



## UGANDA WILDLIFE SOCIETY

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### *PERSONNEL POLICY MANUAL*

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## **1. INTRODUCTION**

The purpose of setting out this Personnel Policy is to ensure that the employment policies of the Uganda Wildlife Society are sound and apply uniformly to all employees. The policy will therefore assist the executive committee and its sub committees in defining and coordinating the personnel administration as it applies to all the full time employees of the society.

The Staff on the other hand will find the document useful as it will help them understand the responsibilities, rights and obligations placed on them in order to improve their competence in the performance of their duties.

## **2. THE SECRETARIAT**

The Secretariat shall be headed by an Executive Secretary. Section 21 (2) of the Society's Constitution which establishes the position of Executive Secretary, empowers the Executive Committee to appoint such person as it shall think fit to be the Executive Secretary of the Society for period and upon such terms and conditions as to remuneration and services as the Executive Committee shall in its sole discretion determine.

The Secretariat is the operational arm of the Executive Committee and is involved in the day to day running of the Secretariat. The Executive Secretary is answerable to the Chairperson of the Executive Committee. While the Executive Committee is solely for policy functions, the secretariat does the management functions of the Society.

The constitution at section 21 (4) further states that the Executive Secretary shall assist the Executive Committee to appoint any person as an employee of the Society (and may suspend or remove any such employee).

The personnel Policy is therefore meant to assist the Executive Secretary in the carrying out of the responsibility as set out by the Society's Constitution. The tremendous growth, which the Society shall experience over the few years, has made this approach necessary

and timely. The policy document will therefore assist him/her and those upon whom the responsibility of supervision of others is delegated by the Executive committee.

### **3. CLASSIFICATION OF EMPLOYEES**

The Executive committee shall recognize the following classification of employees:

#### **(i) Secretariat Staff**

##### **(a) Technical Staff**

These are persons employed to execute the technical programmes and the administration of the Society. They include the Executive Secretary, and other Technical staff at officer level.

##### **(b) Support Staff**

These are all employees below the officer level. These are employees that carry out routine and often manual chores like drivers, messengers, tea makers, cleaners and watchmen.

#### **(ii) Consultants**

These are contracted by the Secretariat to undertake specific tasks. With the approval of the Executive Committee, the Secretariat may outsource for a given time consultants or contractees.

### **4. EMPLOYMENT PROCEDURES**

The Society seeks to employ persons who meet the highest standards of character and occupational qualification. They must be persons with the capacity to grow in their respective fields and become an essential part of the Society's Organizational Structure. Above all they must show commitment to wildlife and environment conservation. Uganda Wildlife Society will be an equal opportunity employer. Uganda Wildlife Society will at all times endeavor to have an open tender system where the jobs will be advertised to enable competitive recruitment.

#### **(a) Recruitment**

Recruitment into the service of the Society will be done by the Executive Committee for the post of the Executive Secretary, and with the assistance of the Executive Secretary for other posts.

In all circumstances vacancies will be notified to the Executive Committee who will then review the job description and remuneration for the person to be employed. Existing staff of the society with a potential for promotion should always be notified before a post in which they are likely to be interested is advertised in the Press.

**(b) Qualifications**

It is generally desirable that employees shall be persons with special aptitudes, skills and capacity for growth in the work. In addition to the academic and professional qualification, candidates with relevant experience and / or with proven interest in the objectives and of the Society would be preferred.

**(c) Recruitment procedures and Requirement**

- (i) On submitting an application or employment, the applicant will be required to provide the Society with detail curriculum vitae (CV). Where this has not been done an application form designed to bring out the applicant's history should be designed and made available to such applicants.
- (ii) Every employee will be issued a letter of contract in duplicate setting of the terms of the appointment. The employee should sign the duplicate to signify the acceptance of the appointment on the terms outlined in the contract. This signed copy should be returned to the Society for records on employee's personal file.
- (iii) A carefully written job description will be made available for each position, assigning responsibilities and establishing criteria for assessing performance. The job description should be reviewed periodically so as to keep it up to date.
- (iv) New employees should be introduced to staff supervisors and where necessary to the Society Executive Committee members. The following written documents should be given to the new employees.

- (a) Constitution and Byelaws of the Uganda Wildlife Society
  - (b) Personnel Policy
  - (c) The necessary statutory forms for completion e.g. N.S.S.F and PAYE
- (VI) A newly recruited employee will be placed on probation for a period of three (3) months. The probation period is designed to test the new employee's inclination and aptitude for the Society's service. Upon satisfactory completion of the probation the appointment will be confirmed. If the confirmation is denied, the Executive Committee will be under no obligation to give reasons or the action taken.
- (vii) The Society may also recruit staff on contract for a period not exceeding three years. Such contracts may be renewed at the discretion of the Society. The terms and conditions of employees on contract would be negotiated and set out in the contract signed with such employee and recommendation of the Executive Committee.

**(d) Hours of Work**

Uganda Wildlife Society work time is between 8.00 a.m and 5.00 p.m, with one hour lunch break between 1.00 p.m to 2.00 p.m. The senior staff members are considered on call in relation to their responsibilities at all times. It is therefore not possible for the Society to lay down the exact number of hours that senior staff will be called upon to perform in any one week. Such staff will however be expected to do as least 40 hours a week. But in certain cases, they may be called upon to undertake special assignments which may require them to work for more than 40 hours a week without being paid overtime. **However the society shall facilitate staff transport expenses by public means on such occasions.**

**(e) Leave**

All leave is subject to exigencies of service and shall be granted by the Society at its own discretion. Leave will fall into two categories as follows:-

Leave with pay and Leave without pay.

**Leave with pay** is generally described as leave where staff is paid all his or her salary. The Society will ensure that staff receives sufficient time off-duty to maintain their mental and physical ability to carry on with their duties efficiently. With every twelve consecutive months of service each staff will be eligible for leave which will vary from 24 hours of 21 working days. Such leave will be referred to as Annual Leave and will be taken with full pay as will be outlined in each employee's contract.

The onus of applying to take annual leave rests solely with the staff. **The request to carry forward annual leave shall be allowed of staff but this should not exceed 10 days in any one calendar year to which it relates.** An employee who extends his/her leave beyond the authorized period or leave without first obtaining written permission from the Executive Secretary or Chairperson as the case might be, shall be regarded as unauthorized absence from duty. A female employee will be entitled to **three** months maternity leave. **A male employee shall be granted paid leave of four (4) working days to enable him attend to his spouse and the newborn baby.**

Staff's leave may be interrupted where his or her services are required at short notice. Where leave is interrupted the remaining days can be taken at a convenient time to be arranged between employee and the Executive Secretary.

In the event of illness, staff may be given a sick leave whereby they would be paid up to three months full pay. Thereafter pay shall be granted at half rate for a further three months. The service may be terminated after 12 months if the illness persists. Under all circumstances, a valid medical certificate of the illness should be presented by the affected member of staff and validated by an accredited **Doctor.**

Employees may also apply for study leave in order to pursue training courses/study/sabbatical relevant to their work at the society. Study leave given at any one time will not exceed three months and will be without pay. Part time releases may be considered, at the discretion of the Chairperson. The Society may grant compassionate

leave to any staff member faced with a problem of an emergency nature such as bereavement and sabbatical.

**(f) Medical Expenses**

Uganda Wildlife Society will contribute up to Uganda shillings six hundred thousand towards medical expenses for each employee and hers/his spouse and three biological children under the age of 21 years.

**5. BENEFITS**

**(a) Social Security**

The Uganda Wildlife Society will ensure that every member of staff automatically joins the Government's National Social Security Fund (NSSF) and any other provident fund.

**(c) Travel**

Travel related costs will be met under a per diem system. Per diem rates are outlined in the Society Financial Policy-Manual and can be renewed from time to time by the Executive Committee.

**6. CONDUCT**

Employees of Uganda Wildlife Society are expected to maintain high standards of discipline wherever they are or go and in whatever they do. However, it has been found expedient to lay down the following specific instructions on conduct.

**(a) Private Interest and Private Activities**

An employee must subordinate his/her private interest and should not put himself/herself in a position where his/her duty and private interest conflict. He /she must not make use of his/her official position to further his/her private interests. Although the Society is in general not concerned with an employee's private activities, they must not be such as to bring discredit and/or public disrepute to the society.

**(b) Publication and Divulgence of Official Matters:**

An employee must not divulge to any person any official communication which he/she may receive, or information which may come to his/her possession or communicate the contents of any document or give such information to any person or persons unless properly authorized by the Executive Secretary to do so.

**(c) Acceptance of Gifts and Rewards**

- (i) It is a serious offence for an employee to corrupt, solicit or accept any gift or consideration as an inducement or reward for:-
- (ii) Doing, or refraining from doing anything in his official capacity or
- (iii) Showing favor or disfavor to any person in his official capacity

**(d) Lobbying**

An employee should not seek the influence or induce a member of any committee or the Society or any other person for advancement or other advantage in the service or intervention on his/her behalf. Any such approach will be regarded as misconduct and will render the employee subject to disciplinary action.

**(e) Civility towards Members of the Public**

Employees must treat members of the public in general and Society members in particular with courtesy and attend to them promptly.

If a complaint of incivility or inattention is proved beyond doubt it will be viewed seriously and the employee concerned will have disciplinary action taken against him / her.

**(f) Dress**

- (i) All employees will be expected to be decently dressed at all times they are on duty.
- (ii) All uniform – wearing persons if any shall be required to be in the uniforms supplied to them by the Society when on duty.

## **7. PUNCTUALITY**

Punctuality is of the utmost importance and a serious view will be taken against employees who fail to maintain a record of punctuality. During probationary period, lateness raises the question of dismissal after one warning.

## **(8) ABSENCE FROM DUTY**

An employee who absents himself or herself from duty without leave or acceptable reasons to the Executive Secretary Shall be disciplined. The disciplinary measure may include deduction of salary.

## **9. INFLUENCE OF DRINKS OR DRUGS**

This covers all cases where an employee's performance of duty is adversely affected by the influence of drink or harmful drugs. An employee who is observed to be drunk and incapable of performing his/her duties must be put off duty immediately. This rule is without exception.

Intoxication aggravated by other misconduct such as insubordination, violent assault on other members of staff or public or the causing of damage to official property will be treated as gross misconduct and will lead to the offender being liable to disciplinary action.

## **10. INSUBORDINATION**

Insubordinations as far as these regulations are concerned means the refusal to obey instructions given in writing by a superior officer. When this occurs an officer will be given the first opportunity to explain in writing to the Executive Secretary. If he/she refuses to do so, or persists in his/her insubordination, he/she will be suspended after three written warnings pending dismissal which will be effected by the Executive Committee.

(a)Types of Disciplinary Action

(i)Verbal communication

(ii)Warning letter

- iii) Suspension
- iv) Demotion
- vi) Dismissal

## **11. TERMINATION OF EMPLOYMENT**

Termination of employment by dismissal is a severe disciplinary action, which should be ordered by the Chairperson after at least the warnings in writing by the Executive Secretary citing the wrongful act of commission or omission done by the employee. No such notice is required where the employee is on temporary or probationary appointment.

## **12. WARNINGS**

If an employee commits an offence which in the opinion of the society does not warrant instant dismissal, such employee shall be warned in writing as follows.

- (a) The first and second warning in writing and recorded in his/her personal file.
- (b) If he/she commits a third offence within six months from the date of the second warning he/she will be liable to dismissal.

## **13. REDRESS OVER GRIEVANCE**

A staff member will be given every reasonable opportunity of a hearing in case of any grievances and shall be handled at the staff levels as follow:-

Employee shall take up the matter first with his/her immediate supervisor if not satisfied, then he/she will take up the matter with the Executive Secretary. If the matter is not resolved then make an appeal to the Executive Committee through the Executive Secretary.

## **14. RETIREMENT**

- (a) The statutory retirement age of 60 years will apply. However, the Society may at its own discretion re-employ the retired staff on contract basis.
- (c) The Society may, on its own discretion compel staff to retire from service.

## **15. SALARIES**

The Executive Committee will determine salary scales for all staff positions in the Society. The scales will be based upon training, experience, ability, and extent of responsibility, accountability, amount of supervision required, the **economic changes** and success on the job and salaries in comparable professions.

## **16. RESPONSIBILITY**

Acting appointment will be justified in the absence of the holder of the post.

Acting allowance will not be payable if a member of staff acts in a higher post for a period of sixty days or less. However, if he/she continues to act for more than 60 days an acting allowance to be determined by the executive committee will be paid to him/her.

## **17. EMPLOYEE/ STAFF PERFORMANCE APPRAISAL**

### **Performance Appraisal Procedures**

- a) Performance Appraisals shall be an on-going process, between the employee and his/her supervisor.
- b) An employee performance appraisal exercise shall be carried out for all employees by their supervisors at least once a year.
- c) Employees on probation shall be appraised towards the end of their probation.
- d) Performance appraisals shall start three (3) months before the end of the year.
- e) Employee Performance Appraisal shall be conducted by his/her immediate supervisor, in liaison with the employee her/himself, and, the Executive Secretary.
- f) In the case of the Executive Secretary, the Chairperson of UWS shall appraise him/her.

## **18. CONCLUSION**

These policies are given as a minimum and may be reviewed as need arises.