Tanzania Personnel Policies and Procedures Manual

Johns Hopkins University Center for Communications Programs Tanzania

JHU•CCP TZ
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This manual is the official statement of the Johns Hopkins University (JHU) operating in Tanzania under the Johns Hopkins University Center for Communication Programs (TZ) Ltd (JHU•CCP TZ) personnel policies for Tanzania. It is the responsibility of each manager and supervisor to administer these policies consistently and impartially.

1. The policies in this manual are applicable to all staff employed by JHU•CCP TZ in Tanzania exclusive of United States citizens and those on the Baltimore payroll.

2. The Office of the Vice President for Human Resources at Johns Hopkins University is responsible for personnel policies globally and any revisions to this manual will be made with approval of the Vice President of Human Resources.

3. This manual will be kept online at the Human Resources website under the Human Resources Section. Any revisions to the manual will be placed on the same website and will be announced to the divisional staff and the staff in Tanzania.

4. Please note that this policy manual does not contain all JHU•CCP TZ, divisional or departmental policies that may apply to staff members. Questions about application of other policies may be addressed to the responsible human resources manager or office in Baltimore.

The policies contained within this manual are not intended, nor should they be construed, to create a contract of employment for a specified period of time. Unless otherwise agreed to in writing between JHU•CCP TZ and an individual staff member for a specified period of time, employment with JHU•CCP TZ is at-will, which means that any employment may be terminated by the staff or JHU•CCP TZ at any time (subject to applicable notice requirements) regardless of cause. JHU•CCP TZ reserves the right to alter, amend or discontinue any or all of the provisions of these policies and the benefits at any time, with or without prior notice, to the extent permissible by applicable law.

JHU•CCP TZ retains all managerial and administrative rights and prerogatives entrusted to it and conferred on employers inherently and by law. These include, but are not limited to: the right to exercise judgment in establishing and administering policies, practices and procedures, and to make changes in them without notice; the right to take whatever action is necessary in JHU•CCP TZ’s judgment to achieve its goals; and the right to set the standards of productivity and services to be rendered, etc. Failure of JHU•CCP TZ to exercise any such prerogative or function in a particular way shall not be considered a waiver of JHU•CCP TZ’s right to exercise that prerogative or function in the future or to preclude it from exercising that prerogative or function in some other way.

Section 2: Equal Employment Policy

Each year JHU•CCP TZ formally reiterates and reaffirms its commitment to the goal of equal opportunity for its entire staff. As a matter of policy to which it is staunchly
committed, JHU•CCP TZ does not discriminate on the basis of race, color, gender, religion, age, sexual orientation, national or ethnic origin, disability, marital status, or any other classification considered unlawfully discriminatory under any applicable Tanzania law. JHU•CCP TZ is committed to providing qualified individuals access to all employment programs, benefits, and activities on the basis of demonstrated ability, performance, and merit, without regard to personal factors that are irrelevant to the program involved. JHU•CCP TZ’s equal opportunity policy applies to all employment decisions, including those affecting hiring, promotion, demotion, or transfer; recruitment; advertisement of vacancies; layoff and termination; compensation and benefits; and selection for training.

Section 3: Standards of Conduct

A. General Policy

It is the policy of JHU•CCP TZ to treat staff members with equity, civility, and respect. In return, JHU•CCP TZ expects staff members to adhere to standards of conduct and performance that are established to enable all to work together to achieve the objectives of JHU•CCP TZ. These Standards of Conduct are reasonably related to the orderly, efficient or safe operation of JHU•CCP TZ in Tanzania.

B. General Standards of Conduct and Performance

General standards of conduct and performance apply to everyone employed in Tanzania. Violation and/or failure to adhere to these standards may result in disciplinary action, up to and including, termination. These standards include, but are not limited to, the following:

a. Each staff member is to spend the workday effectively and efficiently by performing the proper tasks safely, competently and in a timely manner and demonstrating an awareness of priorities.

b. Each staff member is to comply with JHU•CCP TZ and departmental policies and procedures.

c. Each staff member is to be at work when scheduled.

d. Each staff member is to notify the supervisor of an unscheduled absence no later than one hour after the scheduled time to report to work or in accordance with departmental guidelines.

e. Each staff member is to work during working hours.

f. Each staff member is to cooperate with reasonable requests from co-workers.

g. Each staff member is to perform reasonable job duties, even if not part of the job description, as assigned by the supervisor.

h. Each staff member is to respect the confidentiality of sensitive information. Such information should not be repeated, discussed or removed from the work area except for legitimate work reasons.

i. Each staff member is to give proper notice of resignation.

j. Each staff member is to safeguard personal property.

k. Each staff member is to respect the property of others and of JHU•CCP TZ and to use JHU•CCP TZ property only for legitimate work purposes (e-mail, facsimile machines, computers, copiers and other JHU•CCP TZ
equipment). Taking of property belonging to others or JHU•CCP TZ will not be tolerated.

1. Each staff member is to maintain appropriate workplace behavior that fosters collegiality and teamwork. Without these qualities, JHU•CCP TZ cannot achieve its goal in an effective and efficient manner.

m. Each staff member is to utilize internal resources to resolve employment problems (discussion with supervisor, department administrator, human resources, grievance process, etc.)

n. Each staff member is to know the fiduciary duty associated with JHU•CCP TZ employment and to perform the duties accordingly; any conduct which conflicts with the interest of JHU•CCP TZ will not be tolerated.

o. Each staff member is prohibited from selling or buying any illegal substances during work hours or on JHU•CCP TZ's premises.

C. Workplace Civility

The quality of services and products delivered by JHU•CCP TZ is driven by the quality of life of the staff providing the service or product. Working to foster a civil workplace includes, but is not necessarily limited to, the following:

a. Each staff member is to respect the rights of others (for example, not to threaten or to endanger any person’s life or health, either deliberately or through carelessness).

b. Each staff member is to be courteous towards fellow staff members and visitors. Disruptive, discourteous and/or insubordinate conduct will not be tolerated.

c. Conduct that causes or threatens harm to others or that constitutes persistent, unwanted behaviors will not be tolerated.

d. JHU•CCP TZ does not restrict political activity if it does not involve JHU•CCP TZ’s name, property, facilities or materials.

Section 4: Recruiting and Employment

A. General Policy

JHU•CCP TZ’s recruiting protocol includes developing a job description that describes a job’s major functions and required qualifications, advertising the position, screening applicants, and interviewing qualified candidates. Applicants are selected for interviews based on their qualifications for the positions. When a final candidate is selected, references and employment/education background will be verified as applicable.

B. Employment Agreement

After the selection as a final candidate, the individual will receive an employment agreement signed by an authorized JHU•CCP TZ representative in accordance with JHU•CCP TZ and Tanzania labor law as applicable. The agreement shall include a title, job description (when appropriate), the duration of employment, salary, and any allowances.
C. Probationary Period

Newly hired individuals and those rehired after termination of employment are considered to be on a probationary period up to six (6) months, that can be extended to a further period of twelve (12) months at the discretion of the Country Representative/Chief of Party. Upon completion of the initial six (6) month probationary period or extended period, if applicable, the staff member will undergo an appraisal to assess his or her suitability to perform the duties of the position. A negative assessment may result in termination.

D. Hiring of Family Members

Immediate family members and members of the same household are not to be employed in any position where one family member has line authority over personnel actions concerning the other. For the purposes of this policy statement, immediate family includes all relatives, such as, but not limited to the following: spouses, same sex domestic partners, children (including step-children and foster children), parents, step-parents, grandparents, grandchildren, in-laws, siblings (including step-brothers and step-sisters), cousins, nieces, nephews, aunts and uncles. If two staff members become members of the same household, both may retain their positions, provided one is not under the direct or indirect supervision of the other. It is the responsibility of the supervisor/manager to advise the department administrator if such a relationship is established. Exceptions to this reporting relationship limitation require the approval of the Country Representative/Chief of Party.

Section 5: Hours of Work and Overtime

A. Standard Work Week

The standard workday is 7:30 a.m. to 5:30 p.m. Monday to Thursday with one hour for break. On Friday, the hours are 7:30am to 11:30am with no breaks. For payroll purposes, the standard workweek consists of 40 hours in a week.

For drivers the standard workday Monday to Thursday is 7:30 a.m. to 6:00 p.m. with 30 minutes for lunch. On Friday, the hours are 7:30 a.m. to 12:30 p.m. For payroll purposes, the standard workweek for drivers consists of 45 hours in a week.

All local staff is required to submit a timesheet to the supervisor on a monthly basis and all time sheets must be maintained in the local office.

B. Terms of Employment

Full-time employee: Any person employed to work at least 75% (30 hours) of the full-time workweek, based on a standard work week of at least 40 hours.

Specific task employee: Any person hired to supplement the work force for a specific period of time or for a specific project or task usually less than twelve months. Specific Task Employees will receive pro-rated benefits in accordance with prevailing local legislation.

Consultants: Any person hired to provide technical or professional services for a specific period for an agreed fee. An individual consultant’s agreement will be
developed and will include the consultant’s objectives, time frame for service, amount and terms of compensation and any other details specific to the consultancy. Consultants are eligible only for benefits specifically identified in the consultancy agreement and are not staff members. Once the assignment is completed, the consultant service ceases. No services will be provided without the signed International Independent Contractors Agreement approved through the Baltimore office and without the approval of the Country Representative/Chief of Party.

**Interns:** Any person currently involved in, or recently completed, a course of studies who is affiliated with JHU•CCP TZ for a limited period of time in order to enhance academic pursuits through exposure to professional operations at JHU•CCP TZ. Selection of an intern may arise from JHU needs or based on applications received. Interns should have an academic background in Business Studies, Public Health, Research, Sociology or Marketing to gather professional experience during internship period (typically not to exceed 1 year). Internships cannot normally be extended or renewed. Interns are considered volunteer positions. Remuneration is based on an approved total package specifically identified in the internship agreement. Interns do not receive all the benefits within the LCP plan.

**C. Attendance/Tardiness**

Each staff member is to be at work when scheduled (for example, to attend work regularly, not to arrive late, not to abuse sick leave or lunch periods, and not to leave early without appropriate approval). Each staff member is to notify the supervisor or designee of any unscheduled absence no later than one hour after the scheduled time to report to work. Unexcused absenteeism and tardiness will be handled in accordance with JHU•CCP TZ’s disciplinary procedure in accordance with Tanzania local laws.

**D. Overtime**

Pursuant to local law, any staff member who is not a manager and who works more than 45 hours in one week or 9 hours in one day or 6 days in one week is entitled to overtime pay of one and a half times their basic salary. Alternatively, staff shall be entitled to time off in lieu of overtime. Compensatory time off must be taken within that particular month of being earned. In either instance neither payment nor time off will be granted unless the overtime work has been pre-approved by Country Representative/Chief of Party.

**E. Unscheduled Office Closings**

If the situation warrants, the Country Representative/Chief of Party, in consultation with the headquarters, may decide to close the office early, or not open on a normal workday. In the event of an unscheduled closing, the Country Representative/Chief of Party will inform the staff as far in advance as possible. Staff will receive instructions regarding the reopening of the office and whether they will be compensated despite the closure.
Section 6: Disciplinary Actions

Proven violation of standards and policies by any staff member, regardless of the type of appointment will lead to appropriate disciplinary action. Depending on the seriousness of the case, a disciplinary action may entail an oral or written reprimand, suspension from duty or separation, and may be cause for legal action. Generally, an staff member must be given the opportunity to provide an oral or written explanation or justification before the disciplinary action is taken. Generally only one disciplinary action need be administered per offense. The following is a list of possible types of disciplinary actions that may be taken. JHU•CCP TZ is not obliged to undertake all or any of the following actions and provided that the minimal actions required by local law have been undertaken any dismissal arising therefrom shall be considered just and fair.

A. Types of Disciplinary Actions

1. Oral Reprimand: an oral reprimand is generally made by the staff member's supervisor. A note to the record of the oral reprimand should be made and later confirmed by the supervisor in a letter to the staff member. Plans for correcting the situation should be agreed to by both the supervisor and staff member. Timeliness is extremely important with any oral counseling or reprimand, as is the opportunity for frank discussion of expectations.

2. Written Reprimand: a written reprimand is used when an oral reprimand has already been administered without success, or when the offense is more serious. The written reprimand is normally signed by the staff member's supervisor and a copy is placed in the staff member's personnel file. The reprimand should contain plans for improvement including the method of follow up.

3. Suspension: a suspension is used when oral and written reprimands have been administered without success or when the gravity of an offense is so serious as to warrant a more stringent corrective action or short separation. Any suspension should be well documented to the file.

4. Separation for Cause: a staff member may be separated for cause if his/her performance is found unsatisfactory or if he/she is found guilty of gross misconduct. However, except for serious offenses (theft, malfeasance, etc.), the staff member separation should follow oral or written warning where a plan was developed to address the poor performance. When a staff member's performance is such that continued employment is not advised, a transition plan may be implemented. The agreement must be approved by a Country Representative/Chief of Party and documented.

5. Grounds For Dismissal: Some conduct may be considered gross misconduct and result in dismissal. Generally, the Country Representative/Chief of Party will apply these termination guidelines. The following is a non-exhaustive list of examples of behavior that may result in dismissal:
   1. Dishonesty or untrustworthiness in statement or in actions.
   2. Theft of JHU•CCP TZ money, equipment, material or property.

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3. Insubordination (refusal to perform assigned duties or to follow orders of management).
4. Fighting or assault on someone on JHU•CCP TZ premises or at a JHU•CCP TZ sponsored function or activity.
5. Possession of or bringing onto JHU•CCP TZ premises dangerous weapons of any kind or other contraband.
6. Destruction of, or damage to, JHU•CCP TZ property or products.
7. Possession, drinking, or being under the influence of alcohol on JHU•CCP TZ premises or while on duty.
8. Possession, use, buying, selling or being under the influence of any illegal substances, drugs, narcotics, or other intoxicants while on JHU•CCP TZ premises or while on duty.
9. False statement, misrepresentation, or fraud in the employment application or official documents.
10. Willful disregard for rules and regulations.
11. Failure to comply with written or oral directives or instructions in such a way that the project or work of others is seriously jeopardized.
12. Misappropriation of project funds.
13. Falsifying time and attendance or payroll records.
14. Serious negligence or unauthorized use of JHU•CCP TZ premises, equipment, material or property.
15. Divulgence of sensitive privileged information.

All decisions to terminate JHU•CCP TZ staff require the approval of the Country Representative/Chief of Party.

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Section 7: Salaries and Wages

A. General Policy

JHU•CCP TZ’s policy is to provide salary/wages to local staffs consistent with the prevailing laws and compensation practices in the country of employment.

B. Position Description

Position descriptions summarize the main responsibility of the job as well as the knowledge, skills and abilities required to perform the job. They are also used to determine the appropriate salary for a position. Both the supervisor and the staff members are responsible for keeping the position description current.

C. Salaries/Wages Determination

The salary/wage for a given position is based on its duties, as well as the level of skills and expertise required. Any individual staff member’s salary in a position is also based on her/his salary history, professional accomplishments, the local salary market, and sponsor provided funding limitations.
D. Salary Payment

JHU•CCP TZ will process salary payments by the 25th working day of the month. Staff members can be paid by check or bank transfer upon request. Staff members are paid monthly, based on a calendar month, for services performed during that period. Salary computation is based on a time sheet. Staff should submit their timesheets to the Human Resources department on the 2nd day of the month following the month reported on the timesheet. If the 2nd day falls on weekend and/or holiday, then it should be submitted on the first working day following that particular weekend and/or holiday. Staff who will not be able to submit their timesheet on the specified date should explain in writing before the due date. Staff who will be traveling will have to leave their timesheets filled and signed and await approval from their respective supervisors.

E. Income Tax Withholding

The monthly salary of the staff would be subject to deductions at source in accordance with the rates prescribed by applicable law, including but not limited to deduction of PAYE (income tax) and deduction of any statutorily required pension payments.

JHU•CCP TZ locally hired staff members will be registered with relevant the Social Security Fund. JHU•CCP TZ will contribute 20% of the staff member's basic salary representing both the employer's 10% statutory contribution and the staff member's 10% statutory contribution.

JHU•CCP TZ makes no provision for private pension contributions over and above social security and/or pension contributions.

JHU•CCP TZ will deduct income tax each pay period for all locally hired staff members according to the Income Tax Act, 2004 of Tanzanian law and remit the same to the Tanzania Revenue Authority. All salary deductions will be shown on the monthly statement of earnings.

F. Performance Appraisals and Salary Increases

The salaries/wages schedule will be monitored and revised as appropriate. Written performance appraisals will be conducted on an annual basis and will be utilized to determine any salary/wage increases in conjunction with the standard Foreign Service Nationals (FSN) scale increase guidelines.

Section 8: Benefits

A. General Policy

JHU•CCP TZ is committed to providing benefits to all staff members in accordance with the Tanzania laws and as allowed by the funding source for the activities being conducted in Tanzania.

B. Types of Benefits Offered

Medical Insurance: JHU•CCP TZ will directly pay the premium cost of local medical insurance for each full time staff member and her/his authorized dependents up to a
total of five. Currently, the JHU•CCP TZ subscribes to the Bronze Premium Cover Plan offered by AAR Insurance Ltd.

Except where otherwise noted, full time staff members may claim the following individuals as authorized dependents for the purpose of medical insurance:

1. Legally married spouse;
2. Dependent biological children of the staff member living within the staff member’s household up to the age of 19 (or age 23 with documentation of full time student status).
3. Legally adopted (with legal documentation) children of the staff member living within the staff member’s household up to the age of 19 (or age 23 with documentation of full time student status).

JHU•CCP TZ reserves the right to request certificates of marriage, birth, or student status to verify eligibility for dependent benefits as described above.

Social Security: JHU•CCP TZ will contribute 20% of the staff member’s monthly basic salary representing both the employer’s 10% social security statutory contribution and the staff member’s 10% social security statutory contribution.

Allowances: JHU•CCP TZ offers allowances to all full-time local staff members in accordance with the U.S. Department of State FSN Local Compensation Plan. These allowances will be detailed in the employment agreement at the time of hire. Allowances may be subject to social security and other applicable taxes.

Annual Bonus: Subject to the availability of funds, all full-time staff members who have successfully completed their probationary period will receive a bonus at the end of the calendar year in the December pay. The bonus is 5.5% of their annual base salary. This bonus is subject to all applicable income tax deductions. Full-time staff members who have been on the payroll for less than 12 continuous months (one full year) will receive this bonus in full. However, if they leave before the end of the calendar year the bonus will be prorated and the difference deducted from their final pay. Periods of leave without pay or suspension will be deducted from service credits used to calculate the annual bonus.

Vacation Bonus: Subject to the availability of funds, all full-time staff members who have successfully completed their probationary period will receive a vacation bonus at the mid-point of the calendar year in the June pay. The bonus is 5.5% of their annual base salary. This bonus is subject to all applicable income tax deductions. Full-time staff members who have been on the payroll for less than 12 continuous months (one full year) will receive this bonus in full. However, if they leave before the end of the calendar year the bonus will be prorated and the difference deducted from their final pay. Periods of leave without pay or suspension will be deducted from service credits used to calculate the vacation bonus.
Section 9: Gift Policy

Staff members may not accept gifts or entertainment that might influence their decision-making or compromise their judgment. Staff members should not accept gifts, hospitality, favors or entertainment of any value from any vendors who have current or pending business arrangements with JHU•CCP TZ over which that person has authority or influence.

Section 10: Leave Allowances and Records

A. General Policy

A staff member is responsible for keeping the supervisor informed of all absences. A staff member may not be absent for any reason without informing her/his supervisor. Absences that have not been approved by the supervisor will be charged as leave without pay. A staff member who is absent for three (3) consecutive days without contacting the supervisor is subject to discharge for abandonment of the position. Habitual absenteeism and tardiness will be handled in accordance with JHU•CCP TZ's disciplinary actions and Tanzania labour laws. Staff members are to provide sufficient notice of intention to take any form of leave.

B. Public Holidays

The JHU•CCP TZ will follow the Association of Tanzania Employers (ATE) schedule of government gazetted holidays.

If a public holiday falls within a period of approved paid leave, the staff will not be charged leave on that holiday. If a staff member is required to work on a public holiday due to pre-scheduled training, meetings, or travel status, s/he is entitled to take an off day at another time within the same calendar month subject to her/his supervisor’s written approval.

C. Annual Leave

In accordance with Tanzanian laws, staff members are entitled to twenty-eight (28) consecutive days of annual leave per year once they have completed twelve (12) consecutive months of service. However, staff members are allowed to apply for accrued pro-rated leave prior to their annual leave which, if granted, will be deducted from their 28 days of consecutive annual leave. All leave requests are subject to supervisor’s approval based on the business needs of the office. Any leave request of longer than five (5) calendar days must be submitted for approval at least one week prior to the first day of the requested leave. Staff hired after the first day of the month or terminated within the month will accrue annual leave on a pro-rated basis. Although staff members may begin accruing leave immediately, they may not take annual leave during the first six (6) months of their employment.

Any unused annual leave may be carried over to the next leave year, the total carried over leave not to exceed ten (10) days. Staff members cannot take annual leave that they have not yet earned. When a staff member is terminated or resigns for any reason, s/he will be paid the value of any unused annual leave.
D. Sick Leave or Short Term Leave
All full-time local JHU•CCP TZ staff members are eligible for up to twelve (12) days of sick leave per calendar year (accrued at one day month).

All staff members are eligible for up to 126 days of sick leave during a consecutive 36 month period of employment in accordance with the prevailing local legislation.

Sick leave must be justified by a recognized government doctor’s order or JHU•CCP TZ appointed hospital and upon return to duty, the staff member must also produce a release from a medical provider allowing for their return. A staff member must notify the Administration Manager as soon as possible when a period of sick leave is likely. The need for sick leave must be documented in writing with supportive records as appropriate, however, that requirement may be waived for periods of sick leave of less than three (3) consecutive days. JHU•CCP TZ treats staff member’s records and documentation of sick leave as confidential.

During periods of sick leave, the staff member can return to his/her position at any time. However, if the sick leave exceeds 126 days during the 36 month period, JHU•CCP TZ has the right to replace the staff member and terminate the employment contract in accordance with prevailing laws. All terminal benefits will be paid out to the staff member in such cases.

The first 63 (sixty-three) days on sick leave are compensated at full (100%) base salary. The last 63 (sixty-three) days of sick leave are compensated at one half (50%) base salary. Upon separation, no payment will be made to the staff member for any unused sick leave. All staff members returning from sick leave of more than three (3) days must provide a health release form from their health care provider.

E. Maternity and Paternity Leave

Benefits-eligible staff who give birth to a child or children must give written notice to JHU•CCP TZ of their intention to take maternity leave at least three (3) months before expected date of birth, and such notice shall be supported by medical certificate. If proper notice is given, the staff is entitled to eighty-four (84) days for the single birth or one hundred (100) maternity leave days in the event of multiple births (more than one child at the same time). Paternity leave is three (3) paid days in a leave cycle and must be taken within seven days after the birth of the child.

F. Breastfeeding Policy

In accordance with local labour laws, any nursing mother will be entitled to take up to two hours off per day upon her return from maternity leave up until the date that the child reaches the age of 9 months. Any staff wishing to use this policy must consult with her supervisor regarding what hours she will use for nursing her child.

G. Bereavement/Compassionate Leave

All staff members are entitled to four (4) days of paid leave in a leave cycle following the death of a spouse, parent, grandparent, grandchild, sister, brother, child or authorized dependent.
H. Leave of Absence (Unpaid Leave)

All staff members who have successfully completed their probation period with JHU•CCP TZ can request in writing leave without pay from their Country Representative/Chief of Party. If the requested leave is for more than a month the Divisional office in Baltimore, Maryland, USA, must also approve such requests. The staff can be required to use accrued annual leave before taking a leave of absence without pay.

Periods of unpaid leave will not count towards a staff member’s length of service for the purpose of calculating annual leave. Sick and annual leave do not accrue during a leave of absence without pay that exceeds eleven (11) working days during a calendar month. A position vacated by a staff member on an approved leave of absence without pay for ninety (90) days or less cannot be filled with a regular replacement unless the Country Representative/Chief of Party gives the staff member a letter prior to the beginning of the leave stating that the position may be filled.

I. Responsibility for Leave Records

The Country Representative/Chief of Party or designee will maintain leave records of individual staff member. These records will be the official leave record and will be part of the official personnel files.

J. Staff Member Records

Local staffs’ records will be maintained in-country with copies of the employment agreement, resume, employment application, and/or job description sent to the divisional Human Resource Office in Baltimore. Staff members should also keep copies of all personnel documentation for their own records. Staff members should notify relevant Human Resources personnel in case they want to update their employment records.

Section 11: Work Place Resolution Procedures

A. Procedure

1. Since most work-related complaints and disputes can be settled in conversation between the staff member and the staff member’s supervisor, staff members are encouraged to resolve any problem by seeing their immediate supervisors. An earnest effort is to be made to resolve these issues as promptly as possible.

2. If the staff member considers it to be appropriate, a conversation may be scheduled with the department head or the departmental administrator in Baltimore or a representative of the divisional human resources office or human resources manager in Baltimore instead of the staff member’s supervisor. Consultation with a representative of the human resources office or human resources manager in Baltimore is available to the staff member or supervisor at any point in the procedure. All parties are encouraged to
involve a representative of the human resources office or human resources manager in Baltimore when appropriate.

3. The supervisor is responsible for bringing any grievance involving suspension or termination to the immediate attention of the divisional human resources office or human resources manager in Baltimore.

4. It should be noted that the work place resolution policy outlined in this Section shall not apply to any grievances arising from disciplinary procedures, performance evaluations, warning letters or other procedures leading up to and/or including termination of employment.

Section 12: Termination

A. General Policy

Continued employment with the JHU•CCP TZ is subject to certain conditions. The most important of these are the need for the staff members’ services, continuance of the program in which the staff members’ work, and the staff members’ conduct and efficiency.

B. Resignation

To separate in good standing, staff members must give a minimum of thirty (30) days written notice of resignation to the supervisor. The supervisor can waive the notice period in full or in part.

C. Involuntary Termination

Termination may also result from continued poor performance or gross misconduct, in which case JHU•CCP TZ will undertake to implement all required procedures under Tanzanian laws.

D. Reduction in Force/Retrenchment/or End of Project

Staff members terminated because of a lack of funds, decreased program needs, reorganization or abolition of positions will be given written notice as far in advance as possible, but no less than one (1) month and JHU•CCP TZ shall engage the affected staff members in consultations in accordance with the prevailing local legislation relating to procedures for termination for operational requirements (retrenchment).

E. Records

Upon termination of a staff member, all relevant personnel forms and records are to be sent to the divisional human resources office or the Human Resources Manager in the Baltimore Office.

Section 13: Employment Related Accident or Illness

Staff members are required to report any workplace accident or injury immediately to the supervisor and to use the medical insurance provided to them to seek appropriate medical treatment.
A. General Policy

JHU•CCP TZ recognizes that staff members should be free from all forms of illegal discrimination and harassment. Accordingly, harassment based on an individual's gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, religion, sexual orientation, gender identity or expression, veteran status, or other legally protected characteristic is prohibited. JHU•CCP TZ will not tolerate harassment, sexual harassment or retaliation in the workplace. Each member of the community is responsible for fostering civility, for being familiar with this policy, and for refraining from conduct that violates this policy.

1. For purposes of this policy, harassment is defined as:
   a). any type of behavior which is based on gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, religion, sexual orientation, gender identity or expression, veteran status, that
   b). being so severe or pervasive that it interferes with an individual’s work performance or creates an intimidating, hostile or offensive working environment.

2. Harassment when directed at an individual because of his/her gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, religion, sexual orientation, gender identity or expression, personal appearance, veteran status, or any other legally protected characteristic may include, but is not limited to: unwanted physical contact; use of epithets, inappropriate jokes, comments or innuendos; obscene or harassing telephone calls, e-mails, letters, notes or other forms of communication; and, any conduct that may create a hostile working or academic environment.

JHU•CCP TZ considers sexual harassment as a serious offence and will not tolerate any incident of sexual harassment. This includes unwelcome sexual flirtations, subtle pressure or request for sexual activities, inappropriate touching, and suggestive verbal comments or jokes. It is unlawful and against the policy of JHU•CCP TZ for any staff member, male or female, to sexually harass any other staff member or other person, male or female, at any time or place. Sexual harassment includes all behavior that is not welcome or that is personally offensive, including but not limited to:

1. Making an unwelcome sexual advance or request for sexual favors (through any means of communication, and whether directly or indirectly) or engaging in other unwelcome verbal or physical conduct of a sexual nature;

2. Making submission to or rejection of such conduct by an individual as the basis for continued employment or employment decisions affecting a staff member;

3. Creating an intimidating, hostile or offensive working environment by such conduct.
B. Third Party Sexual Harassment

Staff members are also not expected to endure unwelcome conduct by a person not employee staff member of JHU•CCP TZ, but any other person encountered in their course of employment by JHU•CCP TZ. Any staff member feeling harassed by such a person should make a report in the same manner as if harassed by a co-worker or superior.

C. Complaint Procedure

Any person who believes that she or he has been subjected to or witnessed sexual, racial or other harassment by or towards a co-worker, manager, customer or vendor must follow the complaint procedure below. The procedure to report an incident shall be as follows:

1. The incident shall be immediately reported to the complainant's supervisor or the Country Representative/Chief of Party. The person receiving the complaint then has the responsibility to report the complaint to the departmental office in JHU•CCP TZ's Baltimore Office.

2. Upon receipt of the complaint, the supervisor or the Country Representative/Chief of Party has the immediate responsibility to initiate an investigation that will include a confidential interview with the complainant, the accused harasser and, as necessary, any witnesses.

3. Following the investigation, any identified and confirmed problem will be met with prompt, corrective action.

Any person who violates this policy shall face immediate and appropriate disciplinary action. Disciplinary action may include corrective counselling, written warnings, suspension, demotion, transfer and/or discharge in the discretion of JHU•CCP TZ.

JHU•CCP TZ prohibits acts of reprisal against anyone involved in lodging a complaint of harassment. Conversely, JHU•CCP TZ considers filing intentionally false reports of harassment a violation of this policy.

Section 15: Policy on Alcohol/Drug Abuse and Drug Free Environment

JHU•CCP TZ has the right to protect company property, customers, and co-workers from the dangers and risks caused by the use of alcohol and/or unauthorized drugs. Consistent with these concerns, JHU•CCP TZ maintains a work environment free from the use of alcohol and/or unauthorized drugs in all of its worldwide locations. Staff members must report to work free from the effects of the use of alcohol and/or unauthorized drugs. Violation of this policy will lead to disciplinary action, up to and including termination from employment.

Staff members suffering from drug and/or alcohol dependency are encouraged to seek the advice and counsel of rehabilitation professionals. At the staff member's request, the Human Resources Team will, whenever possible, work with the staff member to find professional help.

Sick leave may be granted to a staff member that brings his or her drug or alcohol problem to the attention of management. However, a staff member’s participation
in a drug and/or alcohol rehabilitation program does not excuse the staff member from JHU•CCP TZ's performance standards or work rules while at work. Failure to meet these standards can be the subject of disciplinary action up to and including discharge.

As with other staff returning from sick leave, a staff member who completes a rehabilitation program may be required to complete successfully a medical examination prior to returning to work to ensure fitness for duty. Returning staff must also comply with any follow-up drug or alcohol screening required by the treatment centre or otherwise.

To preserve the staff member's right to privacy, records and discussions regarding personal problems of this nature will be handled in a confidential manner to the extent possible. These records and discussions shall be maintained separately from the staff's personnel record as part of the staff's confidential medical records.

As a condition of employment, each staff member must agree to abide by this policy, and to notify the divisional Human Resources Office or Human Resources Manager in Baltimore of any criminal conviction related to drug activity in the workplace (which includes any location where one is in the performance of duties) within five (5) days after such conviction. If the individual is supported by a federal grant or contract, JHU•CCP TZ will notify their department in the Baltimore office who then may notify the supporting government agency accordingly.

Section 16: Possession of Firearms on JHU•CCP TZ Premises

The possession, wearing, carrying, transporting, or use of firearm or pellet weapon is strictly forbidden on JHU•CCP TZ premises. This prohibition also extends to any person who may have acquired a government-issued permit or license. Violation of this regulation will result in disciplinary action and sanctions up to and including termination of employment.

Section 17: Policy on Smoking and Tobacco Products

Smoking is prohibited inside all facilities owned, leased, or operated by JHU•CCP TZ, including open and private offices, corridors, dining areas, restrooms, and common areas. This prohibition also includes all vehicles owned, leased, or operated by JHU•CCP TZ. JHU•CCP TZ also reserves the right to designate, with appropriate signage, certain outdoor areas – especially entrance ways – smoke-free. Cigarettes, cigars, and pipe tobacco will not be sold at any facility, location, or vending machine owned, leased, or operated by JHU•CCP TZ.

Section 18: Policy on Software Duplication and Information Technology (IT)

It is the policy of JHU•CCP TZ to respect the proprietary rights of owners of computer software and to expect that staff members will refrain from actions that constitute an infringement of the copyright or other proprietary right attached to software. Staff member is required to determine permitted uses of software in their
possession, such as the right to make copies, and to obtain appropriate permission when necessary.

JHU•CCP TZ, provides computer hardware and software, printers, and related equipment for the use of staff members while accomplishing project work. Staff members should be aware that access to this equipment comes with expectations of responsible use and computing and other resources may only be used for properly authorized work purposes. Any action, which may harm equipment or software or impair its use, is unacceptable.

If a staff member is having IT-related problems, s/he should contact the IT Officer.

A. Internet Usage

The Internet should not be used in the following ways:

1. Unofficial chatting.
2. Visiting non-work related blog sites.
3. Non-business use of video and audio streaming (including viewing of copyrighted and/or indecent materials).

B. Email Usage

JHU•CCP TZ provides an electronic mail system for project use only. All messages composed, sent or received on the organization’s electronic mail system will remain the property of JHU•CCP TZ.

All official mails should be sent using an official JHU•CCP TZ email address. Official emails should not be sent using other email address such as Yahoo, Gmail, etc.

Staff members will be responsible for costs related to any damage or loss, that may arise from any improper use of computer facilities.

Only registered legal software is authorized for work computers. No pirated or illegal software is allowed. Having pirated/illegal software on your computer could lead to civil penalties and/or criminal prosecutions.

In case of repeated or serious abuse, the Country Representative/Chief of Party reserves the right to take disciplinary action in accordance with JHU•CCP TZ’s Personnel policies.

Activities of staff members that infringe upon proprietary rights of others will not be considered to have occurred in the course of employment since they are expressly prohibited.

Section 19: Policy on Vehicles

A. General

JHU•CCP TZ maintains vehicles to support project activities. Project vehicles are authorized for Project related activities only.

The following are policies regarding the use JHU•CCP TZ vehicles:
1. Only JHU•CCP TZ staff members and persons officially participating in project activities are permitted to travel in a project vehicle.

2. Drivers and other staff as designated by the Chief of Party/Country Representative are the only staff authorized to drive JHU•CCP TZ vehicles.

3. Violation of this policy will result in disciplinary action and may result in termination of employment.

B. Personal Use of Project Vehicles
Personal use the project vehicles should only happen under emergency conditions and with the prior approval of the Country Representative/Chief of Party. The staff member will be charged for the personal use at the prevailing kilometer reimbursement rate for this use.

C. Prohibition of Night-time Use
Project vehicles may not, under any circumstances, be driven during night-time unless prior approval from the Country Representative/Chief of Party has been obtained.

D. Third Party Use of JHU•CCP TZ Vehicles
Under no circumstances, shall a project vehicle be loaned to an outside/third party.

E. Vehicle Management Responsibilities

1. The Administration Manager is the overall manager of the project vehicles, ensuring strict adherence to vehicle policies and efficient use of vehicles consistent with approved monthly work plans.

2. The Administrative Manager are responsible for the scheduling of the vehicles.

3. All staff members' transport requests are made through the relevant Administrative Manager. Staff members are expected to respect scheduled travel times and itineraries.

4. Drivers are responsible for maintaining vehicle logs. The Administration Manager reviews logs monthly for compliance and for calculating monthly fuel consumption per vehicle.

E. Fuel
When the project vehicles need fuel, the following action is required:

1. Drivers request a fuel voucher from the Finance department, who verifies the need against the vehicle log before issue and computes the number of kilometers driven since the last filling.

2. The Driver completes a fuel order form for approval by the Administration Manager.

3. The Driver will submit an approved fuel order form to Finance to acquire a fuel card.

4. The Driver takes the Fuel card to the Total fueling station to obtain a full tank
of fuel.

5. The Driver then returns the receipt to the Finance department to be included in the Field Accounts and documents the number of liters added to the tank in the vehicle log.

6. The Total fueling station will submit monthly fuel consumption to JHU•CCP TZ Finance department for reconciliations.

F. Fuel Purchases During Field Trips

1. The driver or another staff member receives a fuel advance prior to travel.

2. Fuel purchases needed during trips should be made from these funds and a receipt should be obtained indicating the number of liters purchased and the amount paid. Inputs of fuel should also be recorded on the vehicle log.

3. The receipt(s) and unused advance funds should be returned to the Finance department to clear the advance.

G. Maintenance & Cleaning

All JHU•CCP TZ vehicles must be maintained regularly. Drivers are responsible for checking that vehicles are in a roadworthy condition and compliant with all vehicle legislation (valid licenses, tax & insurance etc.), before they are used, which must be verified by the Administration Manager. Routine checks of oil, fuel, battery, brake and clutch fluid and water level of the radiator should be done every day.

The driver must report any maintenance or repair needs to the Administration Manager as soon as identified. If a vehicle cannot be driven due to an accident or mechanical reasons, the driver must consult with the Administration Manager prior to taking any actions to arrange towing or repair of vehicle. Any repairs required while in the field must be verified and authorized by the technical (Program) officer in charge.

The Administration Manager maintains a vehicle maintenance record for all vehicles. All vehicles should be taken for services after every 5,000 KM of accumulation.

H. Vehicle Usage Logs

Per the terms of JHU and Federal laws governing use of USAID-titled vehicles, there is implied responsibility that JHU•CCP TZ must maintain usage logs for our project vehicles:

The purpose of the Vehicle Usage Log is to document and monitor appropriate use of Project vehicles. The log collects information on when, how far, why, and who uses a vehicle. These logs are kept in every project vehicle.

It is the responsibility of each driver to keep a log of trips and mileage. During each day, the Driver must complete the Vehicle Usage Log, which documents the following information:

a). Purpose of Trip
b). Departure Point
c). Kilometer Reading Departure
d). Arrival Point
e). Kilometer Reading Arrival
f). Liters of fuel added (if the vehicle is driven to a fueling station)
g). Driver Signature
h). Passenger(s) Signature

The Administrative Officer is responsible for reviewing the Usage Vehicle Logs to ensure they are consistent with fuel receipts, trip reports and other documentation. Any inconsistencies identified should be immediately reported to the Administration Manager.

Specifically, logs are reviewed to ensure that:

a) Vehicles have been used as assigned;
b) Fuel intake is in accordance with kilometers driven;
c) Vehicles have only been used by assigned staff; and
d) Maintenance needs are anticipated and in accordance with kilometers and locations driven.

I. Instructions for Maintaining Vehicle Logs:

1. The Vehicle Usage Log is to be placed in each vehicle and kept there at all times.

2. The Vehicle Usage Log is to be completed for every trip the vehicle is used and signed by the officer who has requested.

J. Safety

The following vehicle safety guidelines must be followed at all times:

1. All drivers must have a valid driver’s license under the laws of Tanzania.

2. All drivers must provide their driving record on an annual basis to the Administration Manager.

3. Any parking violations, speeding tickets, or other related citations or violations must be borne by the drivers and reported to the Administration Manager.

4. Drivers must ensure that all passengers must wear seat belts at all times.

5. Vehicles cannot carry more passengers than the designated seating capacity.

6. Drivers must drive defensively, strictly observe all traffic regulations and drive within established speed limits, adjusting speed as appropriate to the terrain and in such a way as to ensure the safety of passengers, cargo and minimize the wear to the vehicle.

7. Drivers should be particularly observant of pedestrians, bicycles, animals, vehicles or any other potential hazards on the road.

8. Any driver found guilty of careless or dangerous driving will be personally liable for any related fines and will also be subject to disciplinary action.

The Driver has the sole authority to decide whether the vehicle and/or conditions are safe for travel.
K. Vehicle Security

Drivers are responsible for attending to the security of the vehicle. Vehicles should be parked at the office compound when not in use and during the night by Drivers, and never operated later than 6pm under any circumstances. Vehicles must be locked with alarms operated.

When out of town, vehicles must always be parked in a secure location, particularly at night. A secure location is defined as one where the risk of vandalism to the vehicle, theft of the vehicle or any of its contents is negligible.

Keys for vehicles should be returned to the Administration department in a lockable cabinet prior to close of business for safekeeping in office. Drivers approved to pick-up vehicles outside of office hours must coordinate handling of keys with Administration Officer.

L. Reporting of Accidents

All accidents must be reported immediately to the police and then the Administration Manager. The Driver should:

1. Obtain contact details of any other parties involved in the accident or witnesses to the accident.
2. Not move the vehicle, if at all possible, until after reporting to the police.
3. Take steps to protect the vehicle and any luggage from damage or theft, by moving to the nearest secure location before leaving it unattended.

Any traffic offence for which the driver is booked by the police should be reported to the Administration Manager. Drivers not reporting accidents, traffic offences or other incidents are subject to disciplinary action.

M. Use of Vehicles Outside of Office Hours

Within the time limits indicated above, the Chief of Party/Country Representative must approve in advance all vehicle use outside of office hours. This can include early pickup of vehicles in the morning, and use on weekends and holidays for work purposes consistent with monthly work plan.

Drivers picking up vehicles for use outside of office hours must inform the Administrator Officer for proper procedure adherences.

N. Driving Hours

In the interest of passenger’s safety and driver’s health, drivers may not drive for extended periods without a break. The following time restrictions must be strictly adhered to:

1. The maximum time drivers may drive in any one day is 8 hours.
2. Drivers should take a short break, of minimum 15 minutes, after at least every 3 hours.
3. For long drives of 6 hours +, drivers must break for lunch after a maximum of 5.5 hours.
4. The driver should feel free to request a break should he experience tiredness before the recommended rest time.
O. Driver’s Health

1. Drivers are responsible for ensuring that they are sufficiently fit to carry out their duties effectively and that none of their judgment, abilities or reflexes may be impaired.

2. Drivers have a duty to report to the Administration Manager immediately if they feel they are unwell or unfit to drive for whatever reason.

3. Any driver found driving under the influence of alcohol or drugs will be subjected to disciplinary hearing and may result into termination of employment.

4. Drivers are required to have eye tests from a recognized hospital on an annual basis and reports must be submitted to the HR unit for filling.

P. Use of Hired Cars

Staff members must use project vehicles for work purposes. The use of a taxi must be approved by the Chief of Party/Country Representative and is only permitted when:

1. All projects vehicles are occupied for other office duties and an emergency official trip has occurred.

2. All taxi requests have to originate from the Administration Department who will seek approvals from Chief of Party/Country Representative.
Employee Certification

This Personnel Policies Manual has been prepared for your information and understanding of the policies, philosophies and practices and benefits of JHU•CCP TZ. PLEASE READ IT CAREFULLY. Upon completion of your review of this handbook, please sign the statement below, and return to your supervisor within the first week of your employment.

This manual does not constitute a guarantee that employment will continue for any specified period of time. To the contrary, all programs continue only to the extent of the needs of beneficiaries, availability of funding, and host country government approval. The contents of this manual do not constitute an express or implied agreement of employment or a warranty of any benefits or terms of employment.

I, ____________________, have received and read a copy of JHU•CCP TZ’s Personnel Policies Manual which outlines the goals, policies, benefits and expectations of JHU•CCP TZ, as well as my responsibilities as a staff member.

I have familiarized myself, at least generally, with the contents of this manual. By my signature below, I acknowledge, understand, accept and agree to comply with the information contained in Personnel Policies Manual provided to me by JHU•CCP TZ. I understand this manual is not intended to cover every situation which may arise during my employment, but is simply a general guide to the goals, policies, practices, benefits and expectations of JHU•CCP TZ.

I understand that JHU•CCP TZ’s Personnel Policies Manual is not a contract of employment and should not be deemed as such, and that I am an employee at will.

_______________________________
Employee Name & Signature:

_______________________________
Employee’s Position:

_______________________________
Employee’s Location:

_______________________________
Date