution management, whose interpretation shall be final as far as doesn't conflict with the Constitution of the United Republic of Tanzania of 1977, Employment and labour relations Act 2004, The National Council for Technical and Vocational Education and Training (NACTVET) Act Cap. 129, of 2001, the ELCT –Southern Diocese Article 6 Cap VI of 2011 (as amended) and any other relevant or related laws.

**1.5 Provisions:** The manual will be cited as Ilembula Institute of Health and Allied Sciences Human Resource Manual (2025)

**1.6 Implementation:** the overall implementation of this manual vest into the management of the institution and the manual shall come into force effective from 18<sup>th</sup> January, 2025 upon approval from Institute Advisory Board.

## CHAPTER TWO

### EMPLOYMENT POLICY

This chapter provides for the Institutional policy and guidelines on terms of employment, categories of employment and recruitment procedures. The employment processes are being conducted by ELCT-SD Human Resource Department.

#### 2.1 Terms of employment

Appointment of an employee in the service shall be on any of the following terms;

- a) Permanent terms of employment; refers the type of employment where an individual is offered an opportunity to serve the Institute in a specified position up to the mandatory retirement age of 60 years, subject to other provisions contained in this Manual.
- b) Part-Time Terms of Employment: a type of employment where by employee's work hours are based on number of duties assigned by the Department or as may be reviewed by Institute Academic Committee and remuneration is based upon completion of number of duties assigned.
- c) Casual Terms: shall be type of employment where an employee is engaged to perform defined tasks on a day-to-day basis and whose remuneration is on a piece rate basis.
- d) Contractual terms; shall be type of employment where the terms of employment are defined in a particular contract of employment.

#### 2.2 Categories of Employees

Employees of the Institute shall comprise the following categories:

- a) **Academic staff:** refers employees of the Institute who teach/facilitate, instruct/supervise students in practicum site and/or carry out research  
Academic staff includes:
  - i. Tutors
  - ii. Clinical instructors
  - iii. Mentors in clinical setting
- b) **Administrative staff:** are those engaged in rendering managerial support in fulfilment of the mission of the Institute.

Administrative staff includes;

- i. Principal
- ii. Vice Principal
- iii. Accountant
- iv. Academic Officer
- v. Heads of departments
- vi. Quality assurance Officer
- vii. Chaplain
- viii. Hostel warden (representative)

c) **Supportive staff:** are those staff that render auxiliary services to both academic or administrative staff.

Supportive staff includes:

- i. Assistant Accountant
- ii. Cashier
- iii. Personal secretary
- iv. Procurement officer
- v. Hostel warden
- vi. Assistant Record Management Officer
- vii. Cooks
- viii. Driver
- ix. Librarian
- x. Institute attendant

d) **Casual staff:** are employee engaged to perform defined tasks on a day to day basis and whose remuneration is on a piece rate basis.

## 2.3 The Recruitment Policy

### 2.3.1 Policy Statement

IIHAS under control of ELCT – SD is committed to hiring and retaining qualified and competent staff to effectively and efficiently perform their duties and responsibilities to achieve the Institute’s vision, mission, and strategic objectives.

According to ELCT-SD Human Resource Manual, recruitment of new staff can take place as a replacement when existing staff resign, retire, take leave of absence, avail of maternal leave,

or their employment is terminated, expansion of staff members and creation of new job positions as situation may demand.

It is the ELCT-SD Recruitment policy to ensure that all aspects of the recruitment and selection process i.e job analysis, advertising, documentation, interviews assessment, medical examinations, and job offers promote equality, fairness, and transparency.

### 2.3.2 Policy Objectives

The objectives of the Staff Recruitment Policy are to:

- a) Attract, hire and retain qualified and competent staff;
- b) Deploy the right persons into the right jobs, at the right time in right numbers.

### 2.3.3 The Recruitment Process

The institute adheres to ELCT-SD Recruitment policy when recruiting staff for existing position or replacement.

### 2.3.3 Recruitment Procedures

- a) The need to fill a vacant post in the Institute shall be identified by the Head of Department/Section, who shall accordingly make a written submission to the Institute management Committee to constitute the Recruitment plan.
- b) The Institute Management Committee shall refer the recruitment plan to the Institute Advisory Board for approval.
- c) Upon approval by Institute Advisory Board the recruitment plan will be submitted to General Secretary of the ELCT- SD for recruitment process
- d) The General Secretary of ELCT- SD shall advertise the vacant position to the public so that those meet the stipulated qualification can apply
  - a job advertisement shall be placed in the print media and/or Institute Website, ELCT-SD Notice board or other suitable locations for all vacant posts.
- e) Applications; candidates who meets requirements of the vacant post advertised shall apply the vacant post to the ELCT-SD General Secretary or Principal of the Institute upon delegated.
- f) The Principal of the Institute on behalf of the Diocese General Secretary shall receive all applications for jobs.

- g) The ELCT-SD employment secretariat in liaison with the IIHAS Management Committee shall vet all applications against job and person specifications and make a short list of the most qualified applicants.
- h) Short-listed candidates will be officially invited for interviews through addresses provided on the application letters. Candidates will also be contacted using email or telephone calls.

#### 2.4 Interview Processes

- a) Composition of interview panel: The panel shall include Head of the respective Department, Principal of the Institute, Vice principal, Academic officer, Diocese Health secretary, ELCT-SD General Secretary, ELCT-SD Human Resource officer or any invited expert officer from respective profession.
- b) All copies of the short-listed candidates' documents will be distributed to the members on the panel
- c) Before the interview, applicants shall present original documents of transcripts, certificates and License of practice of the respective professional to the chairperson of the interviewer panel for verification
- d) Interview questions shall be reviewed by panellist for consistence of and accuracy of questions and answers before commencement of interview
- e) Every interviewer shall have a candidates' assessment form which will be used for rating the scores. A minimum of seven people shall make up the interview panel, one from management and another from technical experts and the human resource as stipulated in 2.4 (a)
- f) Each panellist shall assess the interviewee by asking one question out the seven areas of assessment.
- g) The scores obtained from every interviewer the difference should not exceed five marks if any the panellist shall discuss and reach consensus.
- h) Average of score will be calculated to obtain the applicant with highest score

#### 2.5 Selection process

- i) The candidate with highest average score shall be selected
- j) The best candidate (s) shall be selected during the same interview session the candidates are interviewed.
- k) The Secretary to the interview panel shall prepare a report and forward it to the ELCT SD General Secretary for final authorization of appointments.

- l) The Secretary of the Interview panel shall keep record of the report in and full minutes of the panel meeting for future reference.
- m) After approval of the interview panel's recommendations by the ELCT- SD General secretary, the Human Resource officer or the delegate must contact the selected candidate's referees and obtain professional references. In most cases candidates may need to be informed of the outcome of the selection process before their referees are contacted.
- n) The candidate proposed for appointment will be informed of ELCT-SD's intention to appoint him /her to the position by the way of an officer of appointment signed by the General Secretary. The offer of appointment letter will include (attachments) the organization policy and Job Description.
- o) A personnel file will then be opened for the proposed candidate. The documents including interview notes, CVs etc of the unsuccessful applicants who were short-listed will be retained on a file for a period of 3 years (the documents, CVs etc of non-short-listed applicants are also retained on a separate file, for a period of 3 years, which acts as a database for reference when vacancies arise.
- p) Once the proposed appointee has expressed his/her agreement by accepting the job offer by signing it and satisfactory references and a medical examination form have been received, an employment contract will be drawn up and signed both by the appointee and the General Secretary.
- q) In case of Volunteered, recruitment or when Volunteered candidate is selected for a position in the institution medical examination and references will not be required.
- r) In case of vacancies between 14 days and three months, it is not necessary to follow all highlighted above.
- s) Legally, the GS is regarded as the employer. Whereas the authorization to commence the recruitment process for a post is vested in various management functions. The GS sign the offer of appointment letter and employment contract. Administrative and clerical aspects of all appointments are the responsibility of the Human resource Manager.

## 2.6 Induction and orientation

Induction is the first step in building a two-way relationship between the Institute and the new employee. The aim of staff induction is to provide a new staff member with the basic information required to become an effective team member, including working arrangement,

policies, job roles and responsibilities and level of work performance standards. This information will help him/her to reach a high level of work performance as quickly and happily as possible.

- a) The induction shall serve the purpose of introducing the new employee to the work environment as well as to the various aspects of the employee's work.
- b) Induction shall be mandatory to properly initiate all new staff (hired, promoted or transferred) into their new tasks.
- c) The relevant Principal or immediate supervisor shall arrange the induction programme as soon as the employee reports.
- d) The induction programme duration shall not exceed one month.
- e) All staff shall receive induction and orientation to familiarize with the vision, mission, objectives, policies, structures, systems, working relations, and practices of the Institute.
- f) The Head of department shall coordinate the induction and orientation programs.

## 2.7 Probation Period

The maximum length of a probationary period is 12 months.

- a) The Institute shall not employ an employee for a probationary period of service on more than one occasion unless he/she is engaged for work of a different nature.
- b) Either party may terminate a contract for a probationary period by giving not less than 24 hours' notice of termination with payment of one month salary or giving a notice of three months without salary.
- c) New employees on contractual terms may also be subjected to probation for a period as may be specified in their contract with the Institute.
- d) An employee shall not be promoted during his or her probationary period of service.

## 2.8 Confirmation

An employee who has successfully completed their probationary period may be confirmed in the Institute's service, effective from the date their probation ends. A letter of confirmation will be issued by the General Secretary of the Evangelical Lutheran Church in Tanzania – Southern Diocese (ELCT-SD).

## 2.9 Volunteeral Recruitment

### 2.9.1 Transfer within the Institute Service

In order to ensure more efficient human resource utilization a member of staff may be reappointed or re-designated horizontally into different positions for which they are qualified within the Institute service.

### 2.9.2 Selective Recruitment

The Institute shall, where appropriate, identify good candidates from the Institute student data bank for recruitment.

## 2.10 Deployment of Staff

A member of staff may be deployed to serve the Institute in any department or section as the Institute management may deem appropriate, in consultation with the respective department / section.

### 2.10.1 Minimum Qualification to be Employed at IIHAS as Academic Staff

Academic staff to be employed at Ilembula IHAS shall have a minimum academic qualification of Bachelor Degree with minimum GPA of 3.5 out of 5.0. This applies to all teaching programs conducted at the Institution.

### 2.10.2 Qualification of Supportive Staff

Non - Academic or Supportive Staff include the following; Assistant Accountant, personal Secretary, librarian, warden, Assistant record management officer, Procurement and supplies officer, Institute Attendant, Security Guards, Assistant Cooks. To be employed at IIHAS need minimum requirement of certificate level of education in the respective profession.

## CHAPTER THREE

### PROMOTION OF STAFF

#### 3.1 Promotion Policy

There shall be promotion of both academic and supportive staff at the Institute

#### 3.2 Policy Objectives

Promotion is a major component of human resource motivation and institutional growth. For IIHAS to achieve its vision, mission and strategic objectives, her human resources must be motivated. This promotions policy shall, therefore, aim at:

- a) Enhancing transparency in the promotions process and ensuring that the various ways in which staff contribute to the achievement of the Institute's vision, mission and strategic objectives are rewarded on the basis of consistently applied standards;
- b) Promoting all staff whose performance demonstrates particular merit; and
- c) Enhancing the Institute's ability to attract, and retain a diverse range of expertise.

#### 3.3 Preconditions for Promotion

Prior to considering any member of staff for promotion, the following preconditions shall be fulfilled:

- a) A member of staff must be appointed on permanent terms.
- b) There must be a vacancy within the approved Staff Establishment to which a member of staff can be promoted.
- c) Funds must be available within the Institute approved budget to support the promotion.
- d) A member of staff must have served a minimum period of three (3) years in his or her substantive grade.
- e) A member of staff may be considered for promotion if:
  - i. He/she is recommended for promotion during the performance appraisal process as stipulated in the ELCT-SD Constitution Section XV (2)
  - ii. He/she has the required promotion qualifications and competences.
  - iii. The human resource section of the ELCT-SD is responsible for promotion of staff as stipulated in the ELCT-SD XV (3)
- f) Members of staff on Leave without pay and Sabbatical leave shall not be considered for promotion.

- g) Members of staff on Study leave shall not be considered for promotion
- h) Staff shall be promoted on the basis of academic qualifications, skills, experience and performance.
- i) This shall be supplemented with job related training and educational opportunities to improve performance and job satisfaction.
- j) Promotion will be done as per ELCT-SD Promotion Policy as stipulated in ELCT-SD constitution edition of 2011 Article No. XV

## CHAPTER FOUR

### STAFF TERMS AND CONDITIONS OF SERVICE

#### 4.1 Introduction

- The terms and conditions shall be known as ELCT- SD Ilembula Institute of Health and Allied Sciences Staff Terms and Conditions of Service.
- Each member of staff shall be issued a copy of the Terms and Conditions of service. Management shall also maintain an up-to-date copy of the staff Terms and Conditions of service that shall be available for staff at a specified place.

#### 4.2 General Conditions of Service

- a) No discrimination shall be made by the Institute in its appointments on grounds of gender, religion, ethnicity, race or region of origin; and equal opportunity will be afforded to disabled persons for posts in which their disability does not impair their performance.
- b) On appointment to IIHAS, members of staff to be prepared to serve in any of the department or section of the Institute to which they may be appointed or to which they may later be transferred and shall be expected to undertake any duties within the terms of reference of IIHAS, reasonably required of them.
- c) Members of staff of IIHAS at all times IIHAS behave with due decorum and integrity. Breaches of behavior, discipline and the laws of Tanzania shall be dealt with as provided for in these conditions of service.
- d) Any member of staff of IIHAS has a right to membership of an appropriate Association or Trade Union; but no Association or Trade Union will be granted any rights to sole representation or to a closed shop policy in respect of IIHAS.

#### 4.3 Duties

Members of staff shall, on appointment or promotion, be allocated duties and responsibilities for their jobs.

#### 4.4 Attendance to Duty

- a) Members of staff will normally be required to remain on duty at all times except during leave, public holidays, or when permission for absence has been granted by the

Principal or their delegate as the case may be, in consultation with the relevant heads of departments/sections.

- b) Where permission for absence is granted, the head of department / supervisor shall make appropriate arrangements to handle the employee's schedule of duties during the absence.
- c) Heads of Departments and Deans may, for good cause, be away for a period not exceeding one working day per month.
- d) All members of staff appointed are required to obtain permission from the Principal of the Institute to travel outside Institute premises and if outside the Country permission shall be granted by Diocese General Secretary.
- e) Failure to comply with the above regulations shall attract disciplinary action.
- f) The attendance of employees shall be monitored using a system, modality, mechanism or any other approved system including Biometrics, attendance registers, applications or any other tool or device that the Institute may deem appropriate for monitoring attendance to duty.
- g) An employee shall seek and obtain permission from his/her supervisor for being late or absent from duty.
- h) The employee's supervisor should keep a record of absenteeism and lateness and it shall become part of the personal record.

#### 4.5 Working Hours

- a) The regular office hours for IIHAS are 1.30 a.m. to 4:30 p.m. Monday to Friday, excluding public holidays. However, due to academic programmes that run in the evening and on weekends, relevant staff shall be required to work outside this regular schedule.
- b) Employees are required to notify their supervisors in advance of planned days away from the office/duty. Unplanned absences from the office/duty should be reported to the employee's supervisor as soon as could reasonably be expected.
- c) All employees shall be required to report for work daily and on time and to seriously observe working hours. They are expected to work for eight (9) hours a day and not more than forty-five (45) hours a week in accordance with the Employment Act, ...
- d) An employee may be required to work beyond these official hours due to the exigency of the Institute.

## 4.6 Leave

Every employee is entitled to have a leave

### 4.6.1 Arranging Leave

- a) Every department shall have a leave roster at the beginning of each calendar year a copy of which shall be availed to the Head of department.
- b) An employee will apply for leave through his or her Departmental Head at least two (2) months before leave is taken in order to enable proper planning and processing.
- c) Before going on leave, an employee shall provide his or her leave address and telephone contact, in case of need to recall the employee before the expiry of leave.
- d) Academic Staff will always be advised to take their leave at a time when the Institute is in recess.
- e) A member of staff who is on leave may be called upon to return to work, if his or her services are urgently required by the Institute. In such a case, the employee shall be entitled to compensatory leave equal to the number of days so worked.

### 4.6.2 Leave form

- a) Staff intending to take leave will complete a leave form which will be obtained from the record management office.
- b) The form will comprise three parts to be filled. Part A will be filled in by the employee
- c) seeking to go on leave; Part B shall be filled by the immediate supervisor; PART C shall be filled in by the Principal of the Institute filling in the days that the employee is entitled specifying that leave has been authorized or rejected. Refer leave form in appendix 08

## 4.7 Types of Leave

### 4.7.1 Annual Leave

- a) Every employee of IIHAS shall, once in every calendar year, be entitled to thirty (30) calendar days leave with full pay to be taken at such time during such calendar year as may be agreed between the Institute and the employee. This is according to ELCT-SD Constitution Section XVII (a)
- b) Every member of staff of IIHAS shall be entitled to a day's holiday with full pay on every public holiday during his or her employment.
- c) Annual leave not taken at one's own accord in the year, when it is due, shall be forfeited unless the employee's leave or part thereof was not taken at the expressed request of the Institute in writing.

- d) The Principal may, having regard to the necessity or demand of services, recall an employee from leave notwithstanding that the employee's leave had not ended.
- e) Where a member of staff is recalled from leave prematurely, the remainder of the leave shall be deferred, and the Institute shall meet his or her travel expenses for returning to work and going back on leave.
- f) An employee, who overstays after his or her leave without giving good cause, shall forfeit and being given a NOTICE to state the reasons for the period of absence and shall also be liable to disciplinary action.
- g) When a member of staff resumes duty after annual leave, his or her immediate supervisor shall notify the Principal in writing that such an employee is back from leave.
- h) Every annual leave after three years a member of staff shall be given travelling allowance from the Institute to his/her home.
- i) Annual leave is a right to every member of staff.

#### 4.7.2 Maternity Leave

- a) A female employee shall be, as a consequence of pregnancy, entitled to ninety (90) working days maternity leave with full pay for a staff who gives birth to one baby and 100 days for that who gives birth to more than one baby, of which, at least four weeks, shall follow the child birth or miscarriage. The staff will be entitled maternity leave for the period that do not exceed years from the first of previous pregnancy.
- b) If a member of staff will not meet criteria stipulated in a), a member shall be granted maternity leave without payment.
- c) Maternity leave shall **NOT** be granted in conjunction with annual leave.
- d) Paternity leave shall be granted to husband for period that do not EXCEED 3 days from the day of delivery and within the first seven days. Failure to do that paternity shall NOT be granted.

#### 4.7.3 Sick Leave

In case of long-standing illness, a member of staff shall be entitled to sick leave provided that he or she;

- a) Notify the Institute as soon as possible
- b) Provides a medical report by a medical Doctor appointed by the Institute stating the probable length of his or her absence within three days from the date of in disposure

- c) A member of staff who is on sick leave shall receive:
  - i. Sick leave after being worked at the institute for six months and above
  - ii. Full salary at the first sixty-three days (63) and after another 63 days shall be paid half a salary, thereafter the Employer shall seek advice from the Doctor about the capability of the member to continue with employment
- d) A member of staff whom has retired from employment due to sickness may be employed if and only if the Doctor has certified that he is fit to continue with employment.

#### 4.7.4 Emergency Leave

Emergency leave shall be granted for 10 days per year. If she/he is IHHAS continue with leave which warrant , a member to have a leave of more than 10 days per year the exceeding days will be deducted in the next annual leave.

#### 4.7.5 Study Leave

- a) Where a member of staff is granted, study leave with full pay, a bonding agreement on agreed terms as spelt out in the “Staff Development Programme Regulations” shall be signed between the Institute and the staff benefiting from the study leave.
- b) A member of staff, who receives a scholarship to further his or her education or training from a source other than the ELCT – SD the Employer, may be granted leave with full salary pay for the duration of his or her study. However, the Staff Development Programme Regulations shall still apply to him or her.

#### Study Leave with Pay

The Institute shall grant Study Leave with pay in the cases of:

- a) Programmes fully sponsored by the Institute.
- b) Programmes fully sponsored by donors/scholarships/fellowships with the approval of the ELCT- SD Education Council.
- c) Programmes partially sponsored by the Institute and partially by the individual or donor grants or scholarships/fellowships with the approval of the Institute;
- d) Programmes fully sponsored by the individual with the approval of the Institute.
- e) Study leave for programmes of more than one academic year will normally be granted for the whole course duration. The ELCT-SD General secretary shall, however, have

the discretion to grant leave for only part of the course duration, and to renew the leave on a case-by-case basis depending on individual progress and scholarship conditions.

- f) Study leave shall include Annual leave for the period one is on Study leave.

#### 4.8 Statutory Holidays

IIHAS shall observe national holidays each year and any other that will be declared by the Government as a public holiday from time to time.

#### 4.12 Absenteeism

- a) No member of staff may absent himself or herself from work without permission from his or her immediate supervisor.
- b) Where a staff member is unable to report for duty, he or she shall inform his or her immediate supervisor immediately and in any case not later than three working days.
- c) In case a member of staff is absent from work for five working days, consecutively, the immediate supervisor should report to the Principal of the Institute and such member of staff's salary shall be given a notice to state his/her reasons for absenteeism pending disciplinary action.

## CHAPTER FIVE

### PERFORMANCE MANAGEMENT

#### 5.1 Performance Policy

IIHAS recognizes performance management as a prerequisite for improvement of individual and Institute performance. Performance Management in IIHAS is intended to:

- a) Ensure that all staff contribute to the mandate and strategic objectives of IIHAS;
- b) Create a performance management culture;
- c) Keep staff informed of the areas where improvements are required;
- d) Identify the means by which those improvements can be achieved;
- e) Assess the overall performance of staff; and
- f) Guide administrative decisions, including but not limited to, confirmation in appointment, renewal of contract, promotion, and staff development.

#### 5.2 Appraisal Instrument

Appraisal shall be conducted using specifically designed instruments for each category of staff/designation. (See Annex Form J, Reference 7.3)

#### 5.3 Appraisal Intervals

Periodical appraisal reports shall constitute an essential record on every employee of the Institute and therefore all members of staff shall be appraised at least once a year (in the period April to June) but the supervisor may appraise an employee as and when necessary.

##### 5.3.1 Performance Planning

- a) Every academic year, the Institute Management Committee shall develop a strategic annual work plan using the corporate strategic plan. The annual work plan should clearly define key result areas (KRAs), key performance indicators (KPIs), targets (planned levels of performance), and outline required resources.
- b) Institute Management shall communicate plans to lower levels to undergo the same planning process. After management has completed the planning process, supervisors shall complete the process with individual members of their teams by agreeing on key deliverables, setting targets and defining key performance indicators, and specifying resource requirements.

- c) Individual performance plan (performance agreement) specifies the expectations. It IIHAS stipulate, among others, outputs (key results), targets, performance indicators and the necessary resources. Performance planning for individuals should be undertaken in the month of April of every year for confirmed staff and at the commencement of employment for new employees and should be consistent with IIHAS's annual work plan as follows:
- i. Agreeing on the key result areas for each job holder during the performance appraisal period
  - ii. Setting performance Targets (planned performance for each key result area
  - iii. Formulation of performance indicators. For each target, appropriate qualitative and quantitative performance indicators should be developed.
  - iv. Performance indicators allow recognition or verification when targets/objectives have been successfully accomplished.

#### 5.3.2 Performance Monitoring

- a) In addition to the continuous monitoring of performance, the appraiser shall organize a mid-term/progress review of performance in December of each year for all confirmed staff and half-way the assessment period for staff serving on probation.
- b) The purpose of the mid-term performance review is to accord both the appraiser and appraisee the opportunity to jointly review the progress made by the appraisee in accomplishing performance targets agreed upon at the beginning of the performance management period. It also provides the appraiser and appraisee with an opportunity to gauge progress towards achievement of targets and can trigger remedial action. The appraiser IIHAS give at least a week's notice to the appraisee specifying the date, time and place of the meeting.

#### 5.3.3 End of cycle review/Annual Performance appraisal

- a) At the end of the annual performance evaluation period (August of every year), using the standard performance appraisal tool, work plan and performance criteria appropriate for the position as the basis for the discussion, evaluation meetings will be scheduled between employee and supervisor in accordance with the evaluation cycle. Employees are encouraged to be prepared for evaluation sessions with self- evaluations (either formally using the evaluation tool to conduct a self-appraisal or informally making notes of areas that the employee would like to discuss with the supervisor

- b) The employee should complete a self-evaluation before discussing the Supervisor's evaluation. The supervisor and staff member provide their own narrative description of the staff member's performance for each major goal/task. Differences are discussed and strategies developed to ensure that work goals/tasks are achieved. The Supervisor should integrate the input of the employee in completing the evaluation, while the employee should be prepared to accept constructive appraisal. The employee's written comments should incorporate issues such as how performance could be improved, and what factors hinder good performance. Both parties sign and date the performance form.

## CHAPTER SIX

### CODE OF CONDUCT

#### 6.1 General Statement

- 6.1.1 All employees of the Institute shall maintain a high standard of professional, Ethical and personal conduct.
- 6.1.2 Breach of the provisions of this Code shall constitute an offence and shall lead to disciplinary action.
- 6.1.3 The responsibility to enforce this Code of Conduct shall be vested in the Diocesan General Secretary in conjunction with other supervisors.
- 6.1.4 Acting contrary to the provisions herein shall lead to disciplinary action and /or prosecution in courts of law.

#### General Code of Conduct

- 6.1.5 An employee shall act at all times in a reasonable and responsible manner, with honesty, diligence and integrity.
- 6.1.6 An employee shall always comply with the Countries laws as well as the Institute prescribed policies, rules, standing instructions and procedures.
- 6.1.7 Drunkenness, substance abuse, use of abusive language and assault at work constitutes breach of conduct which shall call for disciplinary action against an employee.
- 6.1.8 Neat and decent personal appearance shall be required of each employee at all times.
- 6.1.9 An employee undertaking official assignment or trip shall promptly make a written report to the supervisor.
- 6.1.10 An employee shall ensure that no leakage of any vital or confidential information ever happens directly or indirectly.
- 6.1.11 All employees shall adhere to the principles of openness and transparency in their dealings inside and outside the Institute
- 6.1.12 Heads of Departments, Sections both academic and administrative, shall ensure full participation and inclusiveness of employees in policy initiation, development and implementation.
- 6.1.13 Manufacturing, distribution, dispensing, or use of any illegal drug, alcohol, or controlled substance while on Institute premises is strictly prohibited.

- 6.1.14 The Institute prohibits any form of drug abuse, controlled substances and irresponsible consumption of alcohol at its premises in order to ensure a secure and conducive teaching and learning environment and preserve the reputation of the Institute.
- 6.1.15 Ceremonial attire shall be worn during the ceremonies at the Institute.
- 6.1.16 Clothing shall be clean, neat, in good repair, appropriate for the assigned duties and reflective of the Institute's overall image and credibility.
- 6.1.17 Wearing any item of clothing, jewellery, or other personal adornment that bears objectionable, obscene and/or profane pictures, caricature, writing or other forms of inappropriate communication is strictly prohibited.
- 6.1.18 Employees shall not disclose confidential information, purposefully or inadvertently, by any means to any unauthorized person inside or outside the Institute.
- 6.1.19 Employees who are unsure about the confidential nature of specific information IHHAS ask their supervisor for clarification.
- 6.1.20 Employees are forbidden from making any communication to the press and/or social media with regard to the Institute or to allow themselves to be interviewed without the permission of the Principal.
- 6.1.21 Correspondence between the public and offices of the Institute shall not be communicated to any unauthorized person without receiving prior permission from the Institute's Principal.
- 6.1.22 Institute employees may, from time to time, be required to work beyond their normal schedule of hours.
- 6.1.23 Employees leaving the IHHAS Institution shall hand over all Institute property before their terminal benefits are paid.
- 6.1.24 Each employee has the right to work in a conducive environment that promotes equal employment opportunities and prohibits discriminatory practices and harassment
- 6.1.25 All cases of discrimination and harassment shall be handled in accordance with the institute Gender policies
- 6.1.26 Sexual harassment is prohibited in any form it manifests itself and any act of Sexual Harassment will be dealt with in accordance with the Ilemula IHHAS Sexual Harassment Policy

## Discipline and Disciplinary Procedures

### General Statement

Discipline in the Institute entails the observance and execution of one's roles and obligations in accordance with this Manual and other Institute Policy Documents.

Employee discipline is recognized as the foundation of productivity and the Institute shall encourage and enforce discipline. Discipline shall be enforced in accordance with established rules, regulations and procedures, and within the provisions of the Laws of the country.

### Power to Discipline

The power to exercise disciplinary control is vested in IIHAS Advisory Board.

### Misconduct

Any act or omission done without reasonable excuse by an employee which amounts to failure to perform any duty assigned to him/her, or which contravenes any laws relating to the Institute or is otherwise prejudicial to the efficient conduct of the Institute or tends to bring the Institute to disrepute, constitutes misconduct

### Offences of Misconduct

Any act done or omitted to be done without reasonable excuse by a member of staff, which amounts to failure to perform any duty assigned to him/her shall constitute as an offence these include, but are not limited to, the following:

- a) Late arrival to work or early departure from work;
- b) Unauthorized absence from work;
- c) Failure to perform duties satisfactorily;
- d) insubordination and refusal to take lawful orders
- e) Disobedience from employment authority system.

### Gross misconduct

Gross misconduct is conduct which destroys the relationship of trust and confidence between an employee and the Institute, and renders the working relationship untenable

The following are matters that shall be regarded as gross misconduct:

- a) Participating in, aiding or abetting examination malpractices.
- b) Committing professional misconduct.
- c) Engaging in sexual relations with students

- d) Incitement with intent to cause student strikes or staff disobedience.
- e) Serious misuse or destruction of IIHAS properties
- f) Unlawful discrimination or harassment.
- g) Causing loss, damage or injury through serious negligence.
- h) Serious breach of confidentiality - to include imparting confidential information with or without malicious intent.
- i) Fraud, forgery or other dishonesty, including uttering false documents, impersonation, fabricating of expenses claims and attendance sheets. Acceptance of bribes or other secret payments arising out of one's employment.
- j) Deliberate damage to Institute buildings, fittings, property or equipment, or the property of a student, a member of staff, contractor, client, or member of the public.
- k) Actual or threatened violence, or behavior which provokes violence.
- l) Conviction on a criminal offence that may affect IIHAS's reputation or relationships with employees, students or the public, or otherwise affects a member of staff's suitability to remain an employee of IIHAS.
- m) Theft, or unauthorized removal of Institute property or the property of a student, a member of staff, contractor, client or member of the public.
- n) Being under the influence of alcohol, illegal drugs or other intoxicating substances during working hours.
- o) Repeated or serious disobedience of instructions, or other serious acts of insubordination.
- p) Physical assault on an employer or employee or a member of the public;
- q) Sexual Harassment;

**Table 1: Disciplinary Code and Permissible Penalties**

SN	Misconduct	1 <sup>st</sup> Breach	2 <sup>nd</sup> Breach	3 <sup>rd</sup> Breach	4 <sup>th</sup> Breach	5 <sup>th</sup> Breach
	Where the employee fail to	<b>Minor Misconduct</b>				
a)	Late arrival to work or early departure from work	Counselling	Verbal warning	Written warning	Final written warning	Termination
b)	Unauthorized absence from work;	Counselling	Verbal warning	Written warning	Final written warning	Termination
c)	Failure to perform duties satisfactorily;	Counselling	Verbal warning	Written warning	Final written warning	Termination
d)	insubordination and refusal to take lawful orders	Counselling	Verbal warning	Written warning	Final written warning	Termination
e)	Disobedience from employment authority system.	Counselling	Verbal warning	Written warning	Final written warning	Termination
		<b>Gross Misconduct</b>				
f)	Participating in, aiding or abetting examination malpractices.	Written warning	Termination			
g)	Committing professional misconduct.	Written warning	Termination			
h)	Engaging in sexual relations with students	Written warning	Termination			
i)	Incitement with intent to cause student strikes or staff disobedience.	Written warning	Termination			
j)	Serious misuse or destruction of IIHAS properties	Written warning	Termination			
k)	Unlawful discrimination or harassment.	Written warning	Termination			
l)	Causing loss, damage or injury through serious negligence.	Written warning	Termination			
m)	Serious breach of confidentiality - to include imparting confidential information with or without malicious intent.	Written Warning	Termination			
n)	Fraud, forgery or other dishonesty, including uttering false	Termination				

	documents, impersonation, fabricating of expenses claims and attendance sheets. Acceptance of bribes or other secret payments arising out of one's employment.					
<b>o)</b>	Deliberate damage to Institute buildings, fittings, property or equipment, or the property of a student, a member of staff, contractor, client, or member of the public.	Termination				
<b>p)</b>	Actual or threatened violence, or behavior which provokes violence.	Written warning	Termination			
<b>q)</b>	Conviction on a criminal offence that may affect IIHAS's reputation or relationships with employees, students or the public, or otherwise affects a member of staff's suitability to remain an employee of IIHAS.	Termination				
<b>r)</b>	Theft, or unauthorized removal of Institute property or the property of a student, a member of staff, contractor, client or member of the public.	Termination				
<b>s)</b>	Being under the influence of alcohol, illegal drugs or other intoxicating substances during working hours.	Verbal warning	Written warning	Termination		
<b>t)</b>	Repeated or serious disobedience of instructions, or other serious acts of insubordination.	Termination				
<b>u)</b>	Physical assault on an employer or employee or a member of the public;	Termination				
<b>v)</b>	Sexual Harassment;	Termination				

## Disciplinary Procedure

### 6.3.7 Policy statement

IIHAS shall take steps to ensure that any disciplinary matter is dealt with fairly and steps are taken to establish the facts. Members of staff (including those on probation) shall not be dismissed or subjected to disciplinary action without being provided with the following:

- (a) A written statement of the accusations;
- (b) A fair hearing before any decision is reached; and
- (c) The right to an appeal hearing.

### General principles

- a) This procedure applies to all members of staff regardless of status or length of service.
- b) Minor misconduct issues shall normally be resolved informally between a member of staff and his/her immediate supervisor. Discussions should be held in private and without undue delay, whenever there is cause for concern. In some cases an informal verbal warning may be given, which will not appear on the employee's personnel records.
- c) Except in cases of gross misconduct or during an officer's probationary period, a member of staff will not normally be dismissed for a first act of misconduct.
- d) Where disciplinary allegations are made against a member of staff on probation, IIHAS may omit some of the steps set down in this procedure and/or vary some or all of the time limits. As a minimum however, IIHAS shall carry out the three steps outlined in 1 above prior to dismissing a member of staff on probation.
- e) Any steps under this procedure shall be taken promptly unless there is a good reason for delay. IIHAS may vary any time limits if it is reasonable to do so.
- f) A member of staff who believes that disciplinary action has been or is being taken against him/her for a reason which does not relate to his/her conduct or capability, or for a reason which is discriminatory on grounds related to sex, race, religion, age or disability, he/she shall submit a grievance in writing under the grievance procedure to the Principal as soon as possible and before any appeal hearing takes place under this procedure

## Investigations

- a) The purpose of an investigation is to establish a fair and balanced view of the facts before deciding whether to proceed with a disciplinary hearing. This may involve reviewing any relevant documents, interviewing the member of staff and any witnesses, and taking witness statements.
- b) Investigation interviews are solely for the purpose of fact-finding and no decision on disciplinary action will be taken until after a disciplinary hearing has been held.
- c) A member of staff IIHAS cooperate fully and promptly in any investigation. This will include informing the investigating committee of the names of any relevant witnesses, disclosing any relevant documents, and attending any investigative interviews.
- d) The length of investigations required will depend on the nature of the allegations and will vary from case to case.

## Interdiction

- a) In cases of alleged gross misconduct where the employee's continued presence in the office would hinder an investigation or disciplinary hearing, the Principal of the Institute or Institute Secretary may interdict the officer ie temporarily remove the officer from exercising his/ her duties.
- b) Where a member of staff has been interdicted, the Principal of the Institute or Institute Secretary shall ensure that investigations are done expeditiously.
- c) Where a member of staff has been interdicted, he/she shall be informed of the reasons for such interdiction.
- d) A member of staff on interdiction shall receive half of his/her basic salary, subject to refund of the other half, in case the interdiction is lifted and the charges are dropped. If found guilty the member of staff shall forfeit the withheld half of the salary.
- e) A member of staff on interdiction shall not resign.
- f) A member of staff on interdiction shall not access IIHAS premises except to attend investigations or disciplinary hearings.

### Written information

Following any investigation, if it is considered that there are grounds for disciplinary action, a member of staff shall be informed in writing of the allegations against him/her and the basis for those allegations. This will normally include:

- a) A summary of relevant information gathered during the investigation;
- b) Documents which will be used at the disciplinary hearing; and
- c) Witness statements which will be used at the hearing, except where a witness's identity is to be kept confidential, in which case the member of staff will be given as much information as possible while maintaining confidentiality.

### Disciplinary hearing

- a) A member of staff shall be given written notice of the date, time and place of the disciplinary hearing, which shall normally be held between two days and one week after he/she receives the written notice.
- b) The Volunteeral Staff Disciplinary Committee or Appointments Board as the case maybe, in the presence of the investigating officer, shall conduct the hearing. The accused member of staff may bring a companion to the disciplinary hearing.
- c) The accused member of staff IIHAS take all reasonable steps to attend the hearing. Failure to attend a hearing without good reason may be treated as misconduct in itself.
- d) The purpose of the disciplinary hearing is to review the evidence and to enable the accused member of staff to respond to any allegations that have been made against him/her.
- e) Within one week of the disciplinary hearing the accused member of staff shall be informed in writing of the decision together with the reasons for that decision.

### Appeals

- a) All members of staff shall have the right to appeal.
- b) The Appointments Board shall handle appeals from the Volunteeral Staff Disciplinary Committee.
- c) A member of staff who is not satisfied with the decision of the Appointments Board shall appeal to the Staff Appeals Tribunal and the Tribunal's decision shall be final.
- d) A member of staff wishing to appeal shall do so in writing, stating full grounds of appeal within one week of the date on which he/she was informed of the decision.
- e) The appeal hearing may be a complete rehearing of the matter or a review of the original decision taking account of any new/additional information.

- f) Following the appeals hearing the Appeals Tribunal may:
  - f) Confirm the original decision; or
  - ii) Revoke the original decision; or
  - iii) Substitute a different disciplinary sanction.
- g) The member of staff shall be informed in writing of the Tribunal's final decision within one week of the appeal hearing. There will be no further right of appeal.
- h) The date on which any dismissal shall take effect will not be delayed pending the outcome of any appeal. However, if the appeal is successful, the member of staff member of staff shall be reinstated with no loss of continuity of service or pay.

### Disciplinary Stages

It is the aim of IIHAS to treat all members of staff fairly and consistently. Disciplinary action previously taken against other employees for similar misconduct will usually be taken into account but shall not be treated as a precedent. Each case shall be assessed on its own merit.

According to ELCT SD Constitution edition of 2011, a member of staff shall be dismissed after being found to commit minor misconduct or gross misconduct as stipulated here under:

#### Minor Misconduct

A member of staff shall be dismissed from employment in case there is no improvement after being given oral warning three (3) times and written warning three (3) times within six months of employment after committing minor misconduct.

#### Gross Misconduct

A member will be dismissed from employment at once after committing gross misconduct

Refer the Minor misconduct and Gross misconduct in section ..... above

### The Volunteeral Staff Disciplinary Committee

- a) In executing its work, the IIHAS Advisory Board shall be assisted by an Volunteeral Staff Disciplinary Committee, to be appointed by the Principal of the Institute and ratified by the IIHAS Advisory Board. The membership of the committee shall be determined by the
- b) Principal of the Institute from amongst Institute staff. The committee shall be as representative as possible. The members of the committee shall serve for a term of four years.

### 6.5.1 Duties and Functions of the Volunteeral Staff Disciplinary Committee

The committee shall perform the following functions:

- a) To handle disciplinary matters of staff with minor misconduct
- b) To handle disciplinary matters of the staff with major misconduct and forward those which merit the attention of the IIHAS Advisory Board.
- c) To make a written comprehensive report on the disciplinary proceedings handled by it to the IIHAS Advisory Board.
- d) To keep a register of all disciplinary proceedings, reports and related documents and information.
- e) To carry out any such other function as may be required by the Advisory Board under this manual.

### Employees' Grievances

The Institute shall recognize and put in place measures to handle employee grievances urgently and efficiently in order to promote harmony.

### Handling Employees' Grievances

The Institute shall respond to the grievances of employees with the following objectives:

- a) To handle complaints and grievances from employees effectively and efficiently.
- b) To minimize incidents of serious disciplinary action such as termination of employment, summary dismissal or litigation.
- c) To increase harmony and a healthy working environment, maintain morale of employees and ensure maximum productivity.

### Procedure for Submitting Grievances

- a) The Institute shall install general suggestion boxes throughout the Institute main campus to encourage employee to put forward their grievances to the authorities without disclosing their identity if they so wish.
- b) The Institute shall ensure that no one will be punished in any way for making a formal complaint/grievance to the Institute as long as he/she does not directly or indirectly incite other employees into violence.

### 6.6.3 Stages in handling Grievances

#### **a) Stage One**

An employee with any complaint/grievance shall report it to the Immediate supervisor who shall carry out investigations of the grievance and take prompt appropriate action.

#### **b) Stage Two**

Failure to find a solution, at the request of the complainant or on his/her own discretion, the supervisor shall report the matter to the his/her next supervisor. Where the grievance is against the immediate supervisor or head of Department/section the employee shall lodge a complaint before the supervisor at a higher level in accordance with the hierarchy.

#### **c) Stage Three**

If the aggrieved party is still unhappy with the decision made at Stage Two, he/she may appeal to the Secretary who shall take appropriate action. Grievances from employees may be forwarded to the Secretary directly or to the Vice Chancellor in case the employee is of the opinion that the supervisors cannot handle the grievance.

## CHAPTER 7

### STAFF TRAINING AND DEVELOPMENT POLICY

#### 7.1 Policy Statement

The Institute regards its members of staff as its most important asset and recognizes the pivotal role they play in achieving its objectives. It is therefore committed to ensuring that all staff are trained to carry out their duties, and shall equip and prepare them for future challenges.

#### 7.2 IIHAS Training and Development Policies

The following are Institute's training and development policies

##### 7.2.1 Training Bonds and Its Period

- a) A member of staff who undertakes training program sponsored by the ELCT-SD, or self-sponsorship but receiving salary from the institute or organization affiliated by ELCT- SD as recommended by the Institute shall be bonded.
- b) A staff member whom has been sponsored by ELCT- SD or Sponsor affiliated by ELCT-SD upon completion of his/her training shall serve the Institute for a period of eight (8) years.
- c) The ELCT-SD shall sponsor a staff if the program to be studied is among of the priorities from the Institute
- d) The institute shall sponsor the trainee by giving full sponsorship or partly of cost sharing depending financial stability
- e) A trainee while on study leave, he/she will continue to be paid full salary but sign a contract bearing in mind the terms and condition stipulated in the ELCT –SD Constitution.

##### 7.2.2 Bonding Agreements

- a) Bonding agreements shall be signed before course commencement.
- b) Where an individual embarks on a training program without signing the agreement, sponsorship shall not be disbursed and salary payment shall be suspended in the month following the month of programme commencement.
- c) Where member of staff does not sign the bonding agreement within two months of programme commencement, sponsorship and study leave with pay shall be withdrawn, and the sponsor and beneficiary shall be informed accordingly.

- d) A member of staff who contravenes the Bonding agreement shall be treated as stipulated in the agreement.
- e) Members of staff who exhaust their study leave and do not return to the Institute within two months from the time of the expiry of the leave shall be regarded as having absconded from duty and resigned accordingly

#### 7.2.3 Training Certificates

- a) A member of staff shall be required to submit a copy of the training certificate after the completion of training programme.
- b) A copy of each training certificate shall be kept on the individual's confidential personnel file. A member of staff who fails to submit a copy of the certificate shall be required to explain in writing, and appropriate disciplinary action taken against him/her.

#### 7.2.4 Policy Principles

- a) Encourage individual self-development initiatives through provision of conducive environment and support/resources to help employees achieve the Institute objectives.
- b) Link individual staff training and development needs to current and long term institutional needs and plans.
- c) Provide training and development opportunities to members of staff basing on institutional needs.
- d) Comply with the existing national legislation on training.
- e) Enhance individual skills for career progression.
- f) Identify individual strengths and weaknesses and accordingly aid members of staff to exploit their potential.

#### 7.4.6 Understanding the Concept of Training

The Institute employs staff with the basic formal training at the time of engagement in line with the Institute's Recruitment Policy. There is however, constant need to prepare members of staff for the unique functions of achieving the Institute's vision of being among excellent faith-based health training institute in producing and developing human resources for health and allied sciences in a country. The Institute therefore takes training and development as an activity that enables its members of staff to acquire the knowledge, skills

and competences necessary for better performance in the delivery of training services to the Institute.

#### 7.4.7 Managing the Training Process

- a) Individual training needs shall be identified through the Performance management/appraisal system and other staff evaluation criteria.
- b) The departmental training needs shall be derived from individual needs, and job tasks.
- c) The Institute training needs shall be derived from departmental needs in relation to the institutional plans and client needs.
- d) Once the Institute's training needs have been identified, these will be consolidated into annual training plans with an agreed upon training budget. Decisions will then be made on how best to meet those needs on a priority basis.
- e) A succession arrangement shall be followed to identify staff for training and development for promotion and/or projected vacancies.
- f) Training and development shall cover specific performance shortfalls, if it becomes clear that management coaching and guidance shall not be sufficient.
- g) Finally, the name(s) Trainee (s) shall be submitted to the ELCT-SD Education Department Council for approval and eventually to the ELCT-SD Executive Council for Authorization.

#### Forms Of Staff Training Programs

The Institute shall provide for the following staff training programs;

##### Long Term Training

Long-term training refers to training which exceed a period of nine months and above

##### Short term Training

Short-term training refers to taring which do not exceed a period none months. This includes; seminars, induction, refresher courses

## CHAPTER EIGHT

### REMUNERATIONS

Salaries and allowances shall be paid to staff members basing on country laws and ELCT-SD Financial regulation policy Part V, Article No 18, of 2020.

#### 8.1 Salary

- a) The Institute shall pay a salary/wage to all its members of staff as determined by ELCT - SD financial Regulation policy or Government scales depending financial instability of the Institution.
- b) All salaries of full-time members of staff shall be paid on a monthly basis.
- c) Salaries of members of staff shall be subject to statutory and other approved deductions.
- d) Part-time members of staff shall be paid on hourly rates or other rates determined by the Institutes rates.
- e) For each appointment, the salary scale and entry point shall be specified in the letter of appointment.
- f) A member of staff may, with good reasons, apply for a salary advance, subject to the approval of the Institute Principal.
- g) A staff who has attended further studies worth salary increment upon completion of his/her studies after submission of his/her certificates as shall be determined by Institution financial capabilities.
- h) Salary increment will be done in January of every year as shall be determined by institution financial capability to do so.

#### 8.2 Allowances;

Amount of allowances to staff member shall be paid basing on ELCT-SD Financial regulation Policy and also availability of funds to do so. Amount will be reviewed from time to time where necessary.

The following are types of allowances, which may be offered by the Institute:

##### 8.2.1 Transport Allowance

- a) A member of staff proceeding on retirement will receive transport facilitation for self, family and personal effects to his/her home with rate stipulated by the ELCT-SD rates.
- b) A member of staff may be provided with transport allowance to facilitate performance of his / her duties as management may determine.

#### 8.2.2 Subsistence Allowance/ Per Diem

A member of staff shall be entitled to subsistence allowance to cover the cost of feeding and accommodation while traveling on official duty at rates to be set by ELCT-SD or as agreed by the Institute management from time to time.

#### 8.2.3 Settling-in Allowance

A member of staff on first appointment shall be entitled to a settling-in allowance at rates to be determined by the ELCT- SD from time to time.

#### 8.2.4 Lunch Allowance

Certain staff whose nature of work dictates that they work throughout the lunch hour will be entitled to lunch allowance at rates to be determined by Institute from time to time.

#### 8.2.5 Overtime Allowance

A member of staff shall be entitled, where appropriate, to extra load or overtime allowance at rates to be determined by ELCT-SD rates or IIHAS from time to time.

#### 8.2.6 Safari-Day Allowance

A member of staff on out of station day duty shall be entitled to Safari-day allowance to cover cost of feeding at rates to be determined by ELCT-SD or the Institute from time to time.

#### 8.2.7 Loans

The Institute shall not give loan to staff members. Staff members are encouraged to apply through commercial banks as per ELCT-SD Financial Regulation Policy.

## CHAPTER NINE

### WELFARE (BENEFIT), AND SOCIAL SECURITY

#### 9.1 Compensation for Disability/Death

##### 9.1.1 Compensation for disability

In the event of physical or mental incapacitation by accident attributable to the execution of IIHAS duties, a member of staff or beneficiaries thereof shall receive compensation in accordance with the Workers Compensation Fund Act No. 8 (WCF) of 2008 and the Workers Compensation Fund Regulations 2015.

##### 9.1.2 Death

- a) In case of death of a member of staff, or one of his or her dependents, the Institute, shall defray the cost of transporting the corpse to his or her home.
- b) Where a member of staff dies while at work, or while travelling to his or her place of work, the Institute shall be required to transport the employee's body to the place of burial notified by that employee's next of kin.
- c) Where a member of staff dies during the term of a contract of service, his or her wages and any other remuneration due at the date of death shall be payable to his or her legal heir (s) or legal representative as the case may be.
- d) In the event of death of an employee's immediate family member as nominated in the ELCT-SD Financial Regulation Policy Part XI Article 58 (1-5) IIHAS shall pay a funeral benefit to the employee to assist in funeral expenses and transportation of the body at a rate enlisted in the Financial Regulation stated above. The rate will be adjusted from time to time as the Institute management may deem necessary.

##### 9.1.3 Cost of burial

- a) The Institute shall contribute to the cost of burial of a member of staff, spouse, or child as stipulated in the ELCT-SD Constitution edition 2011 article No XXI
- b) For death of member of staff whom has died due to accident, compensation will be given to person selected by the family to be as leader following death of beloved one.
- c) If a deceased is husband, then her wife will continue to get salary for a period which do not exceed three months thereafter payment will cease.

## 9.2 Pension Fund - National Social Security Fund (NSSF)

The Institute will make a contribution to NSSF of 20 percent of gross salary each month on behalf of each employee. Legally, employers are required to contribute 10 percent of monthly gross payments to NSSF on behalf of each employee. Employees are required to contribute 10 percent of monthly gross salary payments to the scheme.

## 9.3 Terminal Benefits

Payment following cessation or termination of service in the Institute shall be done in accordance with on ELCT-SD- Financial Regulation policy Part V, article No 21 of 2020.

The Institute shall operate terminal benefits schemes as shall be determined by management from time to time. The following two types of schemes have been in operation.

### 9.3.1 Payment of Retirement Benefits

Payments of staff member due to retirement shall be done according to ELCT-SD Financial Regulation Policy Part V Article No 21 of 2020

## 9.4 Gratuity

Upon completion of contract, a staff member where possible shall be paid gratuity as shall be agreed in the contract of service.

Gratuity of a staff whom has been on permanent employment his/her gratuity shall be paid in accordance with ELCT-SD Financial regulation Policy Part V article No 21 of 2020.

The Finance Department prepares the immediate takeaway home package in a maximum of three months towards retirement.

## CHAPTER TEN

### STAFF ASSOCIATIONS

Employees are free to organize themselves in available Associations as per the Act and other Laws of the country.

The Institute shall recognize and work with employee Associations within the Institute to promote good working relations with employees. The Associations shall carry out their duties in conformity with the Public Service

The Associations that the Institute which are available and every employ is free to join with them currently are TUGHE, TAWLGU TANNA, MAT and MHA

## CHAPTER ELEVEN

### EXITING MANAGEMENT

#### 11.1 General Statement

The power to remove an employee from the service of the Institute is vested in the ELCT- SD the owner via Institute Advisory Board.

This provision sets out the conditions and procedures relating to the Institute employee exiting management. It aims at ensuring that the Institute is in conformity with good employment practices and complies with the statutory requirements.

#### 11.2 General Conditions for Leaving

The employee can leave the Institute service under the following circumstances:

- a) Termination of probationary appointment or after end of contract;
- b) Resignation;
- c) Abandonment of duty;
- d) Death;
- e) Mandatory Retirement;
- f) Early Retirement;
- g) Retirement on medical grounds;
- h) On contract expiry or termination of the contract;
- i) Retirement on abolition of office;
- j) Change of ownership of the Institute
- k) Dismissal.
- l) Professional and ethical misconduct by the respective Council
- m) Redundancy

On leaving the Service, an employee;

- a) Shall hand over all Institute properties in his or her charge in accordance with the provisions of this manual. If the employee fails to hand over, his/her benefits shall be withheld until such liabilities are fully discharged by him/her.

- b) Unless otherwise specified in the law, an employee who is dismissed forfeits all rights and privileges attached to his or her appointment. Employees who are terminated and/or retired in public interest shall be given notice depending on the period of service.
- c) An employee who may wish to leave prior to the stipulated period of notice shall pay to the Institute such an amount equivalent to his/ her salary for the period of notice.
- d) Any outstanding period of annual leave to which an employee is entitled, on termination of the employee's employment shall not be included in any period of notice which the employee is entitled to under this subsection.
- e) The Institute shall only compensate an employee for unused leave when the employee works throughout the notice period and is not terminated for gross misconduct; otherwise, the outstanding leave shall be forfeited.
- f) In instances where the Institute initiates the termination of an employee, he/she may be paid in lieu of leave and/or notice.
- g) All benefits that an employee is entitled to including medical care end on the last day of employment, or the last day of the month in which the last day of employment falls.
- h) All entitlements to the employee will be paid during the next normal pay period following the month of termination.
- i) If there are unpaid obligations to the Institute, the final pay check will reflect the appropriate deductions.

### 11.2.1 Termination

Termination shall be deemed to take place in the following instances:

- a) Where the contract of service is ended by the Institute with notice;
- b) Where the contract of service, being a contract for fixed term or task, ends with expiry of the specified term or the completion of the specified task and is not renewed within a period of one week from the date of expiry on the same terms or terms not less favourable to the employee;
- c) Where the contract of service is ended by the Institute with or without notice, as a consequence of unreasonable conduct on the part of the employee; Where the contract of service is ended by the Institute in circumstances where the employee has received payment in lieu of notice.

### Period of notice

The Institute shall not terminate a contract of employment unless notice is given to the employee, except

- a) Where the reason for termination is attainment of retirement age.

### Termination by the Institute

The Institute or Institute Staff terminating an employment contract shall be obliged to give notice to the other party as follows:

- a) Not less than **two weeks**, where the employee has been employed for a period of more than six months but less than one year;
- b) Not less than one month, where the employee has been employed for a period of more than twelve months, but less than five years;
- c) not less than two months, where the employee has been employed for period of five, but less than ten years; and
- d) Not less than three months where the service is ten years or more.

During the period of notice, an employee is expected to be working full-time except where the Institute terminates in lieu of notice. The employee who is resigning or terminating service shall be required to hand over all Institute property to the relevant authorities before leaving the Institute. This applies to both the local and expatriate staff.

### Termination of Probationary Appointment

An employee whose probationary appointment is terminated other than by summary dismissal shall: -

- a) Be given two weeks' notice.
- b) Have no claim to any retirement or other terminal benefits.
- c) On request, be given a certificate of service; and
- d) Hand-over any Institute property in his or her possession.

### 11.2.2 Resignation

- a) An employee may resign from his or her employment at any time for any reason.
- b) When an employee decides to leave for any reason, the Head of Department shall discuss the resignation before final action is taken to find out whether another alternative may be better.

- c) However, after full consideration the employee decides to leave, the employee shall provide the Institute with a written advance notice period in line with this manual.
- d) In the event of resignation, the employee shall forfeit, all benefits including terminal benefits payable by the Institute due to him or her. However, he/she shall be entitled to his/her NSSF contributions and/or gratuity in the case of employees on contract.

### 11.2.3 Abscondment from Duty

- a) is the responsibility of the employee to inform his/her supervisor in writing about his/her absence from duty.
- b) An employee who is absent from duty for five (5) working days or more shall be served with a written warning letter by the Head of Department and shall give a copy of such a communication to the Secretary.
- c) The Secretary shall require an employee who is absent from duty for five days consecutively (5) days to resume duty immediately with a written explanation for his or her absence.
- d) An employee who is absent from duty without permission for five days consecutive days shall be deemed to have absconded from duty.
- e) The Secretary shall suspend payment of salary immediately and submit to the Board for appropriate action.
- f) An employee who absconds from duty shall forfeit, all terminal benefits payable by the Institute.
- g) A Head of Department or supervisor who fails to report cases of Abscondment shall be subjected to disciplinary action.

### 11.2.4 Dismissal

- a) The Institute may dismiss an employee whose conduct, actions or performance violates or conflicts with the Institute Code of Conduct.
- b) In the event of dismissal, the employee shall forfeit all benefits including retirement benefits payable by the Institute.

#### 11.2.5 Mandatory Retirement

- a) The employee shall retire on attaining the mandatory retirement age as determined by ELCT-SD
- b) The Institute shall provide retirement orientation.
- c) Six (6) months to the due date of retirement, the Principal shall notify the employee in writing indicating the date of retirement.

#### 11.2.6 Contract Expiry and Termination of the Contract

- a) An employee engaged on contract terms may leave the Institute at the end of his/her contract period.
- b) An employee engaged on contract terms shall be terminated in accordance with the conditions spelt out in the contract agreement.
- c) An employee may in turn terminate his or her contract in accordance with the terms of the contract.
- d) An employee who leaves the service of the Institute under this sub- section shall be paid terminal benefits in accordance with the agreement.

## CHAPTER TWELVE

### EMPLOYMENT RECORDS

#### 12.1 Records Policy

The Institute shall have a records policy and all Institute records both manual and electronic shall be managed within the provisions of that policy

#### 12.2 Personal Files

- a) All records about an employee shall be kept on their personal file.
- b) There shall be at least two sets of personal files; one kept and maintained in the Central Registry and the other kept and maintained at the Department/section.
- c) An employee shall not access their personal file.

#### 12.3 Records Management

All records are confidential and shall only be accessed upon express request from the Head of Department, Records and Information

#### 12.4 Update of Record

- a) All requests for updating records shall be communicated to the Principal as soon as need arise but in any case all employees shall be required to update their records each year.
- b) No requests for change of date of birth shall be considered.
- c) Falsification of records when discovered at whatever stage shall lead to disciplinary action, to the discretion of the appointing authority.

#### 12.5 Bio Data Form

The institute shall prepare bio data form that every employee at the institution shall be required to fill it. Sample of bio data form refer appendix 9

- a) All employees shall be required to complete a bio data form capturing basic details about them (see Appendix 4)
- (b) The record shall be continuously updated and it is incumbent upon the employee to provide the updated information for example marital status, family members, academic qualifications, etc.

(c) The initial records provided shall be taken as the true and authentic record and any changes thereafter shall require proof of authenticity beyond any doubt to the Principal.

(d) The date of birth provided at the time of an employee's first appointment **SHALL NOT BE ALTERED** under any circumstances in the course of one's employment.

(e) All employees shall provide photographs attached to their bio data forms to be updated after every five (5) years

## **CHAPTER THIRTEEN**

### **MINIMUM QUALIFICATION OF TEACHING STAFF**

Minimum qualification for teaching staff shall be as stipulated in the Standards For Technical and Vocational Education and Training (TVET) In Tanzania 2025 and those on curriculum of each programme including the Human resources for Health staffing level guide lines for the health Sector 2022-2027 in particular training Institutions.

## **CHAPTER FOURTEEN**

### **EQUAL OPORTUNITY EMPLOYER**

#### **14.1 Policy Statement**

The IIHAS practices a non-discrimination policy in the employment process. It promotes equal opportunities in employment to all job applicants. There shall be no discrimination in employment because of tribe, race, marital status, parental status, religion, sex, and age. This policy includes the commitment to employ people with disabilities and maintain a working environment free from sexual harassment, bullying and victimization.

#### **14.2 Guidelines**

- a) This policy applies to all terms, conditions, and privileges of employment, including but not limited to recruitment, hiring, probation periods, training and development, job assignments, supervision, upgrading, rates of pay or benefits, transfer, educational assistance, layoff, and recall, social and recreational programs, terminations and retirement.
- b) The Principal of the IIHAS and the HR Committee Section are responsible for assuring that employees' fair and equitable treatment policies are carried out, including the equal employment opportunity policy.
- c) HR Management Committee is responsible for ensuring consistent interpretation of the equal employment opportunity policy.
- d) Departmental and Sections heads, ensure that employment decisions and the work environment comply with this policy.
- e) Employees shall bring any work-related complaints under the policy to their Heads of Department and sections and other types of employee complaints. However, an employee may elect to take such a complaint to the HR Management Committee. For fair resolutions, every effort will be made to promptly, impartially, and confidentially address the objections raised by employees.
- f) The employer shall adopt, communicate, implement, monitor, and periodically review policies to eliminate discrimination.

#### **14.3 Harassment**

The Institute shall have a Sexual Harassment Policy to ensure that sexual harassment does not take place within the Institute. The aim of the policy shall be to enhance a favourable work and academic environment.

#### **14.3.1 Sexual Harassment Policy**

14.3.2 The relevant legislation makes harassment on the grounds of a protected characteristic unlawful. This protection includes people who find the behaviors offensive even if it is not directed at them and even if they do not possess the characteristic.

14.3.2 The Law offers protection from:

- a) Unwanted conduct that is related to the protected characteristics of age; disability; gender reassignment; race; religion or belief; sex; sexual orientation and that violates the person's dignity or creates an intimidating, hostile, degrading, humiliating or hostile environment for that person
- b) Unwanted conduct of a sexual nature (sexual harassment)
- c) Less favorable treatment for rejecting/submitting to sexual harassment or harassment related to sex or gender reassignment.

14.3.3 Harassment that is targeted at an individual or group of individuals may occur on the grounds of:

- a) A person's actual personal characteristics - for example, a person's views are persistently ignored or not sought because they have diagnosis of mental ill health
- b) A person's perceived personal characteristic – for example, homophobic/derogatory remarks are made to a person assumed to be gay, whether they are or not
- c) The characteristic of a person with whom someone is linked – for example, a person is harassed because of the religious or philosophical beliefs of a relative or friend

14.3.4 Alternatively, harassment may not be personally targeted at an individual at all. For example, if, in a particular team, a culture exists which permits offensive or stereotypical jokes, then a person may have a valid complaint of harassment, even if these do not relate directly to the complainant. For instance, a racist work culture that negates minority ethnic groups may create an offensive environment for staff of all races. People of any race or ethnic background would have a right to complain even where the offensive remarks were aimed only one particular race.

Harassment can take a variety of different forms ranging from repeatedly ignoring a colleague or subjecting them to unwarranted attention, to intimidation, humiliation, ridicule or offense. Harassment may not be deliberate; someone may harass another person unintentionally.

14.3.5 Differences of attitude or culture and the misinterpretation of social signals can mean that what is perceived as harassment by one person may not seem so to another. People should feel comfortable about explaining why particular words or conduct are unacceptable to them and should be able to expect that others will treat their views seriously.

14.3.6 People in positions of trust and authority and those with a pastoral role have a particular obligation to ensure that they do not use their power to harass other staff or students of the Institute.

Please see section 12.5. Harassment and Bullying Examples for the most prevalent forms of harassment.

#### **14.4 Bullying**

14.4.1 Bullying is the exercise of power over another person through negative acts or behaviors that undermine him/her personally and/or professionally.

It is often characterized by inconsistent treatment of people. Bullying can be threatening, insulting, abusive, disparaging or intimidating behavior; placing inappropriate pressure on the recipient which can affect self-confidence or has the effect of isolating or excluding them.

It involves behavior that is unacceptable to the recipient and creates an intimidating, hostile or offensive environment for employment, study or related social activities.

14.4.2 Bullying may consist of a single incident, sporadic events or a continuing process. Behavior that may appear trivial as a single incident can constitute bullying when repeated.

14.4.3 As with harassment, bullying is not always deliberate; someone may demonstrate bullying behavior without intending to. Whichever form it takes it will often cause embarrassment, fear, humiliation or distress to an individual or group of individuals.

14.4.4 Bullying may be by an individual against another individual (perhaps by someone in a position of authority such as a manager or tutor) or groups of people (perhaps a person will act in a bullying manner towards several colleagues). Similarly, a group of people may also be

responsible for bullying behavior towards an individual (for example, if a group of staff members acts in a way that leaves an individual feeling isolated or excluded). People in positions of authority can be bullied by those who are not.

14.4.5 Harassment and bullying are to be distinguished both from the sort of vigorous academic debate which is to be encouraged at the Institution and from the actions of a Head of section /Department or tutor making reasonable and appropriate (but perhaps unpopular) requests of his/her staff or students. These are examples of conduct that (whether or not acceptable to the recipient) are warranted in the circumstances. Management actions that go beyond reasonable and appropriate requests within the context of the staff/student relationship may be considered harassment or bullying.

14.4.6. The defining features of harassment and bullying are therefore that the behavior is both unacceptable to the recipient and unwarranted by the circumstances of the relationship between the parties.

#### 14.5 **Victimization**

14.5.1 Victimization occurs when a person is treated less favourably because he/she has, in good faith, made an allegation of harassment, or has indicated an intention to make such an allegation, or has assisted or supported another person in bringing forward such an allegation, or participated in an investigation of a complaint, or participated in any disciplinary hearing arising from an investigation.

14.5.2 We will not tolerate any victimization of anyone raising a concern under this policy.

#### 14.6 **Harassment & Bullying Examples**

Some of the most prevalent forms of harassment include the following:

**14.6.1 Sexual harassment** can take the form of ridicule, sexually provocative remarks or jokes, comments about dress or appearance, the display or distribution of sexually explicit material, sexual advances or physical contact, demands for sexual favors, or assault.

**14.6.2 Racial harassment** may include jokes about, or gratuitous references to a person's color, race, religion, or nationality; and assumptions based on racial stereotypes. It can also include offensive remarks about dress, culture, or customs that have the effect of ridiculing or undermining an individual or fostering hatred and/or prejudice towards individuals or particular groups.

**14.6.3 Harassment of people with disabilities** can take the form of individuals being ignored, disparaged or ridiculed because of mistaken assumptions about their capabilities. Their disability rather than their ability can become the focus of attention and harassment can include inappropriate personal remarks, jokes or inappropriate reference to an individual's appearance.

People may be wrongly excluded from activities because their requirements have not been considered.

**14.6.4 Harassment on the grounds of a person's sexuality** may be aimed at heterosexuals but is more usually experienced by gay men and lesbians, transsexuals or bisexuals. Examples of harassment relating to sexuality include homophobic remarks or jokes, offensive comments relating to a person's sexuality, threats to disclose a person's sexuality to others or offensive behavior/abuse relating to HIV or AIDS status. The response of lesbians and gay men to harassment may also be complicated by the fact that in order to complain about it or confront it, they may be forced to be open about their sexuality (perhaps for the first time).

**14.6.5 Harassment on the grounds of age** may include jokes about a person's age or the age of those with whom the individual associates. It may not be targeted at an individual(s) but consist of a general culture which, for instance, appears to tolerate the telling of ageist jokes. Harassment may also take the form of individuals being ignored or overlooked because of mistaken assumptions about the person's capability and/or willingness to take part in activities, for example, exclusion of those near retirement from training and development opportunities.

**14.6.6 Harassment on the grounds of religion or belief** may include any behavior, language or conduct relating to a person's religion or belief, or to their not following a religion or belief. Examples of harassment include offensive remarks or jokes about items of clothing and religious artifacts; refusing to work with a person because of their religion or belief; or excluding someone from workplace activities.

The above list of examples is not exclusive and harassment can also take place on other grounds, such as a person's religion, or any other characteristic, whether or not it makes them different from the majority or from the person who harasses them.

14.6.7 Bullying is more than a break down in working relationships. Examples of bullying can include:

- Derogatory name-calling;
- Derisory remarks, verbal abuse, insults, and threats;
- Ridiculing or belittling of an individual
- Repeated comments in reference to personal traits or appearance;
- Assumptions based on stereotypes;
- Verbal or practical jokes;
- Exclusion from normal workplace conversation or social events — this may be implicit in where or when a social event is held;
- Offensive graffiti or insignia;
- Display or electronic transmission of offensive material;
- Physical attack;

- Incitement of others to do any of the above.

## 14.7. Bullying and Harassment Examples Relevant to Students

14.7.1 **Chanting:** Rivalry during week one between halls of residence leads to X Hall of residence chanting derisory comments at Y Hall residents. Beginning as ‘banter’ the behavior becomes more aggressive and protracted – chants aimed at members of ‘X’ hall become obscene personal insults and the aim is to humiliate any student from that hall.

14.7.2 **Abusive Communication:** An individual student receives a text message from another student, the text contains language which is offensive and alludes to violence.

14.7.3 **Threatening behavior:** A student is the victim of a physical or verbal attack – this is misconduct and should be reported to campus security.

All conduct described above is contrary to the Code of Discipline for Students and this policy.

## 14.8. Harassment, Bullying, and Victimization by Electronic Methods

14.8.1 Electronic bullying and harassment can take place through electronic media, for example, instant messaging, social networking websites (e.g. Facebook, Twitter, blogs) or text messages. In sending emails, all staff and students should consider the content, language, and appropriateness of such communications.

14.8.2 The use of online social networking sites has grown considerably over the last few years. The following guidance is relevant for both students and staff:

- Avoid using language which would be deemed to be offensive to others in a face-to-face setting as the impact on the individual will be much the same
- Avoid forming or joining an online group that isolates or victimises fellow students or colleagues
- Avoid using such services in classes unless tutors have given express permission
- Ensure that you never use such sites to access or share illegal content

14.8.3 If occasions of what might be online bullying, harassment or victimization are reported they will be dealt with the same way as if it had taken place in a face-to-face setting.

## 14.9 What to do if you are being harassed or bullied

14.9.1 Anyone who considers that they may have been the subject of harassment or bullying has the right to be listened to and to be given informed advice on how the matter may be resolved. There are usually a number of options. Anyone who feels they have been harassed or bullied is likely to wish to speak to someone with whom they feel they share something in common. For this reason, they should be able to approach one of a number of different people within the Institute who has been specifically trained for this role

14.9.2 If you feel that you are being subjected to harassment, bullying or victimization in any form by another member of staff or student they should refer to the relevant procedure contained in this policy:

- Procedure for raising complaints against a member of staff
- Procedure for raising complaints against a student
- Staff/students and student/staff complaints

14.9.3 There is a section on examples of what may constitute harassment or bullying behavior.

14.9.4 If you have been accused of bullying, harassment or victimization, please see section

14.9.5 Guidance for those accused of Bullying, Harassment or Victimization.

## **14.10 Support and Further Information for Staff**

14.10.1 The Institute provides a number of services which you can access if you believe you are experiencing the bullying, harassment and victimization issues identified in this policy and guidance.

- Your line GBV Coordinator: Ideally, you should talk to your GBV Coordinator if you have experienced or observed harassment, bullying or victimization, or if a complaint is made against you under this policy.
- The GBV Coordinator is available for a confidential chat if you don't initially want to involve your line manager. The GBV Coordinator can sensitively discuss your concerns relating to harassment, bullying or victimization.

## **14.10.2 Support and Further Information for Students**

14.10.2 Students may refer to the Institute Student Code of Discipline which outlines expected behavior for advice.

14.10.3 A number of services are available at the Institute which may be accessed if you believe you are experiencing the bullying, harassment and victimization issues identified in this policy and guidance notes:

- Dean of Student who is trained to advise on matters relating to this policy. Students can seek advice, support, and guidance from the Dean if they have a concern about bullying, harassment, and victimization.
- Security: The security team are not only available to help keep our campuses safe but also to support students who feel threatened or concerned about their safety
- Tutors: Your departmental personal tutor is someone who can advise you about sources of support as well as support your academic studies. Contact via your school.

14.10.4 If a student wishes to seek advice and support about making a complaint against a member of staff or student, they may contact the Students' Guild. They will be able to provide

advice regarding the options available and support if the student wants to raise a complaint under this policy.

#### **14.11 Guidance for those accused of Bullying, Harassment or Victimization**

14.11.1 If you are approached informally by a member of staff or student about your behavior, do not dismiss the complaint out of hand. Remember that all people find different things acceptable and everyone has the right to decide what behavior is acceptable to them and to have their feelings respected by others. You may be offending them without intending to in such a scenario and a simple apology may resolve the matter.

14.11.2 You may seek confidential advice. It would be advisable to do this before taking any other steps. Any discussion will be confidential but you should be aware of the limits to confidentiality. If necessary request a statement setting out limits of confidentiality from whatever source you are seeking advice.

14.11.3 If you come to realize that you have harassed or bullied another person be ready to change the behavior causing offense. Training, coaching, and counseling may be available to support you to change behaviors that may have caused offense or distress.

14.11.4 If after reflection you believe the accusation is unfounded, you should say so and participate fully in the proceeding so that any matter can be resolved as quickly as possible. Mediation and informal resolutions can be effective in resolving any matter informally; therefore, these should be considered a serious attempt to mend working relationships.

14.11.5 For members of staff, if a formal procedure is invoked both you and the complainant has a right to be accompanied at meetings by a work colleague.

14.11.6 Malicious (1) or vexatious (2) allegations of harassment or bullying may give grounds for disciplinary proceedings against the complainant.

- i. Malicious - motivated by wrongful, vicious or mischievous purposes
- ii. Vexatious – not having sufficient grounds for action and seeking only to annoy or cause embarrassment to the recipient

14.11.7 For members of staff, regardless of the outcome of the complaint, you will be required to take reasonable steps to restore adequate working relations between yourself and the person who made the complaint.

#### **14.12 HIV/AIDS Workplace Policy**

The Ilembula IHAS creates a HIV/AIDS Workplace Policy to ensure a uniform and fair approach to prevent and manage HIV/AIDS amongst employees. The HIV/AIDS Workplace Policy provides guidelines to employees and identifies strategies and programs to:

- (a) Promote and protect the rights and dignity of employees infected and affected by HIV and AIDS.
- (b) Provide employees with access to HIV/AIDS information and services for preventive and curative purposes.

- (c) Manage and mitigate the impact of HIV/AIDS within the workplace.
- (d) Eliminate stigma and discrimination based on real or perceived HIV status.
- (e) Comply with HIV /AIDS Workplace policy and guidelines as issued by the Government from time to time.

## Appendix 1: Recruitment Request Form

<b>REQUEST FORM</b>
---------------------

Please Tick the appropriate box

<b>Position Details</b>			
<input type="checkbox"/> New Position	<input type="checkbox"/> Existing Position	<input type="checkbox"/> Changing an Existing Position	<input type="checkbox"/> Head Hunting

<b>Position Number:</b>		<b>Position Title:</b>	
<b>Base Location:</b>		<b>Department:</b>	
<b>Date Vacated:</b>		<b>Previous Incumbent:</b>	

Health Facility/Diocese – Level    HQ – Level    Project - Level    Activity/Event – Level

### Indicate type of Recruitment required

<input type="checkbox"/> Specified Period Full	<input type="checkbox"/> Specified Period Temporary (More than 3 days but less than 3
<input type="checkbox"/> Part time	<input type="checkbox"/>

### Indicate the purpose of the recruitment

<input type="checkbox"/> Specific	<input type="checkbox"/> Research	<input type="checkbox"/> Replacement	<input type="checkbox"/>
<input type="checkbox"/> Consultant	<input type="checkbox"/> Volunteer	<input type="checkbox"/> Employment in a New Area of Activity	<input type="checkbox"/> Recent profession practice required
			<input type="checkbox"/> Other

<b>How is this Position Funded?</b>		
<input type="checkbox"/> Continuing Staffing Budget	<b>Department</b>	<b>Project</b>
<input type="checkbox"/> Government/ Other		

<b>Required documents attached</b>	
<input type="checkbox"/> Position Job Description	<input type="checkbox"/> Budget Confirmation (For New Position Only)

<b>Recruitment Requested by:</b>		
----------------------------------	--	--

<b>Requester:</b>		
.....		
<i>Name &amp; Date</i>	<i>Title/Position</i>	<i>Signature</i>
<p><b>Please note that the person requesting the recruitment is responsible for the job orientation</b></p>		

## Appendix 2: Format of Recruitment Advertisement

### Please include the following information.

- .....  
(The title should mention the name of the organization and provide a short description of your organization)
  
- .....  
(A description of the job / type of the personnel you are looking for)
  
- .....  
How the job has come about (if relevant)
  
- .....  
List all the essential (or desirable) skills, qualifications and required experience for the post  
.....(Conditions for the applications such as letter, Curriculum Vitae etc.)
  
- .....  
Details of the address to send the applications and the deadline)
- Disclaimers (e.g., no-solicitation, equal opportunity employer, etc.)

### **Appendix 3: Composition for the Recruitment committee**

The Committee shall comprised of the following members but not limited to:

- a) A Representative from Health Department from the Diocese
- b) A representative from the Hospital
- c) Head of respective department
- d) A co-opted member
- e) HR Manager from Diocese who shall be the secretary
- f) Academic officer
- g) Deputy Principal

### **Appendix 4: A sample of contract for Volunteers**

The Agreement is made **BETWEEN**.....

Hereinafter referred to as the “.....”

Physical and Postal Address and Email Address of the Host institution .....

#### **AND**

..... Herein after referred to as the Volunteer

Age..... Sex.....

Physical, Postal, Email Address of the Volunteer/ Volunteer.....

#### **WHEREAS:**

- a) The host institution would like to engage the Volunteer in a formal and temporary work placement to expose the volunteer to experiential learning by integrating knowledge and theory learned with practical application and skills development as per Job description;
- b) The Volunteer is a Tanzanian National who has graduated from an accredited training institution attached to a workplace to gain work experience through performing specific assignments or daily work in a host institution under the terms and conditions set out in this agreement;
- c) The Volunteer is not an employee of the host institution;
- d) The Volunteer shall adhere to the Institution policies and rules
- e) Shall maintain discipline and abide by the policy, rules, regulations of the host institution

The host institution and the Volunteer have mutually agreed to enter into this binding Agreement, but it does not form an “employment “type of contractual arrangement.

**INTERPRETATION**

In this Contract:

- i. Unless the context otherwise requires words importing one gender include all other genders and words importing the singular include the plural and vice versa;
- ii. Any references to a statutory provision shall be deemed to include a reference to that statutory provision’s modification or re-enactment;
- iii. The clause headings do not form part of this agreement and shall not be taken into account in its construction or interpretation; Any references in this agreement to any clause, sub-clause, schedule or paragraph without further designation shall be construed as references to the clause, sub-clause, schedule or paragraph of this agreement so numbered.

**DURATION**

The duration of the Volunteership training/ volunteering shall be between six months and twelve months which shall commence on ..... and continue until.....

**HOST INSTITUTION**

.....

**JOB DESCRIPTION**

Title.....

Duties.....

The Volunteer shall perform the services and carry out his/ her duties with all due diligence, efficiency, and economy according to generally accepted professional standards and practices and standard operating procedures and observe sound management practices.

**FUNDING ARRANGEMENT**

The Ilembula Institute of Health and Allied Sciences shall remunerate the Volunteer for **half salary** at the rate of respective salary scale per month

**HOURS OF WORK**

The Volunteer shall observe the working hours of the host institution since the Volunteer-ship is a full-time program. The ordinary daily working period shall be from 7.30 am to 4.30 pm. The ordinary working commences on Monday and ends on Friday

**PUBLIC HOLIDAYS**

Work on a public holiday shall be agreed.

## **TERMINATION OF VOLUNTEERING**

- 1) The Volunteer may terminate the agreement by submitting a written letter of resignation or termination of the contract to the host institution at any time.
- 2) The host institution shall terminate the Volunteer on the following grounds:
  - a) Completion of the volunteering duration.
  - b) Performance of the Volunteer is not found to be satisfactory
  - c) If the Volunteer/ volunteer is absent without authorization of the hosting institution as per labour laws
  - d) If the Volunteer performs gross misconduct as per labour laws
  - e) If the Volunteer/ volunteer acquires employment
  - f) If the Volunteer/ volunteer wishes to discontinue on personal ground.

## **HAND OVER**

At the end of this agreement, the Volunteer shall ensure proper handover of equipment and tools and all other materials belonging to the host institution.

## **CERTIFICATION**

The host institution shall issue the Volunteer a certificate or testimonial letter specifying that the Volunteer has completed the program. The letter shall indicate the competencies and experiences that the Volunteer gained during the Volunteering period.

## **CONFLICT OF INTEREST**

The Volunteer shall inform the host institution of any potential or actual conflict of interest immediately after they become aware of or suspect any potential or actual conflict. In case of any potential or actual conflict of interest. The Volunteer shall disclose to the host institution the existence of the financial interest and shall be required to disclose all material facts.

## **GOVERNING LAW**

The laws of Tanzania shall govern the Contract, and the language of this Contract shall be English.

## **DISPUTE RESOLUTION**

Any dispute arising out of this Contract, which cannot be amicably settled between the parties, shall be referred to adjudication or arbitration in accordance with the laws of Tanzania.

## **INTERPRETATION:**

This Agreement shall be construed as a whole, according to its fair meaning, and not in favour of or against any party. Captions are used for reference purposes only and should be ignored in the interpretation of the Agreement.

## **BINDING AGREEMENT:**

Each party represents and warrants that the person signing this Agreement below has the authority to bind the party to this Agreement and that this Agreement will legally bind both the Ilembula IHAS and the Volunteer. This Agreement will be binding upon and benefit the parties

and their heirs, administrators, executors, successors and permitted assigns. To the extent that the practices, policies, or procedures of the Employee, now or in the future, are inconsistent with the terms of this Agreement, the provisions of this Agreement shall prevail. Any subsequent change in the Ilembula IHAS duties or compensation will not affect the validity or scope of the remainder of this Agreement.

**DATE OF AGREEMENT:**

The parties have duly executed this Agreement as of the date first written above.

Signed:

Head Of The Host Institution:

Name:.....

Designation.....

Signature.....

Volunteer:

Name: .....

Designation: .....

Date:.....

Witnessed By:

Name:.....

Designation:.....

Signature:.....

**Appendix 5: Request for Medical Examination Form**

REQUEST FOR MEDICAL EXAMINATION FORM

Ref:..... Date:.....

To: .....

Please examine Dr/Mr./Mrs./Miss.....as to his/her fitness for appointment as position).....on contract/temporary terms.

Signature:..... Date:.. .....

Medical Certificate

(To be completed by medical doctor)

I have examined Dr/Mr./Mrs./Miss.....and consider that he/she is medically fit/unfit for appointment as above.

Doctor's Name: ..... Doctor's Signature: .....

**Remarks:** .....

Date: .....

Applicant's .....

Signature: .....

Date: .....

**NB: In the case of women, the Doctor must certify whether they are pregnant or not.**

The applicant must sign the Medical Certificate in the Doctor's presence to prove that he/she is the exact applicant examined.

## Appendix 6 : Fomu ya Maombi ya Likizo

### FOMU YA MAOMBI YA LIKIZO

#### Sehemu A: Maelezo Binafsi (*Ijazwe Na Mwombaji*)

Majina Kamili ..... *Jalada Na ...*

Cheo ..... Idara .....

Kituo Chako Cha Kazi .....

Aina Ya Likizo Unayoomba : Weka Alama V Kwenye Aina Ya Likizo Husika

Likizo ya Mwaka  Likizo ya Uzazi  Likizo ya Dharula

Likizo Ya Malipo  Likizo Isiyoyana Na Malipo  Likizo ya masomo

Idadi Yasiku Unazo Omba .....

Likizo Itaanza Tarehe ...../...../..... Hadi Tarehe...../...../.....

Likizo Yangu Ya Mwisho Ilikuwa Tarehe.../...../..... Ya Siku .....

Anuani Yangu Wakati Wa Likizo.....

Sahihi Ya Mwambaji .....

Tarehe ...../...../.....

#### Sehemu B; Mapendekezo Ya Mkuu Wa Idara/Sehemu

Likizo Imekubaliwa/Imekataliwa.....

Sababu Ya Kukubaliwa/Kukataliwa.....

Sahihi .....Tarehe...../...../.....

Cheo .....

#### Sehemu C:Mapendekezo Ya Idara Ya Fedha

Aidhinishiwe /Asiidhinishiwe Gharama Za Nauli Ya Likizo Ya Mwaka (Kata Isiyohusika)

Sababu .....

#### Sehemu D: Mapendekezo Ya Mkuu Wa Taasisi

Amekubaliwa Siku.....Kuanzia Tarehe.../...../..... Hadi Tarehe ...../...../.....

Anatarajiwa Kurjea Kazini Tarehe...../...../..... Hii Likizo Ya Mwaka .....

Sahihi ..... Tarehe ...../...../.....

Cheo .....

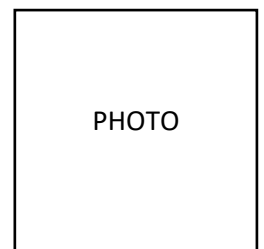
**Appendix 7: Employee Personal Record( Biodata) Form**

**EMPLOYMENT PERSONAL RECORDS (BIO DATA FORM)**

**PERSONAL PARTICULARS**

Salary Payment No:.....

PF No: .....



1. First Name:..... Middle Name:.....Other Names:.....
2. Date of Birth:.....  
Place of Birth:.....Region.....District.....Ward.....  
(Attach Birth Certificate of the Employee)
3. Sex:.....
4. Tribe:.....
5. Nationality: (by Birth / By Registration, Give Reg. No/ NIDA No.).....Date.....Place of Issue.....
6. Religious Denomination:.....
7. Marital Status:.....
8. Wife/Husband..... Name:.....Residential Address.....Region.....Phone No..... Email Address.....  
(Attach Marriage Certificate if applicable)
9. District of Domicile.....
10. Children:( Attach Birth Certificate(s)

<i>NAME</i>	<i>DATE OF BIRTH</i>	<i>PLACE OF BIRTH</i>	<i>SEX</i>

**NEXT OF KIN**

11. Name.....Address.....  
Phone.....  
Email Address.....Relationship.....  
Please provide alternative Next of Kin incase the person named above cannot be traced  
Name.....Address..... Phone No.....  
Email Address.....Relationship.....

**EMPLOYMENT RECORDS**

12. Terms of Service:.....
13. Salary in Tshs and Scale:.....
14. Pension Details.....
15. Academic Qualifications.....
16. **PREVIOUS EMPLOYMENT RECORDS/ WORK EXPERIENCE**

<i>S/N</i>	<i>NAME OF INSTITUTION</i>	<i>POSITION HELD</i>	<i>DATE(S)</i>

**17. EDUCATION BACKGROUND AND TRAINING COURSES ATTENDED**  
(Attach Certificates)

<i>NAME OF INSTITUTION</i>	<i>TRAINING COURSE ATTENDED</i>	<i>QUALIFICATION ATTAINED</i>	<i>DURATION-FROM.....TO.....</i>

**18. APPOINTMENTS/PROMOTION**

<i>S/N</i>	<i>APPOINTMENT/ PROMOTION – DESIGNATION</i>	<i>DATE</i>

**19. TRANSFER WITHIN THE DIOCESE/ HEALTH FACILITY: PLACE/ DEPARTMENT**

<i>S/N</i>	<i>NAME OF DIOCESE/HEALTH FACILITY</i>	<i>DATE</i>

20. End of Service (give date, cause and short description leading to end of.....  
.....  
.....

**Appendix 8: Formal Grievance Form**

( To be completed by the employee lodging the grievance in terms of stage 2 of the grievance procedure)

Name of the Employee.....  
Sex.....  
Cause of Grievance  
.....

.....  
.....  
.....

Solution Sought

.....  
.....  
.....  
.....

Signature ..... of ..... the  
employee.....Date.....  
Signature of the Employees' Representative  
Date.....

**PART II**

(To be completed by the Manager who dealt with the Grievance in the Informal Grievance stage and Stage One of the Formal Grievance procedure (Unless not applicable in term of Clause 2(2) of Informal Grievance Stage)

Date Received.....

Name of Manager.....

Steps taken to resolve the Grievance

.....  
.....  
.....  
.....

Comments about the Grievance

.....  
.....  
.....  
.....

Remedy Proposed by the Manager dealing with Grievance

.....  
.....  
.....

Outcome

.....  
.....  
.....

Manager's Signature

..... Date.....

**PART III**

(To be completed by the Manager dealing with Grievance in terms of stage two of the informal Grievance procedure)

Date Received.....

Senior Manager's Comments

.....  
.....  
.....  
.....

Outcome

.....  
.....  
.....  
.....

Signature of the Senior Manager

..... Date.....

The signature of the Employee..... Date.....

Signature of the Employee's representative..... Date.....

**Appendix 09 : Clearance Form**

*(The Employee/Immediate Supervisor/Human resources/Site coordinator/Program Manager shall be responsible in ensuring that this form is completed by heads of all units mentioned herein before the final benefits, including last month's salary is released to the employee leaving the organization. The Employee/Immediate Supervisor/HR/Site Coordinator/Program Manager shall fill in this form the name of the exiting employee, designation and his/her unit/project and send the around on the first week of the employee's last working month)*

**Name of Employee:** .....

**Designation:** .....

**Project/Department Name:** .....

**PF No:** .....

A	FINANCE AND ACCOUNTS DEPARTMENT	
	Outstanding amounts against the following Accounts	
1	Staff Advance account	
2	Staff Loan account	
3	Staff Imprest account	
4	Others:.....	
	Total Outstanding Amount	

**Name :** ..... **Signature:** ..... **Date:** .....

B	PAYROLL ACCOUNTANT	
	BANK LOAN BALANCE	
	<b>Bank Name</b>	TZS
1		
2		
	TOTAL AMOUNT	

**Name:** ..... **Signature:** ..... **Date:** .....

**Designation: Payroll Accountant**

C	SACCOS (if available)	
	Outstanding amounts in favour of Employee/SACCOS	
1	Share balance in favour of Employee	
2	Contribution balance in favour of Employee	
3	Loan Balance in favour of SACCOS	

<b>4</b>	<b>Net Balance in favour of Employee/ (SACCOS)</b>	
----------	--	--

Name: ..... Signature: ..... Date: .....

Designation: .....

**Appendix 10: Certificate of Service**

Name of the Employer:.....

Address: .....

This is to certify that ..... (employee) has been working with  
us                                  in                                  the                                  position  
of..... from.....  
to.....

Name: ..... Signature.....

Designation..... Date.....

ILEMBULA IHAS Seal/ Stamp.....

**Appendix 11: Incidence Reporting Form**

INCIDENT NO.....

DATE.....

NAME OF REPORTING PERSON.....

TYPE OF INCIDENT.....

**Details Of The Incident**

*(Please Explain What, Where, When And How The Incident Happened)*

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

**Actions Taken**

.....  
.....  
.....  
.....  
.....  
.....

I The Undersigned We Verify That The Above-Mentioned Information Is Correct To The Best Of My Knowledge.

Signature.....

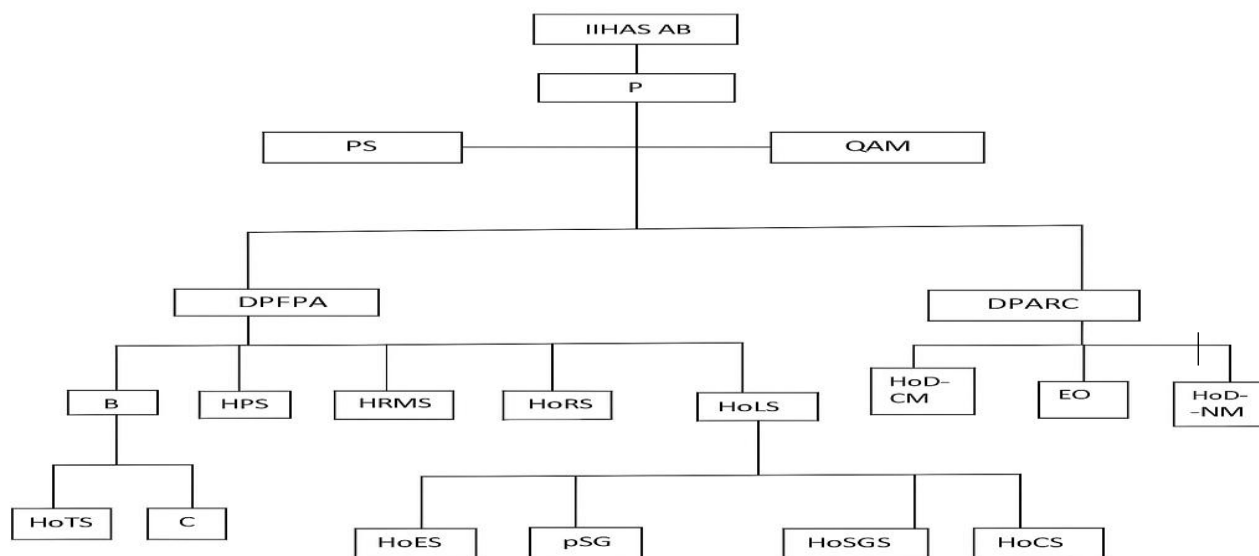
Name Of Supervisor/ Head Of Department .....

Name Of Witness .....

Date.....

## Appendix 12; Ilebula Institute Of Health And Allied Sciences

### ADMINISTRATIVE ORGANIZATION STRUCTURE



#### KEY

C	Cashier	HoES	Head Of Environment Section
W	Warden	HoPS	Head of Procurement Section
B	BURSAR	HoSGS	Head of Security Guard Section
AB	ADVISORY BOARD	HoCSS	Head of Catering Services Section
CM	Clinical Medicine	poSG	President of Student's Government
EO	Examination Officer	HRMS	Human Resource Management Section
HOD	Head of Department	IIHAS	Ilebula Institute of Health and Allied Sciences
NM	Nursing and Midwifery	DPFPA	Deputy Principal Finance Planning and Administration
HOLS	Head of Library Section	DPARC	Deputy Principal Academic Research and Consultancy
HORS	Head Of Registry Section	HoES	Head Of Environment Section
HOTS	Head of Transport Section	HoPS	Head of Procurement Section
C	Cashier	HoSGS	Head of Security Guard Section

## References

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