

### STRATEGIC VISION, MISSION, VALUES AND OBJECTIVES

#### Vision

We envision empowered communities free of poverty and able to exercise their human rights and fundamental freedoms.

#### Mission

To attain improved welfare of vulnerable women and children using community based initiatives.

#### Values

Our core values are those on which UCOBAC was founded. We value honesty, transparency and accountability in our actions and work. We value excellence and integrity in our work and have a spirit of volunteerism and teamwork. We value respect for people we serve, their effective participation and the empowerment of individuals and communities.

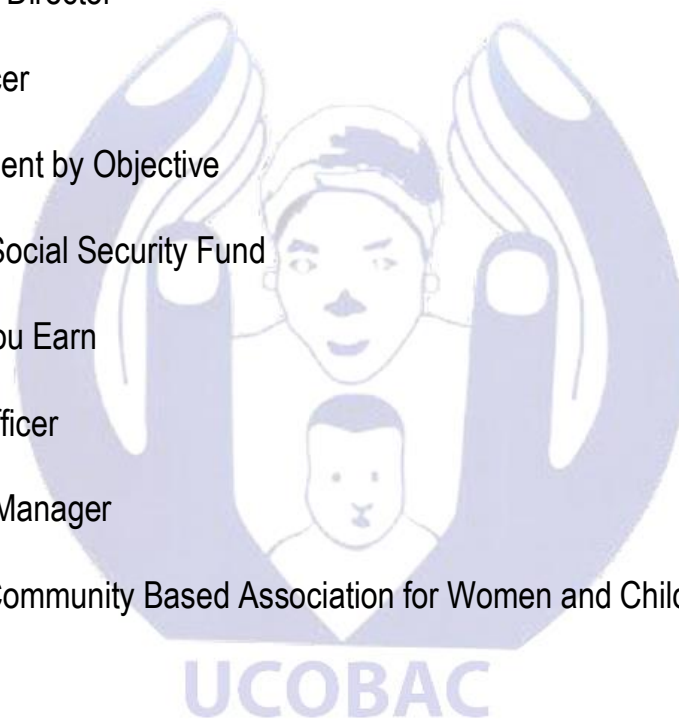
#### Objectives

- To identify and define vulnerable women and children, their needs and priority programs.
- To advocate for positive welfare policies and programs to meet priority needs of vulnerable women and children.
- To plan, design and implement programs to promote rights and welfare of women and children.
- To enable individuals, families and the local communities to acquire and sustain the capacity to plan, obtain and manage resources which promote rights and improve welfare of women and children over time.

## ABBREVIATIONS

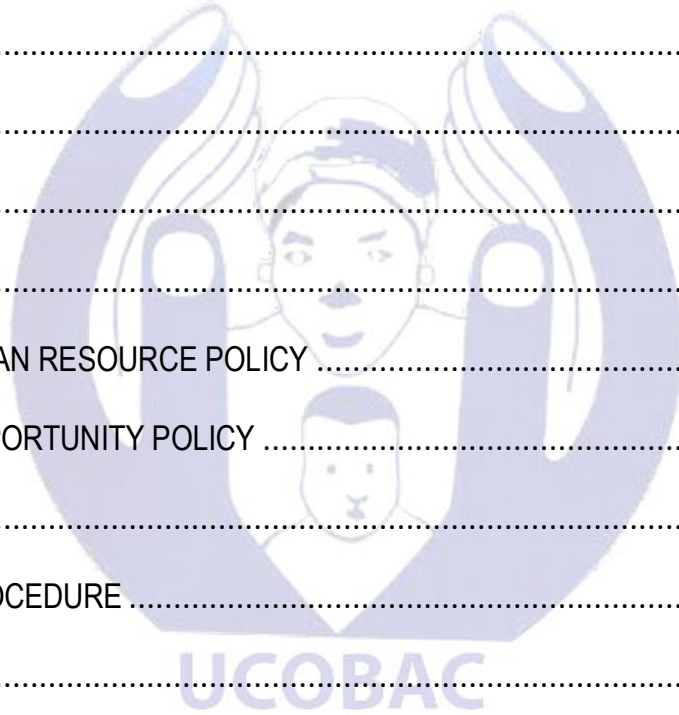
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DSA	Daily Subsistence Allowance
DD	Deputy Director
ED	Executive Director
FO	Field Officer
MBO	Management by Objective
NSSF	National Social Security Fund
PAYE	Pay As You Earn
PO	Project Officer
PM	Program Manager
UCOBAC	Uganda Community Based Association for Women and Children Welfare

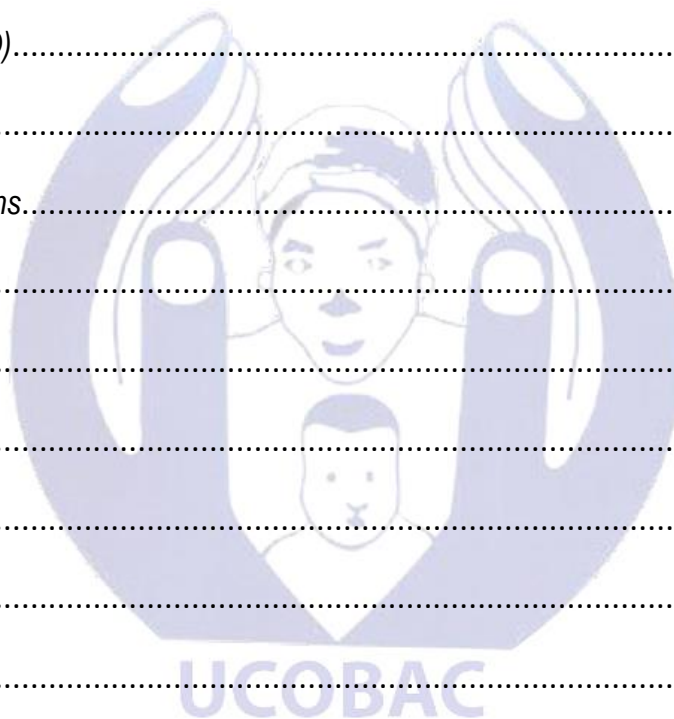


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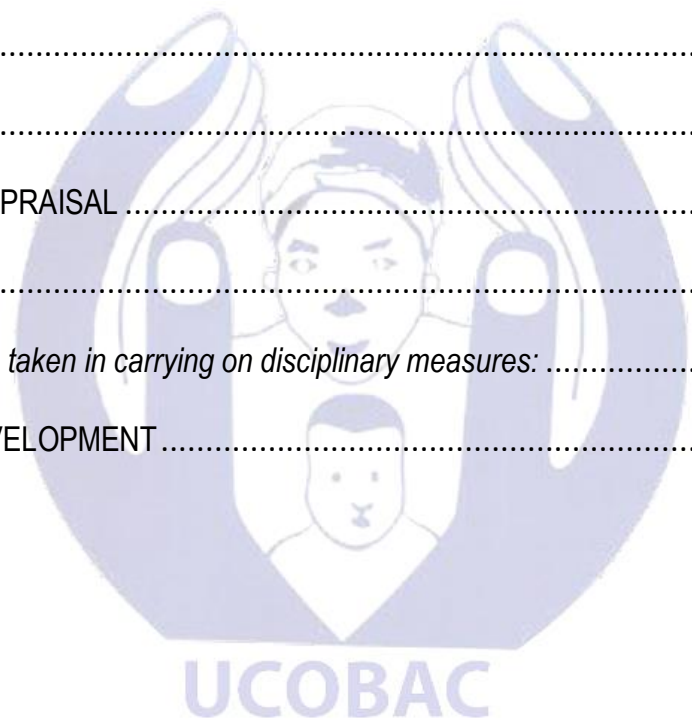
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## PREFACE

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The purpose of the Human Resource Policy is to guide the Board of Directors and Management in their task of recruiting, developing, utilizing, motivating and retaining of the human resource at UCOBAC. The policy is periodically upgraded/revised to deal with new challenges. This Human Resource Policy was updated and revised last in 2020.

## OBJECTIVES OF THE HUMAN RESOURCE POLICY

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1. To give guidance to the UCOBAC Board and Management while implementing its role of staff recruitment and management.
2. To guide the UCOBAC Board and Management in issues of development, motivation and retention of UCOBAC staff.
3. To help all UCOBAC stakeholders to uphold UCOBAC values and principles.

## EQUAL EMPLOYMENT OPPORTUNITY POLICY

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UCOBAC equal employment opportunity policy reflects our commitment to ensure equality and promote diversity in the workplace, which is a pillar for a healthy and productive workplace, where everyone feels supported and valued to work productively. The policy invests in treating everyone with respect and consideration.

### Scope

- UCOBAC equal employer opportunity policy applies to all employees, job candidates, contractors, stakeholders and partners.
- Equal employer opportunity policy applies to everyone, but mainly concerns members of underrepresented groups – that are traditionally disadvantaged in the workplace. The policy

provides for non-discrimination in employment opportunity on grounds such as ethnicity/tribe, race, sex/gender, disability, Age, marital status, religion, sexual orientation, health background.

- The policy does not guarantee employment or promotions for people in those groups, but promotes equal and fair treatment to them to avoid discriminating against them either via conscious or unconscious biases.
- The policy provides that the only guiding principles of employment are skills, experience, and ability to work.
- The EOP promotes for provision of the same opportunities in all aspects of employment including; hiring, training, performance evaluation, administering compensation and benefits, transfer, disciplining, suspension or termination of employees etc.

## STAFF RECRUITMENT PROCEDURE

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- The authority for recruitment of senior UCOBAC staff including the Executive Director and Deputy Directors lies with the UCOBAC Board.
- The UCOBAC Executive Director has authority to recruit other staff members in consultation with the Board.
- New Job opportunities will be advertised.
- Positions falling vacant in the organization will be advertised and staff already working with the organization will be encouraged to apply if they are interested.
- A staff recruitment Committee will scrutinize the applications and shortlist the most suitable candidates.
- Interview panel will be constituted.
- Suitable candidates will be invited for an interview.

- The most suitable candidate will be invited to take on the appointment through a letter of offer of employment
- The suitable candidate will either accept or reject the job offer in writing to the appointing authority
- An appointment letter will be issued to the suitable candidate by the appointing authority spelling out the job description and terms and conditions of work.
- Staff Head hunting will be allowed for specific technical jobs as required especially on part-time, casual and sub-contract jobs. The executive Director will develop the terms of appointment to guide the headhunt. The head hunted staff will then be interviewed, accepted or rejected in writing by the Executive Director and issued an appointment letter specifying the terms and conditions of work.

## TERMS OF APPOINTMENT

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- The appointing authority will develop a job description for the posts established. This will guide in selecting the most suitable candidates for a given post. The job description will include job title, nature/category of job, purpose of post, reporting hierarchy, tasks, conditions of service and salary.
- A Letter of Appointment shall indicate the nature of the appointment, whether fulltime, contract, temporary, probation period etc, job description, and other terms and conditions of work. Appointment shall take effect from the date the staff starts signs the work agreement.
- Each employee whether short-term or long-term must have a signed and updated work agreement in a personal file. No employee should work on any project without a written and signed agreement.

### Probation Period:

There will be a probation period of up to the period of between three (3) to six (6) months and final appointment will be after satisfactory performance following advice by the immediate supervisor.



The Supervisor is expected to regularly discuss the performance rating with the employee bringing out strengths and weaknesses and discussing solutions to weaknesses. If performance is not satisfactory, the Executive Director will hold a discussion with the employee pointing out the weaknesses and write to the employee the final appointment decision.

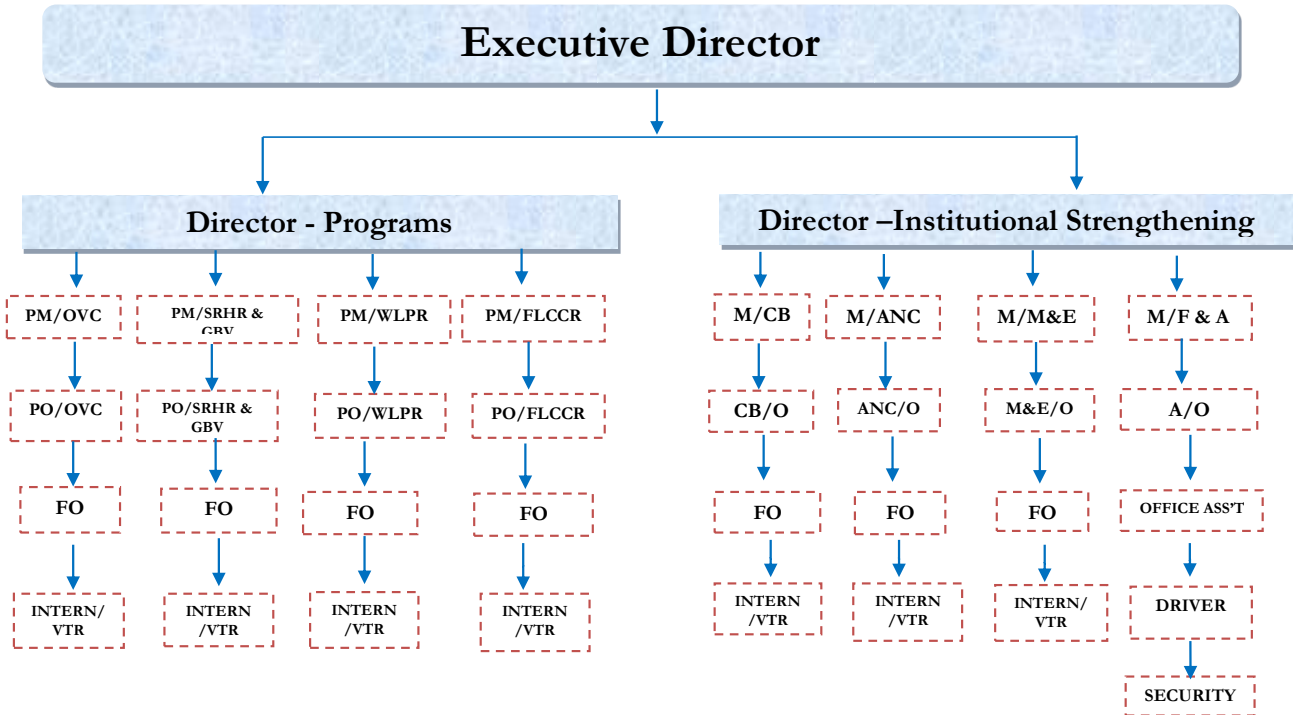
## CATEGORIES OF APPOINTMENTS

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UCOBAC will have appointments under the following categories:

- Contract - Working full time for a specified period of time subject to renewal.
- Full Time - Working full time.
- Part time - Doing specific work at agreed time or period.
- Temporary- Providing full time service for specified period of time.
- Casual- Recruited for specific short term tasks.
- Sub-Contracting - Hiring a person to do part of someone's work.
- Volunteering - volunteers will be brought on board on a contract of three (3 to 6) months and may compete with other applicants for posts that may fall vacant during the time they are serving as volunteers.
- Internship -Internship will be for students still at University or College who need attachment in a working environment to enhance their performance in their studies.

# UCOBAC STAFFING STRUCTURE



## Key to staffing structure

A/O	-	Accounts Officer
ANC	-	Advocacy, Networking and Communication
ASS'T	-	Assistant
CB	-	Capacity Building
F&A	-	Finance and Administration
FO	-	Field Officer
FLCCR	-	Food Security, Livelihoods and Climate Change Resilience
GBV	-	Gender Based Violence
M & E	-	Monitoring and Evaluation
OVC	-	Orphans and Vulnerable Children
PM	-	Program Manager
PO	-	Program Officer
SRHR	-	Sexual and Reproductive Health Rights
VTR	-	Volunteer
WLPR	-	Women's Land and Property Rights

## STAFFING MINIMUM QUALIFICATIONS, SKILLS AND EXPERIENCE

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### a) *Executive Director (ED)*

- Post graduate degree (Masters) in development and social work or other related discipline.
- More than five (5) years of relevant work experience with a reputable NGO in a management position.
- Demonstrated excellent management skills.
- Advanced computer literacy.

### b) *Deputy Directors (DD)*

- Post graduate degree (Masters) in development and social work or other related discipline.
- More than five (5) years of relevant work experience with a reputable NGO in a Management position.
- Demonstrated excellent management skills.
- Advanced computer literacy.

### c) *Program Manager (PM)*

- Post graduate degree (Masters) in development and social work or related discipline.
- At least five (5) years of relevant work experience with a reputable organization.
- Demonstrated excellent community mobilization and communication skills with experience and knowledge of participatory methodologies.
- Advanced computer literacy.

### d) *Finance and Administration Manager (F&A)*

- Post Graduate degree (Masters) in Finance and accounting or related discipline.
- Certificate in Public Accounts

- At least five (5) years' experience of work in financial management reputable organization, preferably NGO
- Advanced computer literacy

e) *Project Officer (PO)*

- Under graduate degree in development and social work or other related discipline.
- At least three (3) years of relevant work experience.
- Demonstrated excellent community mobilization and communications skills with experience and knowledge of participatory methodologies.
- Advanced computer literacy.

f) *Accounts Officer (AO)*

- Under graduate degree in Finance and accounting or related discipline.
- Certificate in Public Accounts
- At least three (3) years' experience of work in financial and accounts management reputable organization, preferably NGO
- Advanced computer literacy

g) *Field Officer (FO)*

- Diploma in development or social work or related discipline or a degree in social work at least three (2) years in relevant work experience.
- Demonstrated excellent community mobilization and communication skills with experience and knowledge of participatory methodologies.
- Basic computer literacy.

#### *h) Volunteers and Interns*

- Degree or Diploma in Social Work or related discipline and willing to serve as a volunteer.
- University/College student.

#### *i) Secretary*

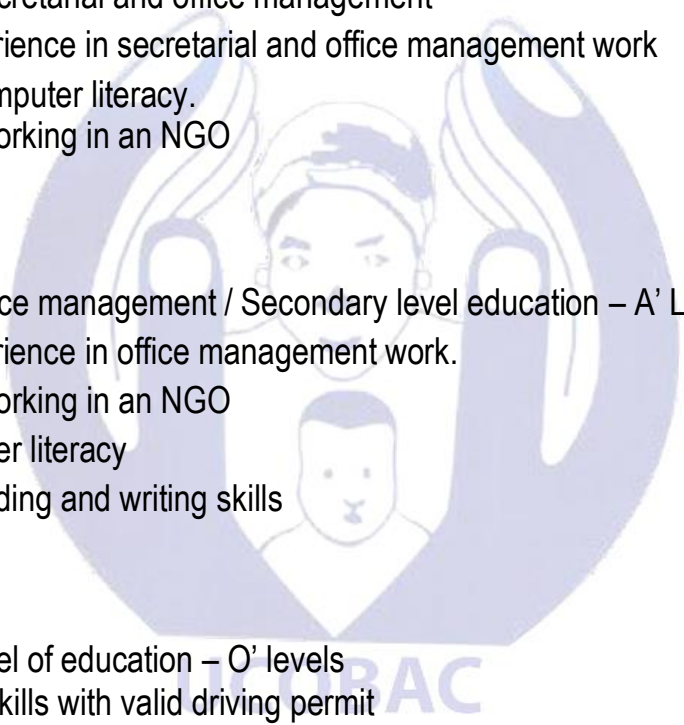
- Diploma in secretarial and office management
- 3 years' experience in secretarial and office management work
- Advanced computer literacy.
- Experience working in an NGO

#### *j) Office Assistant*

- Certificate office management / Secondary level education – A' Level
- 2 years' experience in office management work.
- Experience working in an NGO
- Basic computer literacy
- Adequate reading and writing skills

#### *k) Driver*

- Secondary level of education – O' levels
- Good driving skills with valid driving permit
- Experience of at least 2 years working in an NGO
- Adequate reading and writing skills



## SALARIES

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- An annual organisation pay roll will be developed and certified by organisation Board and management. The payroll will clearly state the staff respective project salary contributions, gross salary, statutory deductions, and net salary.
- The gross amount of the salary is obtained from the employee's employment agreement/contract or salary increase approval form.
- Salary payments will be made by issuing cheques or online bank transfers (for senior staff) and cash for junior/support staff.
- Staff salaries are to be directly deposited to the respective staff bank accounts
- An employee's pay cheque should never be made payable to anyone else other than the employee.
- All staff will be paid for 13 months – (13th month is an extra month pay made at the end of the year).
- At the end of each payroll cycle, the Accounts Officer must provide a pay slip to each employee. The pay slip should include the gross salary, the breakdown of deductions and net salary.

### Salary revision /increment

- The gross salary of the employed staff is subject to periodic review and revision by the UCOBAC Finance Committee and Board.
- Salary revision should be based on the following;
  - Added work load/Added work time
  - Period of employment
  - Staff Performance
  - Cost of living
  - New job appointment
- Staff can apply to the UCOBAC Board Finance committee, through the supervisor and head of department for a salary review/increment. The UCOBAC Board finance committee will discuss the application with the staff and either approve or disapprove the application in writing (salary increase approval form)

## Salary Advances

UCOBAC staff may be granted salary advances in special circumstances including:

- Advance payment for house rent.
- Advance payment to pay school fees.
- Advance payment to pay expenses on compassionate grounds (to clear hospital bills, burial expenses etc).

Staff MUST apply for a salary advance in writing through the Finance and Administration office and respective employee's head/Director of department, for review and approval by the Executive Director. The amount of the advance must not at any one time exceed an individual's three months' salary.

The recovery of the salary advances shall be affected by deductions from the employee's monthly salary over a period not exceeding 6 months within the financial year. Staff will not ask for more advances until the previous is paid off.

## Confidentiality of the salary payroll

All the information on the payroll is confidential and it can be accessed by only authorized persons. The payroll is kept in confidence by the Departmental Accountant.

## Nature of payment of salaries

- Salaries will be paid on the last Friday of the month.
- All staff will be paid directly on their bank accounts through cheque or online bank transfers.
- All salaries will be subjected to statutory deductions/taxation (PAYE, NSSF, etc)



## STAFF ALLOWANCES AND PERDIEMS

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- Staff may receive allowances as deemed necessary. These allowance may include:
  - Daily Subsistence Allowance (DSA) while on duty out of station to cover accommodation and meals.
  - Safari Day Allowance (SDA) while out of station for long distance during the day to provide for meals.
  - Per diem allowance while on duty out of the country.
  - Acting Allowance to a position that falls temporarily vacant.
  - Fuel/transport allowance
  - Housing allowance
  - Medical allowance
- Allowances and per diems will be regularly reviewed and revised by the Finance Committee.
- The Board members will receive per diems while on official duty.

## OFFICIAL WORKING HOURS AND DAYS

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Days: Monday to Friday

Hours: 9.00 a.m. to 5.00 p.m. with 1.00 p.m. to 2.00 p.m. lunch break.

- Staff is expected to report on duty on time in accordance with the hours defined above.
- Staff may leave work prior to their official departure time but only with permission from their heads of departments or supervisor.
- No overtime payment will be made to staff as UCOBAC expects some level of volunteerism.

## LEAVE

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Categories of leave will include:

- **Annual leave** of up to thirty (30) working days per annum. These can be taken in two (2) phases of fifteen (15) working days. Annual leave will not be accumulated.
- **Sick Leave** – with Doctor's recommendation. Following three weeks of sickness, the employee will receive half pay. After six (6) months of continuous illness, the matter will be referred to the Board for a decision that may include termination.
- **Maternity Leave** – of up to 60 working days with full pay.
- **Paternity Leave** - of up to seven (7) working days with full pay.
- **Compassionate Leave** – of up to ten (10) working days with full pay for employees who lose close relatives e.g. husband/wife, father/mother, child.
- **Study Leave** – without pay to upgrade skills related to their work with the organization.

## HEALTH

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UCOBAC will provide a health insurance scheme or monetary contribution (medical allowance) to its staff to support in event of ill health, specifically for long term or chronic illness as deemed necessary.

Staff shall not be discriminated against or stigmatized due to their health condition.

- Staff services shall not be terminated or staff shall not be dismissed due to their health condition as long as the health condition is temporary or staff is still in position to offer his or her services with or after the illness.
- Staff will be paid their full salary for a period of six months when out of service due to a health condition. After a period of six months out of service, staff will receive half pay of their salary.

- After one year of illness, staff will be evaluated to determine if they are able or unable to continue providing their services to the organization. If found unable, the staff services to the organization will be terminated.

## TERMINATION OF SERVICE

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### *Staff resignation:*

Staff may terminate services with the organization but is required to give the Board a one month's notice or forfeit one month's salary in lieu of notice.

### *Staff dismissal:*

Appointing authority (UCOBAC Board and Executive Director) may terminate service of staff on giving the staff a month's notice or give him/her one month's salary in lieu of notice. This will be on grounds of serious misconduct or inability to perform following poor results of performance appraisal.

### *Staff retirement:*

There is no retirement age for all employees. A Staff is free to retire whenever they feel ready to do so or are unable to provided services as expected.

## STAFF PERFORMANCE APPRAISAL UCOBAC

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- UCOBAC will carry out an annual staff performance appraisal based on management by objective (MBO) which aims at secure maximum outputs and results with minimum efforts & resources.
- Staff will have a self-appraisal and
- A comprehensive staff appraisal forms should be developed and applied.

## DISCIPLINE

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- UCOBAC will deal with staff indiscipline and arising conflicts among staff with an open and fair policy.
- A policy of openness and fairness is encouraged so as to promote fairness, effective communication and problem solving.
- Standards / code of behavior at work place should be set and communicated to staff at a time of employment.
- A staff member under this policy is encouraged to seek solace from the direct supervisor, Executive Director or the Board when conflict occurs for mediation between conflicting parties. An open door practices will be encouraged so employees can report arising conflicts and violations.
- In case of failure of resolution of conflict through mediation, a case hearing will be held with the disciplinary committee to take disciplinary action.

*The following steps will be taken in carrying on disciplinary measures:*

- a) Report case to supervisor/ Executive Director/ Board/ disciplinary committee for mediation or disciplinary action.
- b) The supervisor/ Executive Director/ Board/ Disciplinary Committee should undertake Investigations to understand the conflict in order to take appropriate action.
- c) Mediation of conflicting parties to resolve the conflict.
- d) Face disciplinary committee for complicated and chronic conflict or indiscipline.
- e) Issue verbal or written warning to the affected parties from the appointing authority (Board/ Executive Director).
- f) Suspension on half pay.
- g) Dismissal or Termination – This is especially on serious offences like theft, violence, resource misappropriation and harassment.

## STAFF TRAINING AND DEVELOPMENT

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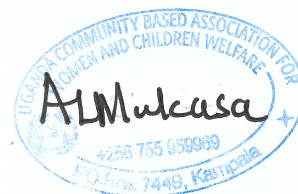
UCOBAC is committed to having competent highly skilled workforce. The organization therefore has in place a policy to continuously provide training and development programs. To achieve this, UCOBAC will:

- Put in place a Human Resource Committee to be responsible for approving training courses for staff.
- Establish a revolving skills development fund to provide short courses for staff in their relevant work.
- Identify, encourage and recommend staff to take up/ apply for existing study opportunities related to their work.
- Promote induction and orientation of newly enrolled staff by senior staff/ supervisor in the organization.
- Encourage and support staff to academically upgrade or undertake higher education.
- Provide incentives to enable staff to undertake academic / skill upgrades – For example study leave, study recommendations, time flexibility.
- Organize period staff capacity and team building engagements
- Staff supported by UCOBAC (financially or in – kind) will be bound by guidelines set up by the Human Resource Committee.



**AUTHORISATION**

**UCOBAC**



**Signature:**.....

**Name: Solome Mukisa**

**Designation: Executive Director**

**Date: 14<sup>th</sup>. December. 2020**

**Signature:**.....

**Name: Agnes Mukasa**

**Designation: Board Treasurer**

**Date: 14th. December. 2020**