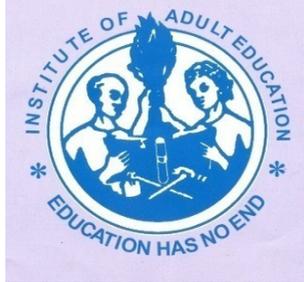


INSTITUTE OF ADULT EDUCATION



HRM POLICIES



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CHAPTER ONE

1. INTRODUCTION

1.1 Definition

Human Resource Management (HRM) Policy is all about making sure that personnel policies and activities convey a consistent message. It is about emphasizing the philosophy of employee commitment by the following values:-

- 1) High trust relations,
- 2) Employee participation in decision making, and
- 3) Focusing on good management culture and management style.

1.2 HRM Policy

HRM policies consist of broad guidelines that assist HRM practitioners in decision making processes related to the management of various performance aspects of human resource in a workplace.

A comprehensive HRM policy in an Organization must embrace the following critical attributes as detailed in the main document in the next chapter (Chapter Two):

- (i) Planning,
- (ii) Recruitment,
- (iii) Induction/Orientation,
- (iv) Deployment,

- (v) Training and development,
- (vi) Performance Appraisal,
- (vii) Motivation,
- (viii) Compensation,
- (ix) Health and safety,
- (x) Labour relations, and
- (xi) Disciplining and miscellaneous provisions.

1.2.1 HRM planning

The HRM planning policy guides the forecasting of human resources requirements of an organization in order to ensure their qualitative and quantitative availability, retention as well as their effective deployment.

1.2.2 Recruitment

Recruitment policies mainly emphasize commitment to recruit staff with desirable qualifications, skills, experience and attitudes to match the specific job demands of the organization. The policies also provide guidelines for execution or implementation of activities.

1.2.3 Induction/Orientation

Induction/Orientation is important to be conducted to all new staff, promoted or transferred staff, since there is no person in an organization who is highly qualified that he/she does not need induction when he/she assumes a new job.

1.2.4 Deployment

Deployment is the action of posting or assigning an employee to a department/unit or section in line with his or her

qualifications and experience. Under the IAE deployment policy, the demand, qualifications, and experience shall guide placements in all aspects.

1.2.5 Training and Development

Training and development, this policy requires employees who have not acquired the higher required qualifications to be trained so as to acquire them. Development on the other hand takes cognizance of the fact that modern schemes of service require staff to constantly develop themselves in order to acquire new knowledge, skills and attitudes of performing their jobs better in accordance with changes in their working environment, changes in technology, etc.

1.2.6 Performance Appraisal

Performance Appraisal, normally emphasizes that all staff employed and are in receipts of a monthly salary must be appraised by using appropriate instruments. IAE shall use the Open Performance Appraisal System (OPRAS) in appraising its staff.

1.2.7 Motivation

Motivation policy stresses the need to induce employees to contribute the most and best of their labour power towards the best performance of their work in an Organization.

1.2.8 Compensation

Compensation policy emphasize the importance of the employee to know his/her responsibility from time to time, to pay adequate salaries, benefits and incentives to the employees, that takes on board changes in the work environment in return for enhanced quality work.

1.2.9 Health and Safety

Health and safety policy stipulates that it is the responsibility of the employer to provide for a healthful and safe working environment for all employees. Hence the policy has to specify that healthy facilities, safety gears, equipment and training must be in place and that it is the responsibility of the employee to take good care of such gears and equipment so that they can last long.

1.2.10 Labour Relations

The labour relations policy has to emphasize the importance of the employer to recognize the essence of Trade Unions in the work place and to commit the Institution management and employees to maintain the desired system of organizational justice at the work place.

1.2.11 Disciplinary

The disciplinary policy should specify categories and levels of misconduct. The policy should also stipulate the desirable behaviour (code of conduct) expected in a professional organization like the Institute.

1.3 Employment Contracts'

Offer of employment at IAE may not be made, nor may an employee take up duty until all necessary pre-entry procedures and checks have been satisfactorily completed. This includes obtaining documentary evidence of formal recruitment qualifications, past employment, character of aspirant employee, references, and any necessary security clearance.

All IAE employees shall have a written contract of employment.
The Contract shall be in form of:-

1.3.1 Casual labourers,

1.3.2 Temporary (Normally one week to three months duration),

1.3.3 Short term contracts,

1.3.4 Permanent and pensionable, and

1.3.5 Part time academic staff.

CHAPTER TWO

2. HRM POLICIES

2.1 Introduction

In accordance with the framework for HRM policy presented in Chapter One, These policies have benefited from the review of relevant National HRM policies that supersede the Institutional policies. Not only that but also similar institutional policies were consulted which include Open University HRM policy, Ardhi University HRM policy, Dar es Salaam Institute of Technology HRM policy, Tanzania Port Authority HRM policy and Tanzania Telecommunications Ltd HRM policy.

2.2 Planning

HRM planning is a function through which it can be ensured that the correct number of employees of the right kind, in the right place, and at the right time is available to the organization for its performance requirements. In the process, a reasonable balance must be struck between the organization's needs for quality and productive employees and the employee needs for personal job and career satisfaction. In order to ensure that the IAE acquires and maintains the desired number and quality of staff for carrying out its business, clear human resource planning policies and operational procedures are necessary. HRM policies have to be up-to-date in terms of labour market information and data as well as on an

accurate situational analysis of the economic, social, legal and political environment of the internal and external labour market.

2.2.1 Policy statements

HRM planning will guide the forecasting of staff or human resources requirements of the Institute of Adult Education. Human resources forecasting shall be performed professionally in order to:

- (a) Ensure establishment and maintenance of an up-to-date and computerized systems i.e. LAWSON and others that shall form the basis for all Human Resources Management decision making.
- (b) Establish the quality and quantity of manpower required to meet the performance needs of the organization, which in effect facilitates the recruitment function.
- (c) Carefully forecast the intra-organizational movements of IAE employees like transfers, promotions, demotions as well as job re-categorizations.
- (d) Forecast and prepare employees for exit in order to minimize disturbances to retirees and disruption of organizational performance or continuity.
- (e) Ensure preparation and implementation of viable succession plans that guarantee smooth continuity of desirable performance levels throughout the IAE.
- (f) Ensure efficient planning for intra organizational movements that can raise employee's morale and performance.

- (g) Carry out regular reviews of remuneration based on a scientific method e.g. Job evaluation.
- (h) Establish and regularly review standard measures of workload for various categories of organization's staff and use these as a basis for recruitment and compensation.

2.3 Recruitment

Recruitment aims at encouraging those applicants who have the skills and qualifications necessary to meet the organization's needs to apply for employment

Recruitment is a two-way process in the sense that just as organizations are searching for potential applicants; applicants are also searching for suitable organizations. This condition should be met for the relationship between the organization and the applicant to be acceptable.

2.3.1 Policy Statements

In order to remain competitive IAE shall have an effective recruitment programme to ensure that suitable and qualified applicants are attracted and retained, both at Head office and Regional centers.

As an equal opportunity employer, IAE shall treat all applicants equally irrespective of their physical or other forms of disability, beliefs, ethnicity or gender. The recruitment policy of IAE also provides guidelines for filling vacant positions from within and outside the organization. In this context:

- (a) Vacant positions where necessary shall in the first instance be advertised internally and filled from its own qualified employees but where circumstances do not allow, recruitment shall be from outside.
- (b) Subject to amendment of the relevant labor legislation, the IAE council shall have the right to declare recruitment into any post to be contractual, part time or permanent and pensionable.
- (c) Academic members of staff that are appointed to administrative positions will be allowed to pair jobs provided they perform effectively and efficiently in both categories. The same will apply to exceptionally competent administrative staff members.
- (d) IAE shall be an equal opportunity employer.

2.4 Induction/Orientation

Induction or orientation for newly recruited staff is there to enable them to know the organization well right at the beginning of their employment.

2.4.1 Policy Statements

Any employee taking up any post at the IAE whether by appointment, promotion, re-categorization, secondment or transfer, shall be subject to orientation. The orientation or induction will assist the employee

- integrate smoothly into the Organization. Specifically:
- (a) IAE recruited, promoted, re-categorized, seconded or transferred staff shall undergo orientation upon taking up their new positions. Orientation will be based upon appropriated professionally developed instruments.
 - (b) An orientation programme of the IAE staff will be designed to give the new staff members a comprehensive overall picture of the institution.

2.5 Deployment

The main objective of the deployment function at IAE is to ensure optimum placement and effective use of Human Resources both at the Head Office and at Regional Centers. DD-PFA shall make sure that Regional Centers are adequately manned to efficiently and effectively carry out not only their academic and administrative responsibilities but also to provide counseling services.

2.5.1 Policy statements

Staff deployment shall be based on Human Resources plans. This shall ensure that the deployment function is a process of effective implementation of HRM plans as supported by the staff succession plans prepared by the Head of Department - Human Resource.

- (a) Staff deployment shall be based on the terms and conditions of service and the contracts of employment. This shall avoid sub-optimal staff utilization, thereby adversely affecting either the organization or the staff.

- (b) Academic staff who is at the same time appointed to an administrative position will be required to perform effectively and efficiently in both job categories. Similarly administrative Staff who is appointed to an academic position shall be required to perform effectively and efficiently in both jobs.
- (c) Effective use of all staff shall be ensured at all times using established guidelines on workloads. The DD-PFA shall be required to co-ordinate the effective use of all staff.

2.6 Training and Development

IAE supports and is committed to the promotion and encouragement of staff development. It interprets staff development, including training, as being any activity which is designed to help staff become more effective at work by improving, advancing and refining their knowledge, skills attitudes, and experience. It includes attendance of courses, visits, secondments, exchanges, technical skills updating, formal study, mentoring and other types of activities, which meet the performance needs of staff and the demand of the Institute.

Staff development at IAE shall be guided by established training needs and will be a continuous process/experience, requiring investment by the individual, Department, Units/ Regional centre.

2.6.1 Policy statements

In this regard the IAE shall:

- (a) Foster a culture of continuously improving staff knowledge, experience, skills, and attitudes among its staff to meet the changing demands of their jobs. Training and development shall be viewed as worthwhile, necessary and continuous investment for the IAE as directed by deployment and new skills requirements.
- (b) Conduct annual training needs assessment for all staff cadres as basis for the design of clear training programmes.
- (c) HOD-HR shall co-ordinate the IAE training and development programme for staff in Departments/Units and Regional centers.
- (d) HOD-HR shall prepare a HR development plan in line with the established needs and capacity.
- (e) On the basis of information supplied by departments/units/regional centers the HOD-HR shall on an annual basis prepare a staff development and succession plan.
- (f) HOD-HR shall prepare appropriate guidelines for and co-ordinate, the evaluation of training and development programmes carried out by departments/units and regional centers in order to ensure that the performance deficiencies on which the training and development programmes were based are overcome.

2.7 Open Performance Review Appraisal System (OPRAS)

IAE shall establish an open, flexible and caring management style so that employees will be motivated, developed and managed in a way that they can and will give their best to support the Institute's mission.

Open Performance Review Appraisal System provides an opportunity for the organization to assess the performance of its Human Resources. This exercise generates information on the basis of which important decision can be taken and it also provides feedback for the enhancement of the performance of employees.

2.7.1 Policy statements

All staff (managerial, administrative, academic and supervisory) employed by the IAE and that are in receipt of a monthly salary shall be appraised with appropriate instruments.

- (a) The instruments to be used for evaluating performance of different staff categories shall be based on the job descriptions, workloads, and Terms and Conditions of Service.
- (b) The appraisal exercise shall be preceded and followed by appraisal seminars with the IAE management and staff.
- (c) After the appraisal, the appraisal results shall be discussed in an appraisal interview between the appraised and his/her immediate superior for feedback, (in the presence of trade union representatives if necessary).

- (d) The process of appraisal for all staff categories shall be transparent to both the appraiser and the appraised;
- (e) Staff members shall have the right to raise objections against the manner of appraisal or its outcomes.

2.8 Motivation

Motivation is a policy that stresses the need to induce employees to contribute the most and best of their labour power towards the best performance of their work organization.

2.8.1 Policy statements

- (a) The IAE shall induce all its employees to perform to their most and best through creation of an enabling working environment and an attractive system of compensation.
- (b) The IAE Council shall strive to create an enabling environment to enable its employees to optimize performance. The IAE employees shall be expected to, in turn reciprocate by excelling in performance.
- (c) The IAE shall continuously look for innovative ways of motivating all employees at all levels to improve their performance, and to maintain deliberate efforts of enhancing job satisfaction and quality of work among IAE employees.

- (d) The employees shall in turn be expected to reciprocate by working hard and enabling the Institute to excel in the pursuit of its mission i.e. teaching, research, and consultancy.

2.9 Compensation

The compensation policy needs to emphasize the importance of the employer to know his or her responsibility from time to time. To pay adequate salaries, benefits and incentives to the employees that take on board changes in the work environment in return for quality work and following generally established principles governing HRM in a free market economy in return for work well done. It also obligates employers to design and manage adequate pension plans, social security funds and to prepare their employees for their post-employment life. The policy requires that in return for adequate compensation employees have an obligation to the employer for adequate quantity and quality of work.

2.9.1 Compensation Policy

2.9.1.1 Remuneration:

- (a) Remuneration packages for different staff shall be determined by the IAE through Schemes of Service and Financial Regulations as approved by Council and finally by the Government. Factors such as level of knowledge, skills possessed, responsibilities, experience, hazards and risks, and working environment are some of the basic elements to be considered.

- (b) The IAE together with other public institutions, shall establish guidelines for periodic revision of pay packages in order to ensure salaries paid are fair and adequate all times.
- (c) The IAE remuneration policy shall reflect the free labour market levels and the external equity rates prevailing in the external market in order to guarantee payment of living wages and retention of staff.
- (d) The IAE shall recognize and reward staff members who work for extended durations aspiring to work closely with government to improve the staff retirement benefits for permanent and contract staff to be commensurate with the special status of a well established public Institution.
- (e) The IAE shall provide house allowances to the Chief executives and entitled staff as per Government Circular. The remaining staff shall be paid rent assistance as part of attraction and retention strategies, following Council approval.

2.9.1.2 Health related compensation policy

- (a) All IAE employees shall be provided with benefits under the Workman's Compensation Act in the event of a job-related injury or illness or incapacity. Benefits shall include medical expenses, compensation for lost time and permanent disability as applicable and cash payment.
- (b) The Council shall be the authority for a compensation for injuries or death of the Institute's employee and shall have powers to determine the amount of compensation in accordance with the extent or percentage of incapacitation, based on the advice of the authorized medical doctor and the HRM committee. The compensation for death and/or injuries for employee shall be effected according to the existing Government Legislation.
- (c) Workman's compensation shall be paid for a temporary or complete disability at maximum of two-thirds of employee's average monthly salary, six months, or one year salary as appropriate.

2.10 Health and Safety

Health is the physical, mental and social well being of an individual. Health is therefore an aspect that has to do with the relationship between the body, the mind and the social patterns of the human being in a given context. Safety refers to characteristics of the work environment with respect to the hazards and risk potential at work. The policy has to specify what safety gears, equipment and training must be in place. It is the responsibility of the employee to take good care of such gears and equipment so that they can last.

The Policy shall enable the organization to discover people with stress/strain in order to introduce measures of minimizing its incidence on performance in work places through appropriate counseling.

Health and safety procedures shall be made explicit to all staff to ensure that the workplace and environment is healthful and safe. The system for assuring the continued physical and mental fitness of employees must be explicit, and so should procedures for reducing strain and burnout. The responsibility for coordinating the Health and Safety programme rests with the Department of HRM. Health and Safety of Employee (including Medical Privileges).

2.10.1 Policy statements

IAE shall, at all times, implement and enforce all industrial legislation on health and safety as may be promulgated by the Government and the International Safety Convention.

In particular:

- (a) The IAE shall undertake to recruit and deploy staff certified to be healthy by a recognized medical practitioner, before they proceed to take up any post in the organization. It may also be required that each staff member undergoes compulsory periodic check-ups to ascertain their continued physical and mental fitness at the recognized hospital. The IAE shall not discriminate against the physically disabled, provided they fulfil all basic job requirements.
- (b) The IAE shall treat all cases reported to be HIV/ AIDS related, confidentially or as directed by legislations and shall endeavour to counsel and guide such staff at all levels.
- (c) The IAE shall establish and maintain a working environment that is safe and peaceful, and shall, as far as possible, operate in such a way that it does not jeopardize the health and safety of its staff, clients and neighbours in line with the National Labour Legislation.
- (d) The IAE shall endeavour to provide staff welfare services including sufficient recreational facilities and counselling as a means of minimizing stress, strain and other potential mental aberrations. In providing social facilities the IAE shall take account of the gender differences and the needs of the physically disabled employees.

- (e) The IAE shall work very closely with institutions dealing directly with HIV/AIDS.

2.11 Labour Relations

Labour relations deal with institutionalized inter-group relations in the work environment between workers and management through their various representative bodies are enforced by either legislation or mutual agreement.

Since workers and management are the primary participants in labour relations. They reach their own agreements, whereby conditions of services, remuneration; protection of workers safety and health as well as acceptable return on investment is stipulated. Conducive labour relations in particular are based on free trade unionism.

2.11.1 Policy statements

The IAE Council shall maintain a conducive and enabling environment to facilitate freedom of association.

- (a) DD-PFA shall ensure that the day to day activities pertaining to management of recognized labour unions at IAE do not interfere with or disrupt the performance of normal day to day duties of union leaders and employees in department, units and regional centres.
- (b) The IAE Council shall be obliged to manage a just, fair, transparent and objective system of organization justice.

(c) The IAE Council shall commit itself to resolve industrial disputes of mutual interests through recognized and lawful channels including reconciliation and arbitration by statutory organs where necessary persons/organs mutually agreed upon by both parties and in line with the guidelines and code of good practice as enshrined under the current Labour Laws.

CHAPTER THREE

3. CHARACTERISTIC OF GOOD PAY PACKAGE FOR IAE STAFF

3.1 Introduction

IAE is among highest Institution of learning where people minds are trained for clear thinking for independent thinking for analysis and problem solving at the highest level.

Higher education institutions shall recommend to Government good salary packages for its employees to ensure that they are acknowledged for their diligence, thoroughness and respect for professional ethics. In a way, an Institution can expect its staff to get something in return for their often difficult and challenging work. If the institute fails to properly compensate its staff and if it also fails to motivate and retain them, experience with most public or private higher learning Institution shows that it is likely to face a number of problems including brain drain, moonlighters, under-compensated, under-motivated, absconders etc.

3.2 Justification for a Pay Package Commensurate to a Living Wage

It is necessary to improve the pay package of IAE staff who play a crucial role in the production of human capital for all sectors of the economy and for the entire political establishment. The justification for pay shall consider level

of responsibility, comparison with labour market, individual expertise, principles of internal equity, trade union regulations and ability to pay.

3.3 Medical Aid Schemes

The IAE shall provide assistance to members and their dependants on the medical costs. The costs can include medical, paramedical, nursing, surgical and dental services, the supply of medicines and admission to hospital or a nursing home. Tanzania has introduced the health insurance scheme. Hence, a medical aid scheme for all IAE workers would be an important contribution towards meeting their medical insurance costs.

3.4 Pension Funds

The IAE shall contribute to the Social Security Funds for its employees. The set rates shall be sufficiently high to enable an employee lead a decent life after retirement.

3.5 Leave Policy

There are nine types of leave that are commonly utilized on HRM. These are annual leave, sick leave, maternity/paternity leave and public holiday leave. For higher learning Institutions however, five other types of leave need to be considered, namely sabbatical leave, contract leave, study leave, leave without pay and secondment. A brief elaboration of each of these kinds of leave is made in the subsequent sections.

3.5.1 Annual leave

Annual leave is based on the number of leave days

an employee is entitled from the organization for rest, recuperation and reflection each year. The employee shall be entitled to 28 (Working days excluding weekends) of leave with full pay annually as one of the rights of the employee.

The employee can also receive travel assistance with his/her dependants to places of domicile once every two years during the period of leave. Leave, as a right cannot be forfeited. Where exigencies of service require, the employer may request the employee to postpone, delay, carry forward his/her leave days or compensate him/her accordingly.

3.5.2 Sick leave

Sick leave is granted to protect the employee against loss of income while undergoing medical treatment within specified period of time. Such an employee shall be given a maximum of 63 days leave with full pay. Thereafter, an additional on half pay shall be provided before one's case is subjected to a Medical Board for review, to ascertain grounds for termination from service if found to be potentially life threatening and thus the employee will not be capable of serving the employer effectively.

3.5.3 Maternity leave

Maternity leave shall be provided to expecting mothers who are employees to proceed on a paid leave for 84 days for a single baby and 100 days for twins as from the day of delivery. Such leave is

meant to maintain the good health of the mother and the newly born baby. IAE shall allow a female employee to feed their children during working hours for a period of 2 hours per day for three months. Alternatively, organization can have day care room, a mother can use tea and lunch breaks for breast-feeding.

3.5.4 Paternity Leave

Paternity shall be provided to any male who is an employee of the IAE and whose spouse has given birth to their child. Such a father shall be allowed to proceed on a three days paid paternity leave effect from the date of the child's birth.

The IAE shall endeavour to establish a day-care centre at IAE to assist employed working mothers in the institution to overcome the stress and strain of having their young ones tendered for and brought up by non-professional nanny who sometimes do not provide proper up-bringing to the young ones. Well organized and run day-care centres can also contribute significantly to proper physical and mental growth of the child.

3.5.5 Public holidays

Public holidays each country in the world has a few days per year that have been designated as official holidays when employees are not supposed to work and are allowed to stay at home. Individuals who

work on such days are usually entitled to over-time or extra payment.

3.5.6 Sabbatical leave

This is leave normally awarded to academic and senior administrative staff after a period of at least 5 years of continuous service in an academic organization. The objective of such a leave is to enhance their knowledge and skills for improved performance.

Sabbatical leave shall always be awarded subject to availability of funds unless the individual finds other funding sources. Employees on sabbatical leave are entitled to earn a full time salary while on leave.

IAE shall ensure that employees meet all set objectives for undertaking the sabbatical leave. Where the objectives have not been met, the employee must show cause to the satisfaction of management, if dissatisfied with reasons given, disciplinary action may be taken as specified for in relevant staff regulations.

3.5.7 Contact leave

This is a leave given mainly to academicians to enable them visit institutions of their choice once every two years for approved scholarly work such as writing materials for publication, doing experiments using more advanced facilities or developing and refining teaching/learning materials. The leave is usually for the duration of about 35 days and the employer meets freight and subsistence costs using approved

rates upon return of the staff member. Contact leave shall be awarded subject to availability of fund.

3.5.8 Study leave

Higher learning institution, especially in developing countries, recruits staffs who may have not acquired the necessary qualifications e.g. up to PhD and will be required to complete studies either locally or overseas. Hence, the training costs (locally or abroad) and salaries of staff on study leave are items that ought to be budgeted for and funds allocated annually as part of the staff salaries and benefits. The benefits accruing from such training and development often have a higher multiplier and spill-over effect on the rest of the system hence the national systems.

3.5.9 Leave without pay and secondment

Leave without pay is granted to individuals who are required to work with the state or other organizations within or outside the country for the general welfare of the nation(s). Individuals may be allowed to exercise their right to voluntary exit and re-engagement without necessity for termination. The IAE will therefore sign contracts between the employer and the employee before the employee proceeds on leave without pay or on secondment. The contract shall explicitly spell out that where the individual does not come back after period of two years of absence and after sufficient notification has been given, she/he should be assumed to have absconded and thus to have voluntarily and unilaterally exited, unless the contract was renewed.

The said member of staff shall not be paid all outstanding benefits since this will be tantamount to exiting. Termination shall be cases of proven indiscipline that cannot be resolved otherwise.

The Government may appoint staff to work for the state in such a case, the IAE shall grant the employee leave without pay until the end of Government appointment.

3.6 Transport

Transport is a necessity for academicians and administrative staff of IAE. Transport is needed to enable them discharge their duties efficiently and effectively.

The Institute's management, namely Director and two Deputies shall be entitled to official cars as per government directives.

The Institute of Adult Education shall assist its employees to buy or get loans to purchase motor vehicles.

Mileage and transport allowances shall be given to eligible staff when using their private transport on official duties. Such allowances shall be computed using an objective criteria approved by the Institute's Council.

3.7 Housing

Contemporary practice in a free market economy encourages paying workers an economic rent enable them live in a place of their own choice. Workers should get rent monthly provided they are punctual to work and can be available at a short notice. The system also encourages staff to build and live in their own houses, thus having permanent places of domicile

with their families even after retirement. The Institute staff shall be encouraged and facilitated whenever possible to construct and live in their own houses.

Where staff members decide to stay in institutional quarters, they will be required to pay an economic rent that is retained by the institution and subsequently used for maintenance and expansion of housing units.

Currently the IAE does not own its residential housing units for allocating to its entitled employees. Until this situation changes, the IAE will not be in a position to provide free housing to its top management and entitled staff. Entitled staff shall be permitted to rent private houses for which rent shall be paid by the IAE or housing allowance paid to such staff in lieu of failure to be provided with housing as dictated by the amount paid as housing allowance. The IAE top management shall also be provided with furniture and cutlery. Rent assistance shall be paid to non-eligible IAE staff from internally generated revenue and a rate approved by the Council and guided by the relevant circulars issued from time to time.

3.8 Accident Insurance

The IAE shall have various group insurance schemes with insurance companies to cover itself against various risks to which it is exposed in the employer/employees relations. Such schemes include Workman's Compensation, Group Personal Accidents, and Cash in Transit. Such schemes enable the employer to cover claims that are likely to occur for any disability (temporary partial, temporary total and permanent disability) as a result of accidents in places of work.

3.9 Unemployment Insurance

This is an insurance scheme whereby employees contribute towards a fund against the risk of loss of earnings arising from unemployment as a result of termination of service, prolonged illness or pregnancy that occur during periods outside maternity leave entitlement conditions. IAE shall have such employees' schemes and encourage employees to join.

3.10 Voluntary benefits

These are benefits that the employer is not required by law to provide for but some choose to do so in order to enhance the efficiency and effectiveness of employees. Such benefits include car loan scheme, in house and local expertise support scheme and incentive scheme. The IAE shall have such benefits.

3.11 Burial Scheme

Some organizations, including the IAE provide money to cover funeral expenses and transport for their employees for burial at their home. With the rising incidents of death, the IAE has to adopt a policy of joining a burial insurance scheme to which both the employee and the employer contribute. The office of the Deputy Director Planning, Finance and Administration shall coordinate efforts for the IAE to join such a scheme. The IAE employees shall make voluntary monthly contribution to a disaster fund. Money from the fund shall be paid to the bereaved.

3.12 Meals and Refreshments

Meals and refreshments may be provided to employee at a subsidized rate (a price lower than actual value). Such schemes

enable employees to be healthy and actively engage in productive work throughout the day. The employer may also provide refreshments at special occasions for motivational purposes. Both incentives schemes will be implemented at IAE provided funds are available.

3.13 Bank Loans

- a) The IAE shall not guarantee any employee who seeks financial institution loans. However, IAE will facilitate the process of acquiring loan and of servicing the loan in accordance with the agreement entered into between the employee and the respective financial institutions.
- b) The IAE does not encourage staff to seek IAE loans due to financial constraints. However, IAE has made agreements with a few financial institutions from where staff can borrow money. Before loans are approved, the ability of staff to pay the loan should be very clear.
- c) IAE has established a SACCOS from which members of the scheme can borrow money at a reduced interest. IAE will encourage staff to join SACCOS and get loans from it because the interest is low.

3.14 Incentives

This is a system adopted by dynamic organizations such as IAE to recognize and reward staff in order to improve or sustain good performance. There are four types of incentives:-

3.14.1 Letters of recommendation

These shall be presented to really deserving and

outstanding academic, administrative or support staff in a public forum e.g. graduation ceremony, New Year ceremony, sports bonanza etc. These shall be accompanied by a cheque and certificate of appreciation. Such scheme shall also compel the Institute to adopt a culture of acknowledging and rewarding outstanding performance. IAE has adopted a system of rewarding outstanding employees during the May Day celebrations and at the end of year, annual sports bonanza/end of year/new year party.

3.14.2 Recognition or outstanding service

IAE will, from time to time recognize exemplary performance in terms of voluntary agreements that will be signed.

Long-term outstanding service shall be recognized for uninterrupted good service period of 5, 10, 15, 20, 25 or more years. Employee in these categories shall be given money or assets (corrugated iron sheets, TV sets etc.) for long -term service.

3.14.3 Education for worker's children or spouse

IAE shall exempt 50% of fees for one of each worker's children or spouse pursuing studies at the IAE.

3.14.4 Accountability and responsibility

IAE expects all its employees to be punctual at work and give a full day's work in accordance with the employee's work description.

As a result of the expected good performance at work employees shall expect to be adequately remunerated and hence lead to full accountability in terms of improved performance in teaching, research, consultancy services and administration.

3.15 Acting Allowance

An acting allowance shall be paid to an employee appointed to act in the office of the Director, Deputy Directors, Chief Accountant, Chief Internal Auditor, Chief Public Relations Officer and Registrar, an employee acted in that office for a continuous period of not less than fourteen days is entitled to be paid an acting allowance.

An acting allowance shall be paid to an employee appointed to act in the office of Head of department, Head of campus, Head of unit and Head of regional centre an employee acted in that office for a continues period of not less than fourteen days is entitled to be paid allowances of that position.

CHAPTER FOUR

4. DISCIPLINE AND DISCIPLINARY PROCEDURES

4.1 Introduction

The major characteristics of professional and technical staff are that they acquire work knowledge, norms and basic values during training which assists them to organize and regularize their behaviour. It is for these reasons that a lot of activities at the Institute are guided by self-discipline i.e. being punctual for lectures, working overtime, sometimes over weekends, in order to complete their various academic assignments on time.

A system of maintaining disciplined behaviour is a good strategy. At the IAE the system is based on agreed principles that are unambiguously articulated in Staff Regulations and in the IAE approved Norms and Values and also guided by the Code of Good practice as provided under labour laws.

The IAE management has a responsibility of maintaining order, discipline, efficiency and effectiveness of operations by:

- 1) Counselling,
- 2) Warning,
- 3) Suspending and/or
- 4) Terminating.

The employees who may not behave in the best interest of the employer or of his/her fellow employees. Order is maintained

by adding to job descriptions and contracts of service clearly defined procedures for dealing with grievances and undisciplined behaviour. The IAE shall be guided by Guidelines and Code of Good Practice as provided by the labour laws.

Similarly, organizations, especially their participatory organs and management, ought to treat their employees with fairness, objectivity and dignity while ensuring that disciplined behaviour is maintained.

The IAE shall put in place a coherent policy and operational procedures for enforcing a system of disciplined behaviour within the Institution, a system that promotes fairness and objectivity while at the same time safeguarding the rights and interests of all concerned parties; the employer and the employees.

4.2 Discipline

Any organization irrespective of its nature, structure or objectives, needs to have rules and a standard code of conduct that its member have to observe if the organization is to function successfully. Where an employee breaches a national law then the corresponding national disciplinary code takes precedence over the institutional code of conduct it is important to realize that rules stipulate permissible behaviour for all employees in an organization.

4.2.1 Policy Statements

In order to ensure consistent and fair discipline in the organization and promote disciplinary behaviour

among all employees, the IAE shall vest disciplinary action and accountability to the appointing authority as follows:

- (a) The Institute Council and its employment committee shall be the disciplinary authority for top executives, senior staff and other staff whose employment authority is vested to the council.
- (b) The Director or his appointee shall be the disciplinary authority for low level technical and administrative support staff whose employment authority is not vested to the council.
- (c) Temporary employee, casual labourers, and part time staff shall be disciplined by their respective terms of contract.
- (d) As an employer, the IAE shall expect self discipline and ethical behaviour from all staff categories in the execution of their duties.
- (e) The IAE employees who are registered students at the IAE or are sponsored by the IAE for studies or training at another institution shall be required to observe all examination regulations of the IAE or of the institution they are pursuing the studies or training under IAE sponsorship.
- (f) The IAE shall terminate the employment of any IAE employee who will be found guilty of violating examination regulation by the IAE or by the relevant organ at another institution where

the employee is studying or training under IAE sponsorship.

- (g) To ensure a consistent and fair system of enforcing discipline in the organization and to promote disciplined behaviour among all employees, IAE shall vest disciplinary action and accountability to the appropriate appointing authority.
- (h) The IAE disciplinary authorities shall institute disciplinary action against defaulting staff in strict compliance with the IAE rules and other regulations made hereunder and guided by national labour laws and regulations as well as the terms and conditions of service of the IAE.
- (i) The IAE shall enforce self discipline and ethical behaviour among all staff categories in the execution of their duties.
- (i) Disciplined behaviour among employees shall be enforced through the grievance and disciplinary procedures explained in the subsequent sections.

CHAPTER FIVE

5. IMPLEMENTATION STRATEGY

5.1 Establishment of a Unit Responsible for Coordination of HRM

In line with the organizational structure of the IAE, within the office of DD-PFA, a unit responsible for coordinating HRM and Administration is envisaged. A Head for HRM and Administration shall be answerable to the DD-PFA.

5.2 Guiding Strategy for implementation

The main strategy for implementation will include:

- 1) Educating all IAE Staff about the HRM Policy,
- 2) Preparation of Staff Regulations,
- 3) Preparation of Schemes of Service for all IAE staff,
- 4) Establishment of staff benefits document,
- 5) Preparation of generic contracts for all categories of IAE Staff members,
- 6) Preparation of an intensive induction programme on the HRM policy for all, key office holders at IAE, and
- 7) Establishment of HRM database.

