

National AIDS Council



Human Resources Manual



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1. Preamble

The National AIDS Council of Zimbabwe (hereinafter referred to as NAC or the Council) is a public entity established by the National Aids Council of Zimbabwe Act [Chapter 15:14] of 1999 to provide for measures to combat the spread of the Human Immuno-Deficiency Virus and the Acquired Immuno-Deficiency Syndrome (HIV and AIDS) and the promotion, coordination and implementation of programmes and measures to limit or prevent their spread.

NAC emphasizes a commitment to excellence in all aspects of its operations. This focus on excellence includes a culture that encourages and supports service and professionalism in the interactions of employees with each other, clients, stakeholders and members of the public. All employees are viewed as representatives of the Council who have the opportunity to model service and professionalism in their many interactions both internally and externally.

NAC desires to maintain a competent, stable and diverse work force that is well informed in matters affecting employment. It also seeks to promote employees' opportunity for growth, expression of ideas, work satisfaction, atmosphere of appreciation and recognition of their contributions. The organisation therefore strives to develop and maintain a conducive work environment that is gender sensitive and is inclusive of minority groups.



2. Preliminaries

2.1. Application

This manual applies to all categories of employees, seconded employees, graduate trainees, students on attachment and volunteers. The manual shall not apply to employees that are seconded and have own specific conditions of service.

2.2. Rationale

The Human Resources Manual provides a framework and guiding principles for building consistency and accountability into human resources practices in line with the provisions of the Labour Act (Chapter 28:01), Public Entities Corporate Governance Act (Chapter 10:31), Public Finance Management Act (Chapter 22:19), other relevant legislation and other HR best practices. It further provides guidelines for operationalizing other related NAC policies.

2.3. Guiding Principles

The following Principles shall guide the HR Function for the Council;

- i. Provision of equal employment opportunities for all persons, regardless of gender, race, tribe, place of origin, disability, creed, political opinion, and HIV status. There shall be no form of discrimination against any individual.
- ii. Recruitment of qualified or suitable employees. In some instances, consideration may be made to make appointments on the basis of gender to strike gender parity.
- iii. Maintenance of a comprehensive employee database and the utilisation of HR metrics and data analytics in decision making.
- iv. Managing compensation system in relation to specific grades and conditions.
- v. Advancement of employee engagement and dialogue in the workplace.
- vi. Promotion of health, safety and wellness at all levels.
- vii. Systematic management of employee performance and capacity development.
- viii. Adherence to principles of natural justice in dealing with employee discipline and grievance management.



2.4. Policy Objective

To provide a framework for effective and efficient management of Human Resources for the achievement of the NAC mandate.

2.5. Compliance with Laws and Changes in Policy

This Manual is intended to compliment rather than contravene any relevant legislation, policies and guidelines. In the event of any inconsistency, the applicable legislation, policies and guidelines shall supersede this Manual.



3. Staff Establishment

- 3.1. A Staff Establishment refers to the approved staff complement of an organisation. All positions to run the operations of the Council shall be recommended by the Board and approved by the Minister.
- 3.2. Departments, in consultation with Human Resources shall identify manpower requirements and submit request for the creation of posts to the Board. This process for bidding of new positions shall be undertaken at the end of each financial year for budget purposes. Creation of new posts outside the specified time frame can be done under exceptional circumstances.
- 3.3. The Board may commission a restructuring exercise which may lead to the adjustment of the establishment. Such an exercise will entail the identification of posts that may be reassigned or abolished guided by the organisation's mandate. The restructuring exercise shall be subject to approval by the Minister.
- 3.4. Management may identify manpower needs where recruitment of certain critical skills may be done against established positions.

4. Recruitment, Selection and Appointments

The recruitment and selection process shall be coordinated and facilitated by the Human Resources Department.

4.1. Filling of Vacancy

- 4.1.1. A personnel requisition form shall be completed to initiate the recruitment process.
- 4.1.2. The line manager of the requesting department and a representative of the Human Resources Department shall review the job description and job specification of the vacant position which shall form the basis for advertising.
- 4.1.3. Not all positions that fall vacant may be filled to allow internal re-organisation or restructuring.
- 4.1.4. Internal candidates may be considered on the basis of relevant experience regardless of qualifications. This will only be applicable to low level positions.



4.1.5. Management may utilise vacant positions to make recruitments of key personnel that are not on the NAC establishment.

4.1.6. Persons under 18 or over 55 years of age shall not be considered for employment except under special circumstances.

4.2. Advertising of Vacant Positions

4.2.1. Most positions shall be advertised externally. Internal adverts may be considered for some positions as determined by management. Vacancies shall be advertised through print and electronic media or employment agencies by the Human Resources Department.

4.2.2. Advertising for lower level positions (Grades B and below) may be done preferably at local levels (provinces and districts) under the coordination of the Human Resources Department.

4.3. Shortlisting and Invitation of Applicants to Interviews

4.3.1. The HR Department shall compile profiles of candidates and coordinate the shortlisting process in conjunction with line managers.

4.3.2. Applicants shortlisted for interviews shall be invited through formal means at least 3 days prior to the date of the interview.

4.3.3. In order to manage recruitment costs, databases of applicants for advertised positions shall be retained for 12 months. In the event that a vacancy requiring similar qualifications and experience arise within the period, candidates shall be drawn from the database.

4.4. Interviews

4.4.1. Formal interviews (physical or virtual) shall be conducted for shortlisted candidates.

4.4.2. The interview panel shall comprise of at least three members which shall include HR and representatives of the respective department and management. Experts from outside NAC may also be included.



4.4.3. Pre-interview psychometric examinations shall be conducted for managerial positions and some other positions where certain technical skills are critical for job performance.

4.4.4. Interviewed candidates with a score of 60% and above may be considered for appointment to a similar position (requiring similar qualifications and experience) if a vacancy arises in the same region or province within a period of 12 months from the interview date.

4.4.5. The interview panel's recommendations shall be approved by the Chief Executive Officer.

4.5. Pre-employment Medical Examination, Security Clearance and Reference Checks

4.5.1. All prospective employees shall provide references for background checks and also undergo pre-employment medical examination and security clearance.

4.5.2. NAC reserves the right to carry out independent background and security checks on all recommended candidates prior to confirming any appointments.

4.6. Appointments

4.6.1. All appointments shall be done in writing. The letter of appointment/employment contract shall state the date of assumption of duty and all related terms and conditions of service.

4.6.2. All prospective appointees shall accept their offers of employment in writing.

4.6.3. New appointees must submit original and certified copies of all identity, academic and professional qualifications and any other relevant documents.

4.6.4. Employees shall complete relevant forms (NSSA, medical aid, official secrecy, assumption of duty, employee beneficiary, salary advice, personal details and other relevant documents).

5. Employment Contracts

The Council shall issue the following types of contracts;

5.1. Open Contract

This is a contract without limit of time and does not specify its duration or date of termination.

5.2. Fixed Term Contract

5.2.1. This is a contract with a time limit and shall thus specify its duration and the date of termination. Any fixed term contract of employment shall not lead to a legitimate expectation of further employment beyond the date of termination.

5.2.2. Fixed term contracts of employment shall be issued to the following categories of employees;

- i. Temporary / Casual employees.
- ii. Projects employees.
- iii. Seconded employees.

5.2.3. Conditions of employment on fixed term contracts shall be guided by the relevant NEC.

5.2.4. The relevant NEC's salary scales shall be used for determining the rate of pay for the casual worker(s).

6. Deployment and Onboarding

6.1. Onboarding is the process of exposing new appointees to the organisational structure, operations, roles, responsibilities and key policy documents.

6.2. Induction shall be done within one week of assumption of duty by the Human Resources Department.

6.3. Orientation shall be coordinated by HR and facilitated by line managers and programme supervisors within the first month of assumption of duty.

6.4. An induction checklist form shall be completed and signed by new appointees and the H.R. Director upon completion of the program.



- 6.5. New appointees shall be responsible for costs related to their deployment.
- 6.6. The process shall expose new hires to the following all key statutes, policies and guidelines.

Key Statutes, Policies and Guidelines

Item	Details
Statutes	Public Entities and Corporate Governance Act Chapter 10:31 NAC Act Chapter 15:14 Public Health Act Chapter 15:17 Labour Act Chapter 28:01 NSSA Act Chapter 17:04 Pensions and Provident Funds Act Chapter 24:09 Public Finance Management Act 22:19 Public Procurement and Disposal of Public Assets Act Chapter 22:23 Audit Act Chapter 22:18
Policies	Human Resources Manual Code of Conduct and Grievance Procedure Sexual Harassment Policy Gender and workplace Policy IT Policy Communications Policy Vehicle Policy Asset Management Policy Accounting Manual Audit and Risk Policy
Guidelines	NAC Strategic Plan ZNASP Departmental Integrated Performance Agreement NAC Clients Charter M & E Plan



6.7. Probation

- 6.7.1. All new appointees shall be required to serve a probationary period of 3 months. Notice for termination of contract during probation shall be two weeks on either side.
- 6.7.2. Internal candidates that are offered new positions (including promoted members) shall also be required to serve probation as per guidelines applicable to new appointees.
- 6.7.3. No employee shall be granted any leave except sick leave or unpaid maternity leave. Female employees granted maternity leave during probation shall be required to complete their probation after the maternity leave.
- 6.7.4. An assessment performance shall be conducted monthly by the immediate supervisor.
- 6.7.5. Employees who successfully complete probation shall be confirmed for full time employment.

7. Student Attachments

- 7.1. As part of corporate social responsibility, NAC where possible may offer opportunities for student attachments. Opportunities for student attachments shall only be given provided that NAC has relevant capacity.
- 7.2. NAC shall offer opportunities to students with valid letters of attachment from registered universities or colleges.
- 7.3. Students on attachment shall be given assignments that both make productive contribution to NAC operations and meet their learning objectives.
- 7.4. Students on attachment shall not be entitled to vacation or annual leave. Leave of absence may be granted by the supervisor when a student is sick or needs to attend to urgent business.
- 7.5. NAC shall not provide medical cover for students but will fund excess medical expenses (not covered by NSSA and medical insurance) incurred for injuries suffered in the course of duty.



- 7.6. Students on attachment shall be required to observe all NAC's rules, regulations, policies and procedures. Any breach will result in appropriate disciplinary action being instituted in line with the NAC Code of Conduct.
- 7.7. The students shall be attached for the period stated in the letter from their learning institution. Such period shall not exceed 12 months nor be less than 6 continuous months.
- 7.8. The attachment programmes and performance assessment for students on attachment shall be in line with guidelines provided by their respective learning institutions.

7.9. Procedure for Attachment

- 7.9.1. Prospective attachees may apply for attachment in writing to the organization. This excludes students who are seconded by other institutions.
- 7.9.2. All applications must be accompanied by valid letters of attachment.
- 7.9.3. Interviews shall be conducted for shortlisted candidates by HR in liaison with the respective department.

7.10. Termination of Attachment Contract

- 7.10.1. Attachment contracts shall terminate due to effluxion of time. NAC reserves the right to vary the date of termination of the attachment.
- 7.10.2. Termination of an attachment contract may also be at the initiation of the student or their institution of learning.
- 7.10.3. No penalties shall apply for termination of an attachment contract.

8. Graduate Traineeships

- 8.1. NAC shall run relevant graduate traineeship programs to provide graduates an opportunity to acquire work related experience and to create a pool of prospective employees.
- 8.2. Graduate trainee programs shall not run for more than three years.



- 8.3. The number of trainees at any given time shall not exceed 30% of established positions. Management may utilise established positions to engage graduate trainees.
- 8.4. Recruitment and selection and appointment procedures for graduate trainees shall be the same as for the rest of employees.
- 8.5. Graduate Trainees shall be placed at the entry level for professional grades (Grade C1).
- 8.6. The NAC Code of Conduct shall apply to Graduate Trainees.

9. Volunteers

- 9.1. NAC may, where possible, offer volunteers an opportunity to acquire work related experience for a reasonable period that shall be determined by the CEO.
- 9.2. Voluntary engagements shall not exceed a period of five years.
- 9.3. NAC shall not be liable for the volunteers. A volunteer agreement is required and a record of volunteer hours must be maintained.
- 9.4. A person may volunteer or otherwise perform services for NAC on an unpaid basis if all the conditions listed below are met;
 - i. There is no expectation of pay.
 - ii. The volunteer's activities are in line with the NAC mandate.
 - iii. The volunteer's activities are to be guided by NAC standards.
 - iv. Individuals are not on suspension from their own work.
 - v. The volunteer is not a NAC member of staff already engaged in their field of operation.

10. Secondments

- 10.1. A secondment (inwards or outwards) is the attachment of an employee to an internal department or external entity as approved.
- 10.2. Inwards secondments shall be approved by the C.E.O. Members seconded internally shall be placed at the entry level of the grade of the respective position.



- 10.3. Outwards secondments shall be at the discretion of the Board or Ministry. The duration, terms and conditions of secondments shall be determined by the relevant authorities.

11. Re-Hiring of Former Employees

- 11.1. Former employees who would have left in good standing maybe rehired at the discretion of Management.

- 11.2. Rehiring shall be done under the following conditions;

- i. After one (1) year where adequate notice was served/waiver granted during the previous employment.
- ii. After two (2) years where one had not served adequate notice.
- iii. After five (5) years where the member was discharged on disciplinary grounds (nature of the offense shall be considered). Members who resign or abscond following institution of disciplinary proceedings shall be deemed to have been discharged on disciplinary grounds.
- iv. Upon certification of full fitness after retirement on medical grounds.

12. Promotion

- 12.1. Employees shall be eligible for promotion to relevant posts that may arise provided they meet the promotion criteria.
- 12.2. Where a promoted member is to be deployed to a new work station outside the current duty station, the Council shall meet the costs of relocation. In this regard, the promoted member shall be entitled to a Relocation Allowance equivalent to one month's salary (of the promotional post) plus one-month accommodation. Members may opt for cash in lieu of accommodation payable at the approved per-diem rates.

13. Transfers

- 13.1. Transfer is the movement of employees from one duty station to another at their own request or as directed by management while maintaining their current post and terms of employment.



- 13.2. It is a condition of employment that upon transfer, an employee shall continue to serve NAC in the capacity in which he/she was engaged.
- 13.3. Transfers initiated by the Council shall take cognisance of one's marital status.
- 13.4. An employee who is transferred at the instance of management shall be entitled to a Relocation Allowance equivalent to one month's salary and one-month accommodation or cash in lieu of accommodation payable at the prevailing per diem rates. Transport shall be provided for the movement of goods and immediate family members
- 13.5. An employee who transfers at their own instance shall not be eligible for the Relocation Allowance, accommodation and transport specified in 13.4 above.
- 13.6. All transfers at the instance of employees shall be submitted in writing to Line or Provincial Managers. Managers who receive applications for transfers shall make recommendations to the HR Director.
- 13.7. The HR Director shall approve all applications for transfer.

14. Re-Organisation

- 14.1. Re-organisation is a management function that focuses on aligning re-aligning of existing positions to undertake identified functions and operations in pursuit of the Council objectives. This process will be undertaken for purposes of managing costs, staffing levels, changes in skills requirements or any other HR considerations.
- 14.2. In reorganising existing positions may be reassigned to undertake specific roles and responsibilities. Consideration may be given to either skills and or qualifications. Skills will be a key consideration for general positions and qualifications and experience will be mandatory for professional positions.
- 14.3. In circumstances where specific skills and qualifications are not available, employee roles will be reassigned and individuals thereafter given opportunities to acquire the necessary skills and qualifications within the standard time frame. One additional opportunity shall be allowed after which the employee may be required to exit employment.



- 14.4. Remuneration for reassigned employees shall be on a "person to holder" basis until such a time that salary scales are rationalised and remuneration commensurate with the respective grade.

15. Hours of Work

- 15.1. The Council shall have a five-day working week from Monday to Friday and working hours shall be from 0745 hours to 1645 hours. Lunch break shall ordinarily be from 1300 hours to 1400 hours. This working arrangement may be altered in certain circumstances.
- 15.2. Two afternoon days (1400 to 1645 hours) per month shall be reserved for Wellness activities.
- 15.3. Security personnel shall be required to work alternate day and night shifts. At the end of the night shift, security personnel shall be allowed to take nights off equivalent to the number of nights worked.
- 15.4. Saturdays and Sundays shall be considered as normal working days for security personnel and public holidays shall be treated as overtime.
- 15.5. The cumulative number of hours worked per month shall not exceed 176 hours.

15.6. Overtime

- 15.6.1. Where necessary, employees may be required to perform overtime duties at the instance of line management. Overtime work shall be recommended by the line managers / supervisors and approved by the HR Director before the work is done.
- 15.6.2. Remuneration for authorised overtime shall be in the form of time off or in monetary terms. Sundays and public holidays shall be paid at double time and week days (Monday to Saturday) at time and half.
- 15.6.3. Payment for overtime shall only be made upon submission of overtime claim forms to Human Resources.
- 15.6.4. Managerial employees are not eligible to receive monetary payment for overtime but may claim time off.



16. General Conduct in the Workplace

- 16.1. All employees have a responsibility to contribute to the Council's vision, mission and goals.
- 16.2. Employees' conduct shall be consistent with the Council's values of; transparency, accountability, innovation, team work, integrity, professionalism and inclusiveness.
- 16.3. Employee conduct shall further be governed by the NAC Act, Labour Act, Public Finance Management Act, NAC Code of Conduct and Grievance Procedure, Code of Ethics from the Public Entities Corporate Governance Act, NAC Sexual Harassment Policy, Whistleblowing & Anti-Retaliation policy and any other guidelines and directives that may be issued from time to time.

17. Performance Management

- 17.1. Performance Management is part of management's control function aimed at ensuring that all employees (including seconded staff) perform at levels which enable the Council to fulfill its mandate. The System aims to achieve the following specific goals;
 - i. Effective management of individual performance.
 - ii. Provision of individual performance feedback to employees.
 - iii. Systematic identification of employees training and development needs.
 - iv. Effective administration of the Council's performance-based reward system.
 - v. Provision of a framework for informed staffing decisions e.g. on renewal of contracts.
- 17.2. The Council uses the Integrated Results Based Management System (IRBM) for performance management and the performance cycle shall be December to November of the following. System may be reviewed or changed at any time to suit the Council's needs.
- 17.3. Performance Management System shall be a tool to promote a systematic and fair employee assessment, effective engagement and identification of capacity development needs.



17.4. HR shall be responsible for providing technical support on performance management.

17.5. Heads of Departments and supervisors shall be responsible for the developments of individual workplan and performance assessment.

17.6. Performance Appraisal Procedure

17.6.1. There shall be employee involvement at all stages of the process of performance management.

17.6.2. Workplans shall be developed and submitted to HR within the first quarter of the year.

17.6.3. The Heads of Department/supervisor shall conduct periodic reviews (at least two reviews per year) of their subordinates' performance as per agreed performance standards.

17.6.4. Records of mid-year appraisal reviews shall be submitted to Human Resources no later than 31 May while records of final appraisal reviews shall be submitted no later than 30 November of the following year.

17.7. Handling Performance Issues

17.7.1. The purpose of the periodic performance reviews is to determine the employee's current level of performance against expected standards as set out in the workplan.

17.7.2. An employee whose performance does not meet required standards shall agree on an improvement plan with his/her supervisor. Areas that require improvement shall be clearly documented together with the required remedial action and performance review plan.

17.7.3. If performance does not improve, a second review shall be held and the employee shall be given a performance improvement plan prepared by the Supervisor and reviewed after three months. A copy of this improvement plan shall be forwarded to Human Resources for the employee's personal file.



17.7.4. Employees whose performance at the end of the reporting period still do not meet the requirements, as evidenced by a new performance report, shall be referred for disciplinary action.

17.7.5. In the event of any performance management related disagreements between the supervisor and the subordinate the Human Resources department must be engaged to provide guidance.

18. Capacity Development

18.1. NAC shall pursue a consistent policy of systematic training and development of all employees to improve work performance and prepare them for levels of responsibility commensurate with their abilities.

18.2. Heads of Departments and supervisors shall identify training needs per each performance review cycle.

18.3. An annual capacity development plan shall be compiled and submitted to HR. The following factors shall be considered when enlisting members for staff development programs or granting approval for related leave;

- i. Members' individual training and development needs as informed by formal performance appraisal.
- ii. Council's manpower needs as envisaged in the NAC Strategic Plan.
- iii. Staff in post status.

18.4. Manpower development shall be done through locally conducted in-house courses, on the job training, externally run courses which shall be approved and arranged by NAC or individually organised and approved by management.

18.5. Employees that are accorded the opportunity to attend training workshops shall be required to give feedback within one (1) week of their return.

18.6. The Council shall assist employees who wish to improve their qualifications through formal study by granting manpower development (study) leave.

18.7. Staff members authorised to proceed on manpower development leave shall not exceed 10% of the staff establishment per cost center at any given time.



19. Extraneous Employment and Conflicts of Interest

- 19.1. NAC employees shall not (directly or indirectly) be employed for gain in any other organisation or business without the written permission of the CEO.
- 19.2. Inventions and discoveries by employees that occur in the course of their work shall be the property of the Council. If such discoveries prove to be of benefit to the Council, the inventor may be rewarded for his/her work at the discretion of the NAC Board.
- 19.3. Conflict of interest shall be deemed to exist in any transaction or relationship which presents or may present a conflict between an employee's obligations to the Council and his/her personal business or other interests.
- 19.4. All employees shall be required to complete a declaration of interest form making full disclosure of any actual or potential conflicts of interest which are subject to declaration.
- 19.5. The C.E.O. shall make determinations in all cases of conflict of interest declared by employees.

20. Dress Code and Protective Clothing

- 20.1. All employees who are not provided with NAC uniforms are expected to be neatly and smartly dressed at all times. As a minimum guide, standard dress should be professionally appropriate.
- 20.2. Employees may wear smart casual clothes on Fridays provided they have no formal meetings scheduled with external clients. Casual clothes shall exclude sandals, slippers, shorts, string tops, vests and any such dress as may be prohibited by management from time to time.
- 20.3. Management reserves the right to request any employee to dress to an appropriate standard as a condition of employment.
- 20.4. Protective clothing shall be issued to all employees where necessary.
- 20.5. Uniforms shall be given to employees in grades C and below. Employees on probation shall not receive uniforms except for security guards.



- 20.6. Departments shall submit their uniform and protective clothing requirements to Administration by 31 August of each year.
- 20.7. Eligible categories of employees shall be given full sets of uniforms at the beginning of each year as specified in the schedule below;

Uniforms Schedule

Designation/Grade	Set of Uniforms
General Hands	Dust Coat x 1 Work Suit x 1 Trousers/Skirt x 3 Blouse/Shirt x 3 Jersey x 1 Gumboots x1 Safety Shoes x 1 Raincoat (after every two years) x 1 Floppy hats x1
Drivers	Suit x3 Dustcoat x1 Work Suit x 1 Trousers/Skirt Blouse/Shirt Jersey Gumboots Formal Shoes Neck Tie
Caretakers	Dust Coat, Work Suit Trousers/Skirt Blouse/Shirt Jersey Gumboots Safety Shoes
Security Guards	Trench Coat X 1 Trousers/Skirts x 3 Long & short sleeved shirts x 4 Jersey x 1 Safety Shoes x 1 Raincoat (after every two years)



- 20.8. Where an employee terminates his/her services within six months upon receiving a set of uniforms, he/she shall compensate the organisation 50% of the total cost for the set of uniforms issued.
- 20.9. Maintenance of the uniform in a presentable state shall be the responsibility of each individual.

21. Council Assets

- 21.1. Council assets (including vehicles) shall be used in line with relevant policies. The use of vehicles shall be determined by the NAC Vehicle Policy as well as individual employee conditions of service.
- 21.2. Employees shall not use Council assets for commercial purposes and shall seek authorisation to use any assets for personal reasons. Where applicable, the cost of such personal use may be charged to the personal account of the employee concerned.
- 21.3. Any employee whose actions or omissions contravene any of the above conditions shall be dealt with in terms of the Council's Employment Code of Conduct and Grievance Procedure.

22. Job Grades

- 22.1. Job grades and salary structure shall be as determined through a job evaluation and grading process. The process shall be repeated at intervals determined by the Board.
- 22.2. A Job Evaluation and Grading Committee shall be appointed by the C.E.O. to deal with job grading issues that may arise intermittently due to changes in job content or introduction of new positions.

23. Compensation and Benefits

23.1. Salaries

- 23.1.1. Remuneration and conditions of services shall be determined by the Board subject to Ministerial approval.



23.1.2. Salaries shall ordinarily be paid through the bank or any other convenient means.

23.1.3. Employees shall be issued with payslips every month.

23.1.4. Payroll queries shall be submitted formally to the Human Resources Department through line management.

23.1.5. The Council shall make statutory, voluntary and "liability to NAC" deductions on employees' salaries.

23.1.6. Employees may make alternative payment arrangements outside the payroll towards servicing of liabilities and due notice shall be given.

23.1.7. Payroll input shall be submitted by the 5th of every month. Pay dates shall be adjusted from time to time.

23.2. Allowances

The Council shall pay the following allowances;

23.2.1. Transport Allowance

Employees shall be paid transport allowances at rates approved from time to time. Fuel coupons may be issued in lieu of Transport Allowance to employees who have no benefit of either a vehicle or mileage allocation on monthly basis.

23.2.2. Housing Allowance

Housing Allowance shall be paid to all NAC employees who are not provided with accommodation at rates approved from time to time.

23.2.3. Telephone/Cellphone Allowance

This shall be paid to employees as defined by management from time to time.

23.2.4. Representation Allowance

This shall be paid on a monthly basis to all employees in grades D1 and above at rates approved from time to time.



23.2.5. Acting Allowance

- Acting Allowance refers to additional remuneration payable to a member appointed to act in place of another member who is away or on leave or in a vacant position for a continuous period of 30 or more days.
- The Allowance shall only be payable to NAC employees who undertake the duties of the next higher grade which is in direct line of promotion. No allowance shall be payable to members who act in posts which are in the same grade.
- Acting Allowance shall be paid at the rate of 20% of the basic salary (entry/base notch) of the position being acted on.
- Fuel benefit shall be payable at the rate of 50% of the allocation for the grade being acted on.
- No other benefits shall be payable unless authorised by the C.E.O.

23.2.6. Responsibility Allowance

Responsibility Allowance shall be paid under the following circumstances;

- i. Where a member undertakes the duties of a higher grade, which is not in the same line with their current position (e.g. when a District Admin and Accounting Officer undertakes the duties of the District AIDS Coordinator).
- ii. Where a member undertakes some of the duties of a post which is two levels higher than their current position.
- iii. Where a member undertakes duties of a substantive position in the same level.
- iv. Responsibility Allowance shall be calculated as 70% of what would have been paid if the member was receiving Acting Allowance.
- v. All other benefits shall be paid in line with similar provisions under Acting Allowance.
- vi. Responsibility allowances shall be paid where a member shoulders additional responsibility for a continuous period of at least thirty (30) days.



23.2.7. Procedure for Payment of Acting and Responsibility Allowances

- Heads of departments shall send Acting/Responsibility Allowance claims directly to H.R. for processing. Any claim shall specify the following information;
 - i. Name, grade, department and station of the member to receive the allowance.
 - ii. Grade of the higher post.
 - iii. Reason for payment of the acting/responsibility allowance e.g. vacant post, incumbent on leave (name and member who is on leave/suspension e.t.c).
- No claim shall be made for acting or responsibility allowance against any frozen position.

23.2.8. Travel and Subsistence Allowance

- This Allowance shall be paid to employees who travel on official business at approved per diem rates. All official travel for which Travel and Subsistence (T&S) Allowance is required shall be duly authorised by heads of departments.
- The Allowance may be paid in advance or in retrospect depending on circumstances. Advance payments shall be acquitted within thirty working days upon the employee's return.
- Where an employee uses accommodation provided by the Council he/she shall be paid a supplementary allowance at the approved rate whereas, an employee who uses own accommodation shall claim for expenses at prevailing unproved rates.
- The Council shall not pay for any alcoholic beverages consumed by employees travelling on business.
- Breakfast shall be payable to employees who leave their work station before 0600 hours and dinner shall be payable if one arrives back at the work station after 2000 hours. Lunch shall be payable to an employee who departs the work station before 1200 hours and is away for at least four hours.



- Employees who do not qualify for T & S Allowance shall claim Field Duty Allowance when they work out of office for at least four continuous hours (including lunch time) up to a maximum number of days approved by management. Field Duty Allowance shall be paid at rates equivalent to the prevailing unproved lunch allowance at any given time.
- Breastfeeding employees who have to travel outside their work stations shall be allowed to travel with their maids. The Council shall only meet expenses relating to travel and meals for the maid.

23.2.9. Entertainment Allowance

- This is an allowable expenditure to enhance public relations by the CEO, Directors and Provincial Managers.
- The Allowance shall not be given out as cash. It shall be reimbursed after submission of proved expenditure. The monthly limits shall be as per approved guidelines.

23.2.10. Other Allowances

The Board may introduce other allowances from time to time and determine the terms and conditions thereof.

23.3. Benefits

23.3.1. Annual Bonus

- All NAC employees shall be eligible for a performance annual bonus calculated at the rate of 20% of one's annual salary.
- The payment shall be made bi-annually in the months of June and November.
- An employee whose contract terminates before the end of the bonus cycle may be paid bonus on a pro-rata basis depending on the circumstances of termination.



23.3.2. Long Service Awards

Long serving employees shall be rewarded for loyalty and long service as prescribed in the schedule below;

Long Service Awards Schedule

Tenure of Service	Applicable Rate
10 Years	55% of Basic Salary
15 Years	60% of Basic Salary
20 Years	65% of Basic Salary

23.3.3. Gratuity

The Council shall pay gratuity at the rate of two months individual basic salary to all members who terminate employment upon any of the following forms of exit;

- i. retirement on medical grounds
- ii. early retirement
- iii. normal retirement.

23.3.4. Staff Loans

- Employees who would have served the organisation for a period of at least one year shall qualify to apply for NAC staff loans. Management shall exercise discretion in other cases that may supersede the above condition. The following employees shall not qualify for staff loans;
 - i. facing any disciplinary proceedings.
 - ii. serving notice.
 - iii. funded outside the NAC budget.
 - iv. on casual/part-time contracts.
- Employees shall be entitled to borrow a maximum of four times of their basic salary payable at an interest rate of 5% plus the daily LIBOR rate per annum.



- The loan deductions shall be maintained at not more than 25% of gross earnings per month.
- An employee may apply for an additional loan after making payments for at least 6 months provided that total deductions shall not exceed the 25% threshold.
- The tenure of the loans shall be determined by the Board.
- Loans applied for by employees to meet medical expenses for themselves or their immediate family members shall not attract interest provided that proof for such expenditure is presented.
- Loan repayment instalments shall be deducted through the payroll. Where deductions of loan repayment instalments are delayed, the loan amount plus interest shall be recovered over the remaining loan period.
- Payments may also be made outside the payroll and due notification given.
- Approval of loans shall be subject to availability of collateral security equivalent to the value of the loan. Such security shall be in the form of vacation leave days, pension contributions and or immovable property. All loan recipients shall sign acknowledgement of debt forms.
- The Loan applications by general staff shall as be submitted through Provincial Managers or Heads of Departments. The approval procedure shall be as follows;
 - i. Recommendation by Provincial Manager or Head of Department.
 - ii. Review by the Loans Committee established for this purpose. The committee shall comprise of an HR official (who shall be chairing), an official from the Accounts Department and one Workers Committee representative.
 - iii. Approval by the Human Resources Director.
- Managerial staff may apply for staff loans on similar conditions as general staff members. Loan applications by managerial staff shall be approved as follows;
 - i. Applications for managerial employees shall be approved by the Chief Executive Officer.
 - ii. Applications by the Chief Executive Officer shall be approved by the Board Chairman.



- Staff loans shall not be a right but a privilege that the Council shall extend to employees and shall be subject to availability of resources.

23.3.5. Housing Loans

- Employees on the NAC establishment shall be eligible for housing loans after two years of service in line with the Housing Loans Policy.
- The remaining years to retirement shall be considered in determining the total loan allocated to an individual.
- Individual age may be considered in determining prioritization of loan offers.

23.3.6. Salary Advances

- The Council shall make provision for the payment of salary advance not exceeding 50% of one's regular monthly earnings.
- Applications for salary advance shall be submitted to the HR Department through heads of departments.
- All salary advances shall be recovered in full in line with the payroll cycle.

23.3.7. Medical Aid

- The Council shall provide medical cover for established positions for maximum of 5 persons (2 adults and 3 minors).
- Membership to any approved medical aid scheme shall be voluntary. Medical cover shall be provided through approved medical insurance providers.
- Medical cover shall be on an employer – employee ratio of 80:20 for grades C and above and 100% for the rest of the employees.
- Retirees shall be covered for an additional 12 months after retirement.

23.3.8. Group Life Assurance

- Employees on the NAC Establishment shall be covered in the event of death as per conditions of the Insurer specified in the NAC Pensions Policy.



23.3.9. Group Personal Accident Insurance Cover

- The Council shall provide life insurance cover for injury and accidental death as provided for in the Group Personal Accident Cover Policy document by the Insurer.
- The facility shall cover Board Members, all NAC employees, Project employees and Graduate Trainees.

23.3.10. Funeral Assistance

- The Council through its insurer (Old Mutual) shall provide funeral assistance in the event of death of an employee calculated at the rate of three (3) times of individual basic salary.
- Employees on the First Mutual Medical Aid Scheme shall receive an additional death benefit provided as per conditions specified in the First Mutual policy.
- NSSA funeral benefit shall also be provided at prescribed rates from time to time.
- Seconded employees and students shall be covered by NAC at the rate of 2 times the basic salary of one's equivalent grade.
- In cases where the amount provided by the insurer is less than the NAC Funeral Assistance Schedule, NAC shall provide a top up. The NAC Funeral Assistance Schedule shall be as follows;

Funeral Benefits Schedule

Category	Approved amount
Grade E (Senior Management)	US\$3000.00 (CEO)
	US\$2800.00 (Dir)
Grade D5-C3	US\$2500.00 (PMs & NCs)
	US\$2300.00 (others)
Grade A5-C2	US\$2000.00
Seconded Employees & Students	50% of NAC equivalent grades



- A vehicle shall be seconded to the family members for local funeral logistics until the day of burial.

23.3.11. Pension

- All NAC employees shall be covered under the compulsory NSSA Pension Scheme as well as under a Private Pension Scheme.
- Seconded and Project employees shall be encouraged to make own arrangements for a private pension scheme cover.

24. Leave

Employees shall be eligible for the following types of leave;

24.1. Vacation Leave

24.1.1. Vacation leave shall accrue at the rate of 30 days per annum and shall be granted upon request to employees who would have completed a qualifying service of twelve months of continuous service.

- i. Maximum leave accrual shall be 90 days.
- ii. Any leave application, which is for seven or more consecutive days, shall be regarded as vacation.
- iii. An employee who falls sick while on vacation leave may cancel the vacation leave and apply for sick leave.
- iv. As a general guide, leave shall be taken in such a way as not to deprive other employees of Acting Allowance (30 days).

NB: Where an employee is not eligible for vacation leave, he/she may apply for leave without pay.

24.1.2. Cash in Lieu of Vacation Leave

- Employees may apply for Cash in lieu of vacation leave for a minimum of five (5) days taken in conjunction with actual taking of equivalent leave days.
- The following other conditions shall apply;



- i. Cash in- lieu of leave shall not be paid for any other type of leave.
- ii. Encashment of vacation leave days shall be granted at the discretion of Management and subject to the availability of funds.
- iii. Cash in-lieu of leave shall be paid through the payroll system and only in exceptional circumstances shall payment be made outside the payroll.

24.1.3. Commutation of Accrued Leave Days

Commutation of leave shall only be granted as a terminal benefit on termination of employment.

24.2. Annual Leave

Employees shall be entitled to a maximum of 12 Annual Leave days per year (1 day per month). Annual leave shall not be taken in advance and all leave days not taken in the year to which they pertain shall be forfeited.

24.3. Maternity Leave

24.3.1. Maternity leave shall be granted to all female employees in line with the provisions of the Labour Act as amended from time to time.

24.3.2. Upon provision of satisfactory written proof from a registered medical practitioner, leave of up to a maximum of ninety- eight (98) days on full pay shall be granted on condition that one has served the organisation for at least one year.

24.3.3. Paid maternity shall be granted at intervals of 24 months and shall be limited to a maximum of three periods over a female employee's tenure with the Council.

24.3.4. A female employee may proceed on maternity leave not earlier than forty-five (45) days and not later than twenty-one (21) days prior to the expected date of delivery.

24.3.5. Breastfeeding feeding employees shall be entitled to one (1) hour each working day for purposes of breastfeeding as specified in the Labour Act.

NB: Where an employee is not eligible for maternity leave on full pay, she may apply for maternity leave without pay.



24.4. Sick Leave

- 24.4.1. Sick leave shall be granted to an employee who is prevented from attending his / her duties because he/she is ill or injured or undergoes medical treatment which was not occasioned by his failure to take reasonable precautions.
- 24.4.2. No employee shall take sick leave in excess of 3 days without submitting a medical certificate.
- 24.4.3. With the support of a medical certificate, an employee, shall be granted sick leave up to 90 days on full pay and an additional 90 days on half pay within any 1-year period of service.
- 24.4.4. Upon exhaustion of 180 days the Council may retire the employee on medical grounds on recommendation of a recognised medical practitioner.
- 24.4.5. An employee may opt to utilise accrued vacation leave days instead of sick leave on half pay or unpaid sick leave.

24.5. Manpower Development / Study Leave

- 24.5.1. Manpower development or study leave may be granted (on part-time basis) at the discretion of Management to enable employees to engage in study or training for purposes of skills development and updating.
- 24.5.2. Employees shall only proceed on study leave after the leave has been approved.
- 24.5.3. Leave shall be granted to employees under the following conditions;
- i. The employee has served the Council for at least 12 months.
 - ii. The course of study shall be in line with the employee's current and prospective roles and responsibilities.
 - iii. The maximum allowable leave is 30 days any 12 months period.
 - iv. An employee shall not be granted another study leave prior to serving the organization for a period of 24 months after completion of an approved course of study.
 - v. Not more than 10% of NAC employees shall be authorised to undertake studies at any given point.



24.6. Special Leave

Special leave not exceeding 12 days per annum may be granted to an employee upon request to cover any of the following reasons;

- i. To prepare for and write examinations
- ii. Detention by police/ Court subpoena
- iii. Bereavement
- iv. As a delegate/office bearer at a conference of a recognised association
- v. Medical reasons related to infectious diseases
- vi. Any justifiable compassionate grounds

NB: The 12 days shall be split among all the circumstances stated above. The number of days requested shall depend on circumstances and the 12 days shall not be taken at once.

24.7. Public Holidays

Gazetted public holidays shall be observed as non-working days except for Security Guards/Watchmen.

25. Wellness Programmes

- 25.1. Employee wellness is an integral part of the Council's strategic focus. The Council shall therefore engage in comprehensive employee wellness programmes covering all key wellness domains.
- 25.2. Implementation of wellness programmes shall be through established wellness structures at all levels of operation.

26. Termination of Employment

26.1. Notice Periods

26.1.1. Where employment is terminated by either party, the following notice periods shall apply;

- i. Three months in the case of a contract without limit of time or a contract for a period of 2 years or more.
- ii. Two months in the case of a contract for a period of one year but less than two years
- iii. One month in the case of a contract for a period of six months or more but less than one year.
- iv. Two weeks in the case of a contract for a period of three months but less than six months.
- v. One day in the case of a contract for a period of less than three months or in the case of casual work or seasonal work.

26.1.2. Employees serving notice shall not be allowed to take vacation leave.

26.1.3. Management shall, at its own discretion, grant waiver of notice.

26.1.4. Any employee who is not granted waiver of notice shall reimburse the organisation the value of the notice period.

26.2. Types of Terminations

Termination of employment contracts shall be due to any of the following circumstances;

- i. **Resignation** - This termination occurs when an employee at his/her own instance and for personal reasons, expressly initiates termination of employment. The employee shall be expected to give due notice of intention to terminate their contract.
- ii. **Mutual Agreement** - Termination by mutual agreement shall occur under any circumstances where the Council and any particular employee agree to a separation on specified terms and conditions.



- iii. **Retrenchment** – Employees may be retrenched on account of a restructuring exercise for purposes of reorganising Council operations.
- iv. **Dismissal** - This occurs when the Council terminates a contract of employment due to any breach of terms and conditions of employment. Such termination shall be preceded by appropriate disciplinary action.
- v. **Medical Retirement** - An employee who is unable to provide services due to ill-health may be retired on medical grounds upon recommendation by a medical practitioner.
- vi. **Early Retirement** – Employees shall be eligible for early retirement after attaining the age of 55 under the following conditions;
 - Applications for early retirement by non-managerial employees and managerial employees shall be subject to approval by management and by the Board respectively.
 - Pension benefits that shall become payable upon early retirement shall be as per NAC Pension rules.
- vii. **Normal Retirement** - The normal age of retirement for NAC employees shall be 65 years. A notice of termination shall be given to all eligible employees at least three (3) months prior to the date exit. Upon retirement, employees shall be eligible for a terminal package as per terms and conditions of employment.
- viii. **Death** - A contract of employment shall automatically terminate upon the death of an employee. The terminal package due shall be payable to authorised/approved beneficiaries.

26.3. **Employee Exit and Clearance**

26.3.1. The HR Department shall facilitate exit interviews by Heads of Department and Provincial Managers.

26.3.2. The exiting member shall fill in and submit an exit clearance form prior to processing of terminal benefits.



27. Human Resources Management Information System (HRMIS)

- 27.1. The Human Resources Department shall maintain comprehensive records of all employees.
- 27.2. All employees shall comply with information requirements or requests from the Human Resources Department.
- 27.3. Requisite forms for effective administration of the HRMIS are attached (see annex).

28. Confidentiality Clause

- 28.1. All NAC employees, seconded staff, graduate trainees, student interns and volunteers shall sign a “Confidentiality Undertaking”. The following rules shall apply in respect of information relating to the operations of NAC and to that of its clients and stakeholders;
 - i. Confidential information shall not be disclosed unless authorised by a person in authority.
 - ii. Disclosure shall be restricted to staff members directly concerned with the information in question.
 - iii. Files or documents shall not be exposed in places that enable any such information to be accessed by unauthorised parties.
- 28.2. In line with the NAC Media Policy, members of staff shall not give any information (physically, electronically or otherwise) to the press, radio or television or any other parties for any purpose connected with the Council’s business without the prior consent of the Chief Executive Officer. All such enquiries shall be referred to the C.E.O.
- 28.3. Members of staff shall not write articles for the press or any external parties concerning Council business or Council stakeholders and clients without the prior consent of the Chief Executive Officer.
- 28.4. Abuse and misuse of internet, social media and any form of cyber-crime shall be regarded as misconducts.
- 28.5. Any breach of the rules prescribed under this clause shall be shall be dealt with in terms of the NAC Code of Conduct and Grievance Procedure.



29. Effective Date

Rules contained in this manual shall be apply with effective from 01 January 2020 regardless of the date of signing.

30. Revision of Rules and Conditions of Service

The Council reserves the right at any time to amend any of the existing rules, regulations and procedures contained in this Manual and to notify employees accordingly.

Signed

Chief Executive Officer (Dr. B. Madzima)

Date 21/12/20

Confirmed by Board Chairperson (For and on behalf of National AIDS Council).

Board Chairperson (Mrs. M. Mehlomakhulu)

Date 21/12/20