



**Healthy Shield**  
FOUNDATION



# HUMAN RESOURCE POLICY

A guide for internal conduct of employees in  
a work place.

Healthy Shield Foundation (HESHIF)



## Human Resource Policy

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## Table of Contents

1. Introduction .....	5
2. Code of conduct - Basic principles .....	5
3. Ethics of the Organisation .....	5
Respectful Work Environment. ....	5
Prohibited Conduct. ....	6
4. Identification .....	7
5. Employment contract.....	7
6. Salary.....	8
7. Bonus.....	9
8. NSSF and PAYE.....	9
9. Insurances .....	9
10. Communication and Telephone.....	9
11. Transport.....	9
12. Course and personal development.....	10
13. Office-related agreements.....	11
14. Computer usage.....	11
15. Disciplinary procedure .....	13
16. Termination of contract .....	13
17. Presence and working times.....	14
Normal times .....	14
Exceptions .....	15
1. Breaks.....	15
2. Personal hygiene .....	15
3. Illness / Sickness .....	15
4. Visit to a doctor or dentist.....	16
5. Holidays and days off.....	16
6. Compliments and complaints.....	18
Compliments .....	18
Complaints.....	18
7. Safety.....	18
At the office.....	18
8. Expense claims.....	19
Advocacy expenses.....	20
General rules regarding expense claims.....	22
9. Work meetings .....	22



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10. Personal evaluation meetings.....	22
11. End note.....	24

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## 1. Introduction

Healthy Shield Foundation (HESHIF) commits to implementing best practices in human resource recruitment, training and management. It ensures that the rights of its employees are respected and national employment laws are adhered to. In addition, HESHIF endeavors to make sure that its employees maintain high levels of interest and motivation in the workplace. HESHIF provides opportunities for its employees to further their skills and offers a clear path for staff to progress in their career within the company.

These procedures and regulations are meant to guide HESHIF employees and other parties involved. This document is complimentary to the contracts of each and every employee. The employees are all required to read the Human resource manual. The subjects covered are those that the management team deems necessary, which have not been covered in the articles of association or in the employment contracts. These regulations are not allowed to conflict with the articles of association or the law.

## 2. Code of conduct - Basic principles

- HESHIF wishes to be an organization free of aggression, (sexual) intimidation and discrimination. HESHIF wants to prevent and combat these forms of conduct and behaviour, and does not avoid the discussion.
- HESHIF staff is expected to communicate respectfully about HESHIF and/or partner organizations in public.
- HESHIF rejects any kind of (sexual) intimidation, aggression and discrimination based upon race, age, philosophy of life, religion, political conviction, gender, sexual orientation, marital status and disability as forms of unacceptable behaviour.
- HESHIF staff is expected to carry out and perform their duties in a neutral, impartial and non-discriminatory manner.
- HESHIF staff is expected to act in line with the articles of association and the guidelines as stated in this manual.

## 3. Ethics of the Organisation

### Respectful Work Environment.

The Organisation is committed to fostering a work environment in which all individuals are treated with respect and dignity. Each individual should be permitted to work in a social business- like atmosphere that promotes equal employment opportunities.

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## Prohibited Conduct.

The following conduct will not be tolerated and could result in disciplinary action, including termination:

- Any act which causes doubt about a Covered Person's integrity, such as the falsifying of Organisation records and documents, competing in social business with the Organisation, unauthorized use or disclosure of the Organisation's Confidential Information, or engaging in any criminal conduct.
- Any act which may create a dangerous situation, such as carrying weapons, firearms or explosives on Organisation premises or surrounding areas, assaulting another individual, or disregarding property and safety standards.

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- The use, sale or purchase or attempted use, sale or purchase of alcohol or illegal drugs while at work, or reporting to work in a condition not fit for work, such as reporting to work under the influence of alcohol or illegal drugs.
- Insubordination, including refusal to perform a job assignment or to follow a reasonable request from a Covered Person's manager or supervisor, or discourteous conduct toward customers, associates, or supervisors.
- Harassment of any form including threats, intimidation, abusive behaviour and/or coercion of any other person in the course of doing business.
- Falsification or destruction of any timekeeping record, intentionally clocking in on another Covered Person's attendance or timekeeping record, assisting another Covered Person's tampering with their attendance record or tampering with one's own attendance record.
- Failure to perform work, which meets the standards/expectations of the Covered person's position.
- Excessive unauthorized absenteeism, chronic tardiness, or consecutive absence of three or more days without notification or authorization.
- Any act of dishonesty or falsification of any Organisation records or documents, including obtaining employment based on false, misleading, or omitted information.

## 4. Identification

You are required by law to carry identification with you and to show it when a person – who has the authority to do so – asks you for it. Such checks can be carried out by the police, customs, tax authorities or any other official institution.

## 5. Employment contract

HESHIF recruits its staff based on their qualification and experience without consideration of their gender, race, ethnicity, age, religion, pregnancy, marital status, HIV status, sexual orientation or hairstyle as long as they demonstrate that they are capable of doing the job. This commitment extends to other employment decisions such as promotion, training, compensation, discipline and discharge; and to terms, benefits, privileges and conditions of employment.

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Notwithstanding, HESHIF actively seeks to recruit qualified staff from the local community in order to pass on income and skills development benefits to them.

Healthy Shield Foundation supplies its employees with a legal contract upon employment. The following particulars (required by law) are provided in writing when the employee commences employment:

- a. - Name, age, permanent address and sex of the employee;
- b. - Place of recruitment;
- c. - Job description;
- d. - Date of commencement
- e. - Form and duration of the contract;
- f. - Place of work;
- g. - Hours of work;
- h. - Remuneration, the method of its calculation, and details of any benefits or payments in kind, and
- i. - Any other prescribed matter

Each employee has an employment contract, the contract defines some of the employees' articles as part of the employment, including salaries and job description.

Every employee receives his or her job description in the contract. This description is leading in the activities of the employee, whereas there might be activities that are outside of the scope of the contract.

As part of the contract the salary of the employee is also defined. The salaries are defined by the management team.

Children below the age of 14 years old are not employed by HESHIF. Children of 14 - 18 may be employed as part of their training as long as the work is not hazardous to their health, and does not prejudice their attendance at school.

## 6. Salary

Salaries are paid on 25<sup>th</sup> day of each month and to the given bank account or in cash. HESHIF is not responsible for payment that are received late due to the time that the bank is taking to transfer and approve money transfers.





## 7. Bonus

The employee receives at the end of the month a bonus calculation regarding the overall performance of the previous month. This bonus payment is paid with a month delay. The employee will therefore receive a salary that fluctuates.

The bonus is decided upon by the Executive Director or Program Lead. The Executive Director or Program Lead discusses the bonus activities together with the employees, and sends a short motivation regarding the bonus by the end of the month. The bonus is fixed and defined by the Executive Director or Program Lead. The percentage of the bonus is not for discussion, but a meeting can be requested to discuss the bonus calculation.

## 8. NSSF and PAYE

Healthy Shield Foundation pays both NSSF and PAYE. This is deducted from the gross salary of the employee. The employee is entitled to provide all the information that is needed to make sure that the payments take place to the dedicated governmental institutes.

## 9. Insurances

Healthy Shield Foundation is entitled to pay the Workers Compensation Fund. Moreover, it will assist in selecting a suitable health insurance. This is done by the Executive Director or Program Lead. Both Health insurance and Workman's compensation insurance for each employee. Healthy Shield Foundation is entitled to choose the best insurances and policies, this is done by the Executive Director in collaboration with the management team.

## 10. Communication and Telephone

Each employee receives airtime compensation for their communication, depending on their type of work. The employee is obliged to have a smartphone with WhatsApp for communication purposes. The communication fee is there to make sure that the employee is available during working hours. The employee is always available by phone during working hours for discussions and reflection with fellow colleagues.

## 11. Transport

Each employee receives transport reimbursement for the transport from



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their homes to the office. The compensation is equal to all staff members, despite the distance. Transport reimbursement will highly depend on the availability of funds.

## 12. Course and personal development

When the employee wants to work on personal development, or participate in a course that will lead to a higher capacity which contributes to the business as a whole, a request for funding can be submitted. The request will be taking into consideration by the Executive Director or Program Lead and discussed with the management team.

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When a request is approved, and the employee participated in the training, the employee is obliged to make sure that the knowledge is transferred to the other team members. This is done by any method of preference, and could be for example a presentation.

The Executive Director on his/her turn is constantly looking and seeking for opportunities for staff members, as part of the training activities that are taking place within the project.

### 13. Office-related agreements

HESHIF strives to comply with a clean desk policy. Apart from that, the last worker who's leaving the office needs to close and lock the shutters, doors and closet. All remaining trash should be in the dedicated trash bins.

### 14. Computer usage

Each employee usages a laptop in the office. Each employee is obliged to the following rules in relation to the computer usage, the rules are applicable to both the desktops and the laptops.

The employee receives and accepts to receive the computer merely when the following was ensured:

- The computer is intact and functions well
- The computer was received with Microsoft Office and anti-virus installed
- The computer is without damage
- The employee signs to remain the computer in good quality
- The computer is merely for office purposes. The employee will not download anything or use the computer for anything else than work activities. There are no other reasons to use the computer.

The employee makes sure that the computer is being taken care of properly. Any damage, loss or otherwise is immediately reported to the Executive Director. The employee agrees to merely use the services of the supplier for technical advice, or the in-house support for HESHIF head office when issues occur. When damages occur, action is taken in collaboration with the responsible person in the office, either the officer manager or the Executive Director.

The computer in normal circumstances at the office, merely in exceptions

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the materials can be taken out of the office. Otherwise, the computer will be safely stored in the office warehouse while absent. The employee will be responsible for the laptop when taken home. When the laptop is stolen a 30% charge of the salary is deducted from the monthly salary (including bonus) and a police report has to be handed over. When an employee has to report twice that a laptop was stolen or lost, the Executive Director is entitled to take other action in discussion with the employee, which might lead to termination of contracts.

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To reduce the risk of losing the computer, and to prevent it from being stolen, Healthy Shield Foundation provides locks. The locks are obliged to be used while the computers are out of the office, like for example during trainings or other visits.

## 15. Disciplinary procedure

This procedure is to give insight in the step-by-step process which Healthy Shield Foundation commits itself to follow in every case where an employee has to be warned, reprimanded, or dismissed. When an event occurs that an employee has to be warned, reprimanded, or dismissed. In most cases the warning is performance related or related to breaching the rules and regulations of either the employment contract and/or the Human resource manual. the following steps take place:

1. Discussion with the employee, with a written letter to notify the content of the meeting with the needed actions that resulted from the meeting. The letter will be two-fold and added to the employee file.
2. Each time when an event occurs and the employee has to be warned, reprimanded, or dismissed, step one is repeated.
3. After the third letter a decision by the Executive Director has to be made in relation to the employment contract. This might lead to termination.
4. When a strong event occurs, the Executive Director is entitled to terminate the contract immediately, as stated in each employments' contract.

## 16. Termination of contract

Healthy Shield Foundation can terminate the contract in the following cases:

1. When budgets and financial constraints force the Organisation to take the needed action.
2. When three notification letters, resulting from events that resulted to the fact that the employee had to be warned, reprimanded, or dismissed, were send.
3. When an employee breaches the rules and regulations of either the employment contract and/or the Human resource manual.

Termination may be due to any but not necessarily limited to the



following:

1. Inefficiency
2. Incompetence
3. Negligence
4. Tardiness
5. Insubordination
6. Breach of confidentiality or disclosure
7. Any other analogous causes

On the termination of the employee's contract for whatever reason, the employee will return to the employer: all the employer's property, documents and papers, both original and drawings, blueprints, letters, notes, data and the like; and confidential information in the employee's possession or under control relating to the employee's contract or the employer's business affairs.

## 17. Presence and working times

Normal times

Normal working times are fixed and based on fulltime working contracts.

Working hours are:

Monday 8.00 – 17.00 including hour break, to be defined by staff member.

Tuesday 8.00 – 17.00 including hour break, to be defined by staff member.

Wednesday 8.00 – 17.00 including hour break, to be defined by staff member.

Thursday 8.00 – 17.00 including hour break, to be defined by staff member.

Friday 8.00 – 17.00 including hour break, to be defined by staff member.

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Overtime is per definition not compensated. When workhours are structurally the employee is requested to plan a meeting with their direct manager and/or Executive Director. The discussion has the objective to find a solution for the work load and overtime.

## Exceptions

Employees are merely able to have different working times when approved by the Program Lead. In case of field work, hours might vary. The Program Lead decides in writing whether this is acceptable or not. There is one exception to the rule. When field work is conducted by employees, they can call in 30 minutes later at the office, meaning 8.30. This is merely optional, if and when an employee conducted field work the day before and when meetings are not jeopardized by it.

### 1. Breaks

A normal break of 60 minutes will be available for lunch. The staff member can also use the time for personal matters, when preferred. The lunch will be at the expense of the employee.

### 2. Personal hygiene

Employees of Healthy Shield Foundation should represent the Organisation in an honourable way. This means that they should act and behave according the context specific standards. The employees should take care of their own appearances in respect to all HESHIF stakeholders. The whole team makes sure that the workplace is a tidy and workable environment.

### 3. Illness / Sickness

If you are unable to come to work due to illness, you should report this to the Program Lead well before the start of your usual working time. If you are unable to make a phone call yourself, you should arrange someone to do this for you.

Report the following aspects when you call:

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- A phone number on which you can be reached;
- The expected date at which you can start working again, if you are able to make an estimation of this;
- Whether you have consulted your doctor, or whether you are still going to.

If you become ill during work, you immediately report this to the Executive Director or Program Lead.

Pay attention to the following things during your time of illness:

- You are not allowed to engage in any activities that prolong your recovery;
- If you want to go on vacation during your time of illness, you need to get permission from your Executive Director and your doctor beforehand.

If you know when you can go back to work again, you should report this to the Executive Director or Program Lead as soon as possible.

#### 4. Visit to a doctor or dentist

Visits to a doctor, dentist or specialist should be carried out in your free time as much as possible. If this is not possible, then try to schedule the appointment in such a way that your work is interfered with the least, meaning at the beginning or end of the day. Ask for permission from the Executive Director for appointments during your working time. The Executive Director or Program Lead can ask you to show some form of proof which indicates that you have visited the doctor, dentist, specialist etc.

Visits outside of the medical field, should be discussed with the Executive Director. The Executive Director is entitled to give permission. When permission is not granted, this might lead to the need of taking a day off for intended visit.

#### 5. Holidays and days off

In the beginning of each year, the amount of free days which you are entitled to is determined. You can claim your free days in the year in which they are acquired. The days off need to be used in the same year and requested in advance. The number of days off are in line with the laws of country you are based in.

You request your days off in advance (2 months before), in consultation

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with the Executive Director. You can also discuss how many consecutive weeks you are allowed to be gone. The Executive Director is entitled to reject your request of days off based on business planning and the availability of colleagues. When the advance time is not taken into account, that could also be a reason to reject the request for off days.

In addition to the provided off days, the employee is entitled to take the day off on the official public holidays.

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## 6. Compliments and complaints

Healthy Shield Foundation wants to make sure that there is space and room for giving compliments and to express complaints. The complaints can be external or related to the code of conduct as stated in this manual.

### Compliments

Compliments that are received by external partners that are received by a colleague are shared within the Organisation. We celebrate compliments together. The team meeting on Monday is the best moment to share the received compliments.

### Complaints

Complaints are directly and immediately discussed with the persons that are involved in the complaint. This is the responsibility of the persons themselves.

When the complaint cannot be shared, the Executive Director or Program Lead is informed and given the opportunity to act as a mediator.

When the persons or person is not feeling confident to share the complaint with the direct person or the Executive Director, the employee can go to the confidentiality person. This person is appointed by the Executive Director, based on the relationship he/she has with the team. She/he is internally appointed. The confidentiality person is obliged to take each complaint serious and define, together with the person(s) involved, the best way forward. The confidentiality person will at all times take the confidentiality of the person(s) into account, and will act accordingly, without mentioning the name of the person that reported the complaint.

## 7. Safety

HESHIF ensures that employees have a safe and pleasant working environment. Protective gear is used in jobs that require it. Staff and management are aware of occupational risks and hazards, and of procedures for dealing with accidents.

### At the office

In the case of an emergency, employees need to leave the office as quickly as possible. Employers need to ensure (obligatory) safety measures are carried out. This can include having fire extinguishers, sprinklers, safety exits, first aid kits etc. Ensure that you as an employee know where to



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find these items.

The first aid kit can be found at the reception of the office.

During field visits

HESHIF is active in locations around Tanzania and often in areas susceptible to exceptional safety and security risks. This goes with the job, but it is of course in everyone's interest to limit these risks as much as possible. When employees doubt about their safety, contacting the Executive Director to discuss the situation is obligatory.

## 8. Expense claims

Expenses and expense claims can be made in various ways:

- Reimbursements/expense allowances

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- External invoices

The expense categories in these regulations consist of:

- Official expenses
- Travel and accommodation expenses
- Other expenses

A distinction is made between individual, employee related costs, and organizational costs regarding expense claims. Individual costs are costs that are generated by and/or for a person or party involved, because of their specific job or responsibility. Examples are:

- Travel costs
- Accommodation costs
- Official expenses to the benefit of external organizations/persons

Organizational costs are costs that are made for the organization in general and that do not directly concern the person or party itself. These costs need to be discussed with the Executive Director before they are made. Examples are:

- A present for an employee
- Departure of an employee
- Expenses to the benefit of internal employees, e.g. dinners and outings
- Expenses to the benefit of the Organisation

Besides these costs, there are also project-related costs, but these will not be discussed in these regulations, since the accountability of these costs is covered in the project agreement with the contractor and the coverage of these costs is therefore subject to different guidelines than those described here.

## Advocacy expenses

The costs that arise from maintaining external contacts and relations with our main stakeholders are advocacy expenses. The costs for advocacy are reimbursed on the basis of actual costs. They are discussed before they are made with the Executive Director. The four types of advocacy expenses, the amounts are discussed before they are made with the

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Executive Director. The Executive Director is entitled to approve payment to a certain maximum that is defined by the overall foundation. The advocacy costs are related to:

- Lunches and dinners
- Flowers
- Business gifts
- Donations to other charities

## Travel and accommodation costs

Domestic business trips are discussed beforehand, and a budget needs to be approved before the trip takes place.

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## Other costs

All costs are considered 'other costs' which are made by the party/person concerned, which cannot be regarded as official expenses or travel and accommodation costs. The costs are discussed with the Executive Director before they are made. These costs include, amongst others:

- Contributions (subscription costs) and memberships
- Educational costs
- Lawyers' costs

## General rules regarding expense claims

All expenses must be authorized and no claimant may authorize their own claim. By authorizing transactions, the authorizer is confirming that the costs have been incurred and incurred necessarily for the purposes of the business of HESHIF, that there is sufficient budget from the corresponding projects to cover the expense and that supporting documentation, such as a receipt, is presented. Claims by individual members of staff shall be submitted to and authorized by the Executive Director with the finance officer in CC to be informed. The template to submit a claim is present on the icloud of HESHIF. This is the only template that can be used.

## 9. Work meetings

It is important for employers and employees to discuss important issues, for example: how employees get along with each other and with employers, the atmosphere at work, the rules in these regulations, and the functioning of employees within the organization. We can discuss such issues in work meetings. In addition, daily operations, issues and other work-related matter can also be discussed at that specific moment. HESHIF tries to have an operation meeting at least every week.

## 10. Personal evaluation meetings

During a personal evaluation meeting, an employee and the employer can discuss matters individually. In this meeting, the expectations and wishes of both parties can be discussed. You can discuss your tasks and the working conditions: how both parties like the work that is being done, what is going well and what could be better. Conflicts and other issues can also be discussed. During this meeting, you can also indicate if you would

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like to follow a certain course, training or study.

In general, there are 2 evaluations per year. One in the second and the last quarter of the calendar year. These meetings are formally done, and reports are shared. The reports are read by both the employee and the Executive Director and signed as being seen. The signed version is part of the employments file.

When an employee would like to have more meeting than the two meetings per calendar year, this can be requested by the person her/himself.

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## 11. End note

### Employees right to Freedom of Association

Employees are free to join any association, including workers' associations / trade unions, as long as these are legally registered.

In all cases not covered by the law, the articles of association and this employee manual the Executive Director makes the executive decisions.

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