

# VALUE HEALTH AFRICA (VAHA)

## Human Resource Manual



## Acronyms

5YSP	5 YEAR STRATEGIC PLAN
APP	Annual Performance Plan
BOD	Board of Directors
BPPR	Biannual program performance review
BPR	Business Process Reengineering
ED	Executive Director
GMM	Governance and Management Manual
HRD	Human Resource Development
HRM	Human Resource Management
HRP	Human Resource Planning
IEC	Information, Education and Communication
ISPMA	Integrated strategic Planning and Management
KRA	Key Result Area
MBO	Management by Objective
MDG	Millennium Development Goals
MOU	Memorandum of Understanding
MPPR	Monthly program performance review
NGO	Non Government Organization
O& M	Organization and Management
OBP	Organization By Process
OCA	Organizational Capacity Assessment
PIS	Personnel Information system
PM	Performance Management
PM&E	Planning, Monitoring and Evaluation
PPR	Program Performance Review
PRPS	Performance Related Pay Scheme
QPE	Quarterly Program Evaluation
TPM	Total Performance Management
TWG	Technical Working Group

# 1. Introduction

Value Health Africa (VAHA) is an indigenous, non-political, non-religious development organization, established in 2015 to sensitize, and raise awareness on sexual and reproductive health issues and also on communicable and non-communicable diseases with the sole aim of improving on early diagnoses while preventing end stage complications resulting from them. VAHA has headquarters in Bamenda, North West Region of Cameroon, with regional offices in South West, Littoral and Central regions and has been carrying out various community health programs in over 200 communities of Cameroon.

The executive committee of VAHA comprises The Executive Director and Department Heads. This Manual is a product of the strategic plan 2020-2025 designed to spur holistic growth and improvement of service delivery in the organization. This strategic plan will serve as the driver for the organization

## **VISION**

Improved quality of life through health promotion and sustainable community development.

## **SLOGANS**

Your Health, Your Wealth

## **Mission**

The mission of VAHA is Capacity building, health systems strengthening, and advocacy for improved quality of life in communities.

The Strategic Plan identified a list of strategies and activities that guide the VAHA over the next 5 years These strategies are:

- 1. Capacity Building:** We will empower the community with knowledge and skills for healthy and sustainable livelihood promotion.
- 2. Health Promotion:** We will establish social platforms for community engagement in the fight against communicable diseases, NCDs and the promotion of sexual and reproductive health and rights.
- 3. Research and Policy Advocacy:** We will encourage research and the adoption of improved community health promotion strategies.

**4. Organizational Growth:** We will develop our management systems for improved service delivery and organizational expansion.

Therefore, it becomes extremely important to develop and/or revise the Human Resource Management (HRM) manual based on the five year strategic plan.

The HRM manual includes organization structure, staffing plan (future human resource needs), job description, performance evaluation scheme, performance related payment scheme or rewarding systems, staff development plan, etc. The HRM manual is necessary to realize the stated mission and objectives of VAHA.

## **2. Objectives of the Manual**

The mission, vision and value statements of VAHA are very useful in Identifying the Key Result Areas (KRAs) in a way that will lead to cascade work unit goals, projects, strategies, and specific tasks form the goals as identified by the new SP. The objectives of this HRM manual are to:

- Develop an efficient and appropriate organization structure of VAHA. The structures that can properly address aspirations and desires of the Organization.
- Determine the future workforce needs of VAHA (a staffing plan) that would enable it to make the best use of the organization's resources and achieve its organizational goals. The workforce plan constitutes the organization's human capital and it must be in line with the organization's strategic objectives.
- Develop job descriptions of each position in the organization structure.
- Develop performance related payment schemes or rewarding systems.
- Set a staff development plan.
- Develop personnel policy that ensures good governance, law, and order.
- The new trends and developments that are taking place elsewhere in similar other organizations and labor situations in the market. The proposed system has a potential capacity to respond to environmental changes.
- The need to allocate tasks (division of work) and provide development opportunities to employees. The new structure also considers possibilities of creating work groups to dwell the whole processes of tasks beginning from input to output stages of performance. This might enable management to follow up succession programs;
- Easiness of the system in allowing management to coordinate, monitor, and guide all the activities;
- The necessity to have flat organizational structure so as to shorten management hierarchy and to bring key personnel very near to operational as well as the real problem areas.

## **3. Methodology**

### **3.1. Documentary Review**

The VAHA's Strategic Plan Manual for 2020-2025 under the slogan, "Your Health, Your Wealth," *is thoroughly analyzed. The goals and strategies set in the five year plan are properly used in developing functional descriptions.* Business process reengineering (BPR) documents as adopted for an NGO setting were extensively used.

A consultative discussion was held with the executive of VAHA on issues pertaining to the functions and structure of the forum. The discussion covered several areas such as an overview of the existing organizational structure, staffing pattern of VAHA, the problems and opportunities of the forum, actions taken so far and to be taken in the future to improve performances of the organization.

#### **The Revised Organization Structure**

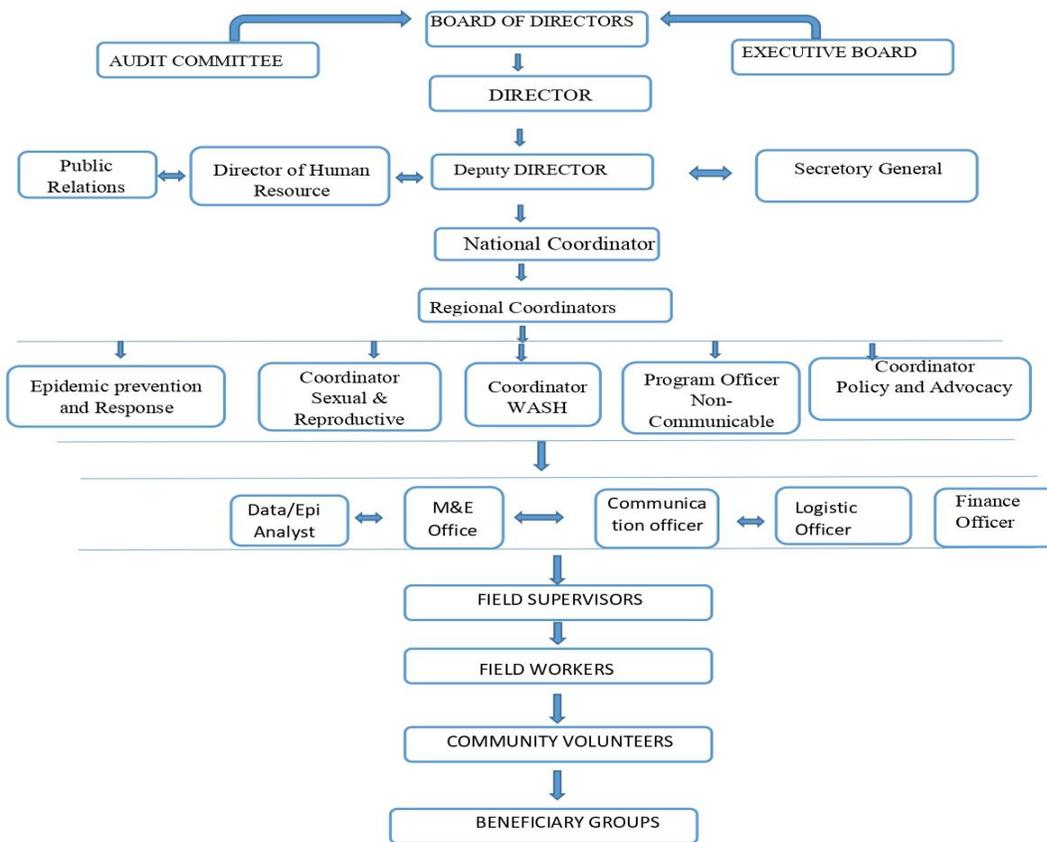
According to Peter F. Drucker, "*although a good organization structure does not by itself produce good performance just as a good constitution does not guarantee great presidents, or good laws, or a moral society,*" it is essential if the efforts of each individual are to be optimized. In a poor organizational structure, the efforts of some may be largely nullified by the efforts of others and poorly integrated with other parts of the organization. As a result, no matter how good the individual employees and managers are, a poor organization structure makes good performance impossible.

Thus, even if the organization structure requires a huge investment in human resource development and capacity building which is a tool for effective project management, it will be important to revise the structure in view of the strategic plan of the forum, the current development directions and strategies of the Cameroon Government (such as food security, HIV/AIDS, peace and good governance, capacity building, implementing Business Process Reengineering (BPR), etc.) and the changing worldwide environments or globalization.

The development of a new organizational structure of VAHA requires the cascading of strategic oriented activities which are Key Result Areas (KRA) from the five year strategic plan and the departmentalization of these activities into work units. This enables us to identify organizational activities that are bases for work units and staffing. It considers the volume of work and the similarity of occupations in each categorization of work units.

# The Organization Structure of VAHA (20020-2023)

VALUE HEALTH AFRICA' ORGANIGRAM CHART



## **4. Job Description of VAHA**

The organization structure is accompanied by a job description to facilitate the operation of VAHA and minimize duplication of efforts. This section provides the detailed job description of the job positions in the revised organization structure.

### **4.1. Executive Director**

The Executive Director is accountable to the Board of Directors and works with the following duties and responsibilities:

- Establishing organizational objectives, policies, programs, methods and structures by which programs should be carried out;
- Planning, organizing, co-coordinating, facilitating and controlling over all activities of the Organization;
- Institutionalizing the five-year strategic plan through the application of performance management scheme;
- Establishing and maintaining networks and good relationships with government institutions, private, national and international partners or donors, civil society organizations, and regional organizations;
- Facilitating supervision, monitoring and evaluation;
- Taking the lead in directing and controlling the financial, material and human resources of VAHA;
- Planning, organizing and directing quality management practices and organizational development;
- Entering into performance agreement with departments reporting to him based on the annual performance plan prepared;
- Participating in the development and institutionalization of fundraising strategies;
- Facilitating, directing and closely following up resource mobilizations from donors, government bodies, companies, member organizations and citizens for the identified thematic focus strategies and any other regular businesses and emergency purpose;
- Ensuring that plans and programs implemented by VAHA promote its mission and vision;
- Facilitating the development and review of VAHA's Strategic Plans;
- Coordinating the development and submission of periodic plans and reports to the Board of Directors and monitors and follows up timely execution of activities;
- Responsible for the overall administrative works and responsibilities of the Organization as stipulated in the memorandum of association;
- Serving as secretary of the board and signatory of checks;
- Singing agreement on behalf of VAHA with donors, partners and stakeholders;
- Executing any duties related to the forum with other stakeholders and partners;

- Performing other activities indicated in the by laws and as directed by the board.

#### **4.2. Internal Audit Service**

The internal Auditor is accountable to the Executive Director and works with the following duties and responsibilities:

- Examining records of financial transactions, human resource placements, and utilizations of resources
- Comparing the results of observations and findings against accepted principles, strategic & operational plan documents and budgets, pertinent national laws and decrees
- Providing professional opinions as to what should be done regarding the observed deviation or positive trends
- Planning, organizing, directing, coordinating, overseeing and supervising the overall activities of the unit
- Ensuring that the agency's strategies, policies and guidelines are properly implemented by VAHA.
- Reviewing periodic reports and closure of books of accounts
- Inspecting and auditing accounting and related administrative manuals and proposes improvements
- Ensuring that all financial documents and related administrative instruments of the forum are properly checked on time
- Ensuring that all properties purchased/owned by the forum are insured on time
- Ensuring that funds are managed efficiently and effectively
- Providing feedback and brings to the attention of management to problem areas and gets corrective measures taken.

#### **4.2. Program Department**

The Program Department is accountable to the Executive Director and works with the following duties and responsibilities:

- Leading, coordinating and supervising activities of the subordinates (units under the department including project sites)
- Mobilizing resources from donors, NGOs, citizens, and government bodies;
- Fund soliciting through project proposal and networking with government, private, national and international institutions;
- Establishing national and international networking for fundraising;
- Participating in the development and institutionalization of fundraising strategies;
- Ensuring sustainability of VAHA through developing and institutionalizing cost sharing schemes and any strategies appropriate to VAHA based on assessments and studies;

- Encouraging volunteerism through rewarding and acknowledging contributions;
- Diversifying the resource base of VAHA through organizing fundraising events, approaching different donors, introducing and encouraging senior citizens and organizations to be honorary members;
- Devising appropriate mechanisms for promoting and implementation of good governance and conflict management;
- Ensuring efficient utilization of resources by reviewing existing manuals, project planning tracking and evaluation of implementation of manuals in collaboration with other departments;
- Filling out performance appraisal of subordinates;
- Preparing regular reports to the Executive Director and others as needed;
- Participating in other activities of the Organization as needed and directed by the executive director.

#### **4.3. Planning, Monitoring and Evaluation Department**

The Planning, Monitoring, and Evaluation (PM&E) Department is accountable to the executive director and works with the following duties and responsibilities:

- Coordinating and leading the development of the future directions, strategic & operational plans, and budget of the forum & monitoring performance;
- Planning, organizing, directing, coordinating, and supervising its own activities;
- Making studies and initiate & provide policy advices on strategic issues;
- Developing and installing planning, monitoring & evaluation (PME) systems, guidelines and frameworks for use by all organs of the secretariat;
- Guiding & facilitating the development of plans and programs by all concerned bodies of forum;
- Ensuring the implementation and appropriate applications of PME systems and procedures;
- Compiling and consolidating plans and programs of the different units of the forum;
- Monitoring and evaluating implementations of plans & programs;
- Being or assigning counterpart for outsourced monitoring & evaluation works of VAHA
- Compiling and consolidating reports of implementation of plans & programs;
- Documenting and monitoring & evaluation results and reports to ED, other stakeholders and higher bodies of the forum.
- Filling out performance appraisal of subordinates
- Ensuring the various activities of the department are undertaken as planned

#### **4.4 Public Relation and Information Department**

The Public Relation and Information Department Manager is accountable to the Executive Director and works in close collaboration with Programs and Planning, Monitoring and Evaluation Department Manager and works with the following duties and responsibilities:

- Designing data management system and procedures of all programs and projects of VAHA;
- Enters and manages data required by the organization;
- Producing periodic performance reports as required;
- Documentation and dissemination of best practices;
- Developing and strengthening management information systems, computerizing personnel, project management, service statistics, and information systems;
- Creating database for profile of projects, trainees, training materials distributed etc. and develop a computerized system of documentation;
- Develop a strategy for the systematic collection of books, periodicals, and reports of Project results
- Enrich VAHA's web-based database regularly;
- Filling out performance appraisal of subordinates;
- Preparing regular reports of department and others as needed;
- Participating in other activities of the department as needed.

#### **4.5. Research and Development**

The Research Development is accountable to the ED and works with the following duties and responsibilities:

- Identifying research areas and undertake, organize, and assist conventional and participatory research activity;
- Disseminating research findings using the appropriate media/forum;
- Undertaking needs assessment and impact evaluation studies on VAHA's projects;
- Organizing training for staff on conventional and participatory research methods;
- Initiating and establishing linkages with development based organizations or actors such as CBOs, NGOs, and Government agencies;
- Maintaining good relations with employees, beneficiaries, donors, government bodies, NGOs and CBOs;
- Performing other activities assigned by the Executive Director.

#### **● 4.6. Operations Department**

- The is accountable to the Executive Director works with the following duties and responsibilities:
- Participating in the organizational development strategies of the secretariat and member organizations;
- Developing and ensuring the implementation of administrative, financial and materials management manuals;

- Installing and implementing appropriate systems for proper management of personnel, property and supplies of VAHA;
- Ensuring the proper handlings and management of logistics and vehicle operation, supplies & procurement, security and office management, personnel, warehouse, & the archives of the secretariat;
- Promoting team spirit and resolve any conflict among the staff of the office;
- Facilitating performance and evaluations of the secretariat and Filling out performance appraisal of subordinates;
- Ensuring efficient utilization of resources including fixed assets and the day to day financial transaction of the forum;
- Preparing and consolidating annual and quarterly budgets and action plans of the forum in collaboration with other departments;
- Developing and implementing appropriate HRM policies and procedures.
- Ensuring compliance to donors requirement pertaining to budget utilization, cash handling, reporting, and documentation;
- Ensuring proper management of expenditures and settlement of funds of VAHA and member FBOs as per terms and conditions of grant;
- Assisting member FBOs in developing financial plans and report preparation for sub-granted funds by VAHA;
- Ensuring proper implementation of administrative and financial policies of the organization;
- Ensuring the various activities of the department are undertaken as planned;
- Working towards innovative ideas in collaboration with other departments;
- Preparing regular reports to the Executive Director and others as needed;
- Participating in other activities of the secretariat as needed.

#### **4.6.1. Human Resource unit**

The Human Resource Management (HRM) is accountable to the Operations Department Manager and works with the following duties and responsibilities:

- Ensuring proper recruitment, selection, placement, promotion, etc. of the human resources of the forum;
- Executing human resource plans, policies, and directives as stipulated in the human resource manual;
- Planning and organizing training and development of employees of VAHA as the need arises;
- Administering rewards and benefit packages of employees;
- Affecting proper utilization, motivation and maintenance of the human resources of VAHA;
- Initiating and participating in introducing performance management system;

- Attending staff complains;
- Handling personnel files;
- Planning and organizing staff retreat;
- Discharging other tasks as ordered by the department.

#### **4.6.2. Procurement and Logistics Unit**

Procurement and Logistics Unit Coordinator is accountable to the Operations Department and works with the following duties and responsibilities:

- Carrying out allocation and reallocation, proper utilization, safeguarding of material or properties of the forum;
- Creating and maintaining workable and efficient system of recording and reporting of the utilization of resources;
- Planning, organizing , directing, co-coordinating, and supervising the overall activities of its own;
- Advising and assisting management in the formulation and implementation of operating policies and procedures in respect to the sound management of administrative matters
- Ensuring the provision of efficient clerical, custodial, communication, etc., services to the FBOs;
- Authorizing various distributions in accordance with authority granted to it and the directives given by management;
- Ensuring the prevalence of systematic and efficient management of records;
- Ensuring the timely availability of materials, equipments, devices and supplies for all the operations and support activities of the forum in the right quantity, right type and quality.
- Ensuring that security of all the premises of VAHA is well protected; gardening and beautifications of the premises are well taken care of as well.
- Managing local procurement and the delivery of items;
- Making inventory of all the organization's assets;
- Keeping a proper record of expenditures, receipts, requisitions, purchase order forms, bills, and all other documents;
- Ensuring that all drivers of the project vehicles have current and clean drivers licenses;
- Managing office transport;
- Handle the logistic service including movements of vehicles, project inputs, stores management and supervise purchasing;
- Develop and implement a system to ensure efficient use and safety of the projecting vehicles and equipment, including timely and appropriate maintenance and monitoring of costs;
- Managing staff and visitors movement plans;
- Managing accident reports;
- Discharging other tasks as ordered by the department.

### 4.6.3. Finance Unit

The Finance Unit is accountable to the Operations Department Manager and works with the following duties and responsibilities:

- Prepare budgets and consolidate accounts for the secretariat according to the project plan in collaboration with other departments of the forum;
- Handle the day to day recording, coding, and analyzing of financial transactions of the VAHA;
- Developing the accounting system for cash and inventories and properly account grants received;
- Prepares payment vouchers, monthly account reports, monthly bank reconciliation, and reviews the monthly budget and report for timely comment and adjustments;
- Signing and checking vouchers, banking transactions, correspondences and other financial documents;
- Keeping records of member contributions and cash outlays;
- Prepare accurate, complete and timely financial statements and donor reports and advising management on its implication together with possible courses of actions;
- Manages donors' funds as per terms and conditions of grant;
- Ensuring compliance to donors requirement pertaining to budget utilization, cash management, recording and reporting, and maintenance of proper documentation;
- Improve the finance system and working standards of the forum.

## 5. Staffing Plan (2020-2010)

The HRM manual should incorporate the personnel requirement for the implementation of the SP. This could mean adding new personnel, or/and reassigning or allocating existing personnel. The following table summarizes the recommended human resource requirements of VAHA for the next five years. However, as the number of projects increases, a more dynamic staffing plan should be developed.

**Table 1: Staffing plan for VAHA 2020-2025**

SN	Job Title	Number of Employees		
		2020	2021	2022
1	Office of the Executive Director	1	1	1
	Executive Secretary	1 2	1 2	1 2
2	1. Planning, Monitoring & Evaluation Department	1	2	2
3	Operations Department	1	1	1

	1. Finance office	1	1	1
	2. Human resource office	1	1	1
	3. Procurement and Logistics	1	1	1
4	1. Program Department	1	1	1
	<b>Total</b>	<b>32</b>	<b>33</b>	<b>34</b>

The summation of the personnel requirement of each activity gives us the total personnel requirements of VAHA. That is, in order to achieve the stated goals in the SP, the forum need to hire 31, 33, and 34 employees in the next three years consecutively.

**Table 2: Job Position Classification**

No.	Work Unit	Job title	Grade

**Table 3: Job Grade, Definition, and Minimum Qualification**

<b>Job Grade</b>	<b>Grade Definition</b>	<b>Minimum Qualification</b>
I	The incumbent in this grade carries out assignments under direct instructions and close supervision. Knowledge of utilization of tools and equipment is required	Completion of Grade 8, good personality, honesty and reliability.
II	Skills and knowledge of the job, reading and understanding ability needed in performing work, and some technical skill of the area.	Completion of High School, 4 years of relevant experience, and a certificate or license in the field.
III	This category includes semi professional jobs with incumbent having a comprehensive understanding of specific area	Diploma from a recognized institution +4 years of relevant experience Or Junior college diploma and 4 years practical experience
IV	This class includes higher level professional and semi professional jobs. The incumbent should have high educational background, a wide or broad understanding of the assignment, and experience in addressing issues of some complexity.	University Degree + 4 years of experience Or Diploma + 8 years of experience.
V	These include professionals with experience and independently perform professional tasks.	University Degree +6 years experience.
VI	This grade includes of higher level positions and senior professionals who play a crucial role in executing tasks, leading teams and developing plans and programs.	University degree in relevant field +8 years of appropriate experience or postgraduate degree +6 years relevant experience.
VII	The incumbent in this grade performs high demand tasks and has the overall responsibility of developing/planning, organizing, directing and executing programs; thoroughly understand the operational procedures and policies of the organization; coordinate, direct, and supervise the various activities & resources.	University Degree in appropriate field +12 years of relevant experience or postgraduate degree +8 years relevant experience.

## **6. Personnel Policy of VAHA**

### **Objectives**

The objective of the personnel policy is to provide guidelines and procedures that the staff members shall follow. It helps to apply standard, coordinated, and orderly arranged methods of implementing activities of VAHA. It provides a framework for the staff members within whom they can exercise the rights, privileges/benefits, and obligations.

This applies to all staff members of VAHA on either temporary or permanent appointments. Thus, copies of this manual shall be accessible to all employees. It is based on the currently existing VAHA's Strategic Plan

VAHA shall prepare and implement short, medium, and long term HRP to meet the objectives specified in the strategic plan by considering the number of people it needs, special skills and experience needed, legal considerations affecting recruitment, the labor market situations, and recruitment efforts required.

## **7. Definition of Technical Terms Used in the Manual**

- a) Volunteer is anyone who shares the vision of VAHA and participates in its realization on a fulltime or part time basis and does not require salary for the service provided. However, VAHA may pay transportation and other allowances to its volunteers.
- b) Part-time employee is a person who works for VAHA for an indefinite period to attend to a particular gap for fixed hours per day, week or month and receives an agreed upon payment.
- c) Full Time-time employee is a staff member who is employed for an indefinite period of time on a full time basis.
- d) Position refers to a particular location in the structure of VAHA with attached benefits, duties, and responsibilities.
- e) Salary refers to money paid to a fulltime employee for the service rendered by the incumbent.
- f) Promotion refers to the appointment of an employee to a higher position in VAHA than the incumbent has previously assumed.

## 8. Personnel Information Systems (PIS) and Forms

- a) Institutionalization of personnel information system is meant to facilitate personnel administration, establish a personnel management information system (MIS) that will help to make rational decisions, implement a strategic plan and institutionalize human resource development plan. To this end, formats to be used for manual operation of the PIS are designed to be applied in VAHA and are attached at the end of the manual.
- b) Data collection formats have to fulfill the requirements of PIS. They should include personal details, absence and leave records, health and accident data, appraisal information, benefits data, career history, correspondence history, disciplinary and grievance, education details, emergency contracts, employee images, employment history, job details, pay records, skills information, training records, exit interview records.
- c) The formats of the personnel data that are shown in the annexes shall be part of the personal files of each employee, be attached inside the personal file of the worker, and should be updated when a personnel action is taken.
- d) Information collected about personnel should be categorized by the function they serve in managerial decision making using relevant formats as follows;
  - Information needed for merit system application: Education background, training details, employment record, positions, salaries, allowances, transfer and promotion, and performance appraisal report
  - Information required for controlling labor costs: Current employment record, allowances, benefits, salaries, in previous organization of a new recruit, position, salaries and allowances in the new organization, transfer and promotions
  - Information required for performance management: Educational background, training details, employment record, disciplinary measures, and discharge.
  - Information needed for day to day management of personnel: Leave details and absenteeism.
  - Information needed for personnel files including personal details.
- e. Reports should be produced from VAHA's personnel management software except when failure of the system due to technical problems do not make this possible.
- f. A new employee will be required to fill in and submit along with documents a form inquiring about personal details, which is Annexed herewith.
- g. The data provided by the employee will be stored by responsible personnel in the computerized system in order to allow generation of reports on the employee.
- h. Each employee will have separate sheets of forms to be filled when personnel actions are taken. Leave details, transfers, salary increments, disciplinary measures, etc. will be filled on the appropriate form within two weeks of the action taken.

- i. Any failure to communicate or register personnel actions will be liable to disciplinary measure not less than ten days salary for the first time and two months salary for a second time.

## **9. Recruitment and Selection**

According to the Labor Proclamation of Cameroon, VAHA will recruit and select candidates as follows:

- a) It is the responsibility of every manager and supervisor within VAHA to ensure the smooth administration of staff and changes in the staffing pattern. This includes keeping the Operations department informed of available vacant posts, possible resignations or termination due to unsatisfactory performance, identifying possible candidates for promotion or transfer and participating in the recruitment procedure to ensure that VAHA recruits the best available person for a vacant post.
- b) There shall be no discrimination, interference or restriction practice with respect to any employee by reason of sex, race, color, national origin, religious affiliation.
- c) There shall be no discrimination among job seekers in filling vacancies because of their ethnic origin, sex, religion, political outlook, disability, or any other ground.
- d) Any vacant post in VAHA, before it is announced and recruitment is executed the availability of approved budget for the position must always be ascertained by the responsible supervisor and Operations Department. Under no circumstance, an employment can be considered valid without ensuring the availability of budget.
- e) The contract period of a newly employed staff shall be limited to the operating life of the project and this must be seriously attended to and ascertained by the respective managers and Operations Department.
- f) Vacancies shall be filled through recruitment/hiring, promotion from within VAHA staff on the basis of merit, transfer or deployment on the basis of the human resource plan. For the advertised vacant posts, a written, interview and skill examinations shall be administered as necessary.
- g) Vacancy announcement must bear position title, brief description of duties and responsibilities, minimum qualifications and experience required, other desirable qualifications, brief description of VAHA (for external announcement), duty station, duration of employment, application and specific reference, closing date.
- h) The would-be Supervisor will do all the screening process from the raw data in collaboration with the Operations Department. After screening, the applicant will be eligible for selection and the mode of selection will be decided by the recruitment committee.
- i) The recruitment committee shall be composed of respective would-be supervisor, department heads, and human resource officer.

- j) The recruitment process selections will be reviewed, checked and endorsed by the executive office or BOD.
- k) Appointment letters shall be signed and issued by the Executive Office. Such appointment letters should include the position title, type of employment and duration in case of temporary employment, grade, salary and benefits, expected date of commencing duty, probation period for core staff and any specific conditions relating to the offer.
- l) Suitable candidates may be requested to produce a Medical Certificate (**except HIV test**) from a recognized medical institution testifying its fitness before a contract of employment is signed or letter of appointment is given. The costs of the medical examination for this requirement shall be reimbursed by VAHA.
- m) All employment of VAHA shall be endorsed by the ED or BOD. The employee shall initially be hired with a probation period of 45 consecutive days.
- n) The immediate supervisor shall appraise the performance of the employee by issuing appropriate objectives, activities, and targets set for the first 45 days. He/she should evaluate the employee according to his/her achievement and submit his/her recommendations to the administration & finance in writing before the expiry of the probation period.
- o) Upon confirmation of employment by the responsible authority, the employee will be eligible for all admissible benefits according to VAHA staff benefit guidelines.
- p) VAHA can terminate the employment of an employee who proves to be unfit for the job within 45 days period without being obliged to pay any benefits to which the permanent staff was entitled.

## 10. Promotion

- a) Promotion is defined as the movement of a staff member to a higher grade post and shall entail an increase in salary of at least one step.
- b) Whenever possible, to promote staff members who are qualified and have proven ability to assume higher positions that may arise in the course of time, with corresponding increases in salary, duties and responsibilities.
- c) Promotion shall be given for the purpose of enhancing performance of VAHA and to motivate employees.
- d) The competency of a staff shall be verified by the respective managers; the recruitment committee shall process the competition by means of staff performance appraisal and interview exam; and finally based on the recommendation of the committee, the promotion may take place.
- e) An employee who has completed his probation may compete for promotion unless he is prohibited by the relevant directives.
- f) A promotion obtained on the basis of fraudulent evidence or granted in contravention of the law shall without prejudice to disciplinary and criminal liability, be revoked at any time.

**g) Criteria for recruiting and promotion:**

h) This depends on the nature of the requirement of each position in the organization. However, the following criteria can be used as a basis for evaluating candidates for hiring and promotion:

- Entrance exam applicable for the position,
- Knowledge and skill level,
- Performance evaluation,
- Relevant work experience,
- Interview to evaluate aptitude skills

**(a) Duties and responsibilities of recruitment and Promotion committee:**

- Preparing a detail criteria for evaluating potential applicants for a position,
- Recruiting and selecting a candidate that best fits the requirements of the job according to the established criteria,
- Investigating the documents of those applicants who are rejected for further consideration,
- Maintaining the confidentiality of the criteria set for selection and the points raised during the discussion until it is officially disclosed,
- Submitting a proposal for decision to the higher-level official of VAHA.

## **11. Human Resource Development**

a) Training of VAHA's personnel is directed to enhance the achievement of department goals, to improve the employee's capability and attain better performance, or to prepare her for higher responsibility based on career development.

b) Training goals shall be developed based on Training Need Assessments (TNA) visa the goals and objectives of VAHA by comparing each staff's actual performance with agreed upon standards and identification of capacity gaps in fulfilling future plans and objectives.

c) Individual skill upgrading and relevant training will be given to those whose performance evaluation is below 85%.

d) The responsible work unit, in consultation with the Operations Department head, should identify the skill upgrading and relevant training requirements of VAHA and the employees by summarizing the information from the rating form and preparing plans and budgets for training.

e) The training requirements should identify the reward or improvement aspect of the training and should be filled in the form prepared for the purpose and sent to the Administration & Finance service within 15 days after completion of the assessment.

f) The proposed training should be selected from the following specific types and contents of training.

- ◆ Reorientation,
- ◆ Making available standards, protocols and rules,
- ◆ Short courses for skill upgrading and awareness creation,
- ◆ Attachment programs or apprenticeship program of short duration.

- a) The Program or Operations Department will pack training requirements received from work units.
- b) The duration of the package of courses identified above can be determined subject to negotiation with the training consultant. Usually the refresher courses could be of a week duration and skill upgrading trainings of two weeks duration.
- c) Training of the above nature, as far as possible, shall be conducted within the budget year.

## 12. Working Hours and Overtime

- a) The total working hours of an employee of VAHA shall not exceed 39 hours a week.
- b) The regular working days hours shall be from Monday to Friday starting from 8:30-12:30 in the morning and 1:30-5:30 in the afternoon.
- c) Overtime work will be applicable upon the management decision.

## 13. Vacation and Leaves

According to the Labor Proclamation of Cameroon, employees have the following benefits:

- calendar year due to compelling reasons and in written notice. Under such conditions, the employee can accumulate a maximum of two years annual leave and the supervisor shall postpone/schedule the leave of an employee in consultation with her/him.
- When the employee is terminated, the payment shall be made for the number of working days of unused annual leave which are postponed due to compelling reasons.
- Employees should take their leave according to the established schedule by the organization.
- Under no circumstances a person takes more annual leave than earned.
- A staff member who is granted an annual leave can be given an advance payment of her salary for the month during which she will be on leave.
- A worker who is on leave may be recalled only where unforeseen circumstances require his presence at his post.
- *Maternity leave:* Any pregnant worker shall be entitled to paid leave for check up when certified by a recognized medical doctor.
- A woman worker shall be granted a period of 30 consecutive days of leave with pay preceding the presumed date of her confinement and a period of 60 consecutive days of leave after her confinement.
- When the worker has used her maternity leave and is certified by a medical doctor to be sick, she shall be entitled to sick leave.
- A male staff whose wife has given birth is entitled for 7 working days of paternity leave with pay.

- *Marriage leave:* Any worker shall be granted 7 working days marriage leave with pay and such leave would only be granted once during the period of employment of the worker.
- *Mourning leave:* Any worker shall be granted mourning leave with pay not exceeding a total of ten working days per year in the following manner.
  - Three working days upon the death of husband, wife, child, father, mother, brother, sister, grandmother, or grandfather;
  - Two working days upon the death of step-mother, step-father, uncle, aunt, nephew, niece, parent-in law, brother or sister in-law, husband of sister-in-law, and wife of brother-in-law;
  - If the funeral of a relative takes place in another area, beyond 150km outside the work place, adequate mourning leave commensurate to the distance shall be granted at the desecration of the VAHA.
  - In case of death of a worker of the VAHA her colleagues as required and whose number is determined shall be granted one day leave with pay to prepare the funeral. In order to enable all workers of VAHA to attend the funeral ceremony, they shall be allowed to stop work one hour before the ceremony.
  - A worker shall be entitled to leave without pay for up 5 consecutive days in case of exceptional and series events.
  - *Sick leave:* All workers shall be entitled to sick leave subject to their producing legally authorized certificate from a doctor or from any recognized medical institution.
  - Where a worker absents himself from work on grounds of sickness, he shall notify the employer the day following his absence.
  - All workers shall be entitled for non-occupational (non-job-connected) illness up to a maximum period of sick leave in accordance with the following deals.
    - The first 1 month with full pay;
    - The next 2 months with 50% pay, and
    - The next 3 months without pay
  - All workers who have completed their probation period are entitled to get sick leave.
  - If the worker is unable to resume work at the end of the sick leave detailed under above, then her services may be terminated in accordance with the labor law.
  - *Leave to attend legal matters:* Any worker shall be granted special leave with pay for a period not exceeding the time needed for the purpose up on showing to VAHA the summon from a court, the police, Kebele, or any other legal authority with the power to summon any person.
  - The official holidays to be observed shall be the same as officially observed by the Cameroon government. Staff members may be required to work on official holidays during emergency cases.
  - An employee who participates in a course/training program which is organized or accepted by VAHA shall be granted leave with pay for the period so required.
  - In consultation with her supervisor, a staff member may be granted permission to be absent from work for up to 5 consecutive days when she faces emergencies. However, the supervisor should make sure that the incumbent should make up for the work log that may be created during her/his absence.
  - Absence for other reasons than those referred in this manual shall be regarded as unauthorized and result in deduction of salary.

## **14. Salary Scale and Annual Increments**

To minimize high labor turnover and draw high caliber staff, the staffing plan shall set an attractive salary scale, enriched job, possibilities of promotion, and other benefit schemes. The payment scheme in place shall be revised in accordance to the salary structure of similar other NGOs, the paying capacity of VAHA, the standard of living in the nation, and individual and group performances.

- a) VAHA shall prepare a salary scale to be applicable to the Organization's capacity. It undertakes periodic revision of salary scales based on economic changes and other relevant conditions and executes upon approval by the board.
- b) The salary shall contain the base, maximum pay, and step increments of each grade. However, all positions of equal value shall have equal base salary.
- c) VAHA makes payments of salary to employees at the end of every month.
- d) Periodic salary increments to be made to employees shall be based on their past performance results. If the employees' evaluation result falls below "very good," s/he is not entitled to get a salary increment to be made every year.
- e) The employees' salary cannot be deducted except in accordance with a written consent with the employee, court order, the provisions of the law, and disciplinary actions included in VAHA's policies & procedure manuals. If deductions are to be made, it shall not exceed one-third of this salary.
- f) Allowances shall be paid only for the purpose of carrying out the functions of the organization. Accordingly, the types and amounts of allowances shall be paid for job positions and grades specified under the table below.

## **15. Offences and Disciplinary Measures**

### **18.1. Introduction**

- Disciplinary measures are actions which will be taken against an employee who violates the Labor Law, rules and regulation of the VAHA and other pertinent laws of the country.
- Performance related weaknesses are not considered as disciplinary issues.
- Disciplinary actions are taken according to the following order: Oral warning, Oral warning and reprimand, Written warning, Fine from wages, Suspension, and Dismissal from work.
- Offences which are not explicitly described will be handled on a case by case basis by the disciplinary committee.

- The authority to impose penalties shall be vested in the responsible management body such as suspension, termination, and dismissal from work by RPC and fine from wages, verbal, and written warnings by the immediate supervisor.

### 15.1. Common Offences and Measures

- a) **Theft or misappropriation:** Stealing, unauthorized taking or failure to account for any property or money of VAHA, or its working partners or of its employees: 1<sup>st</sup> offense- Termination
  - b) **Unauthorized use of property:** Using VAHA’s vehicles, equipment or other property for other purposes and without authorization:
    - a. If such action causes damage to the property or injury to other persons:
  - c) 1<sup>st</sup> offense      15 days’ fine, payment for all damages and final written warning
  - d) 2<sup>nd</sup> offense      Termination
    - a. If such action is for personal interest of the employee or a third party, but does not result in damage or injury:
  - e) 1st offense      15 days’ fine and final written warning
  - f) 2nd offense      Termination
  - g) **(c) Fraud:** Falsifying documents, knowingly using falsified documents or otherwise knowingly hiding or distorting the truth in official matters, including the time of recruitment: 1st offense      Termination.
  - h) **(d) Willful harm:** Any action knowingly taken, to cause damage to the property of VAHA or harm another employee of VAHA, including such action taken on third party:
    - 1st offense      Termination
  - i) **(e) Fighting:** Physically assaulting or attacking another person while on duty, unless such action is in self-defense: 1st offense      Termination
- (f) Offending clients, co-workers or co-operating partners:** Speaking to or otherwise dealing with coworkers or a third party in a manner that is scornful or insulting:
- 1st offense      Verbal warning
  - 2ne offense      written warning
  - 3rd offense      5 days’ fine and final written warning
  - 4th offense      Termination
- (g) Violation of Confidentiality:** Passing over or conveying to unauthorized persons, information or documents that are confidential within VAHA:
- A. If such violation results in serious harm to VAHA, its employees or working partners: 1st offense      Termination
  - B. If such violation is relatively minor and does not result in serious harm:
    - 1st offense      3 days' fine and final warning
    - 2nd offense      Termination
- (h) Insubordination:** Refusal to obey directives of VAHA or the authorized supervisor
- A. Refusal to accept a properly authorized order or transfer without adequate reason: 1<sup>st</sup> offense      Verbal warning
  - 2<sup>nd</sup> offense      fine
  - 3<sup>rd</sup> offense      Termination

B. Refusal to carry out specific orders or instruction of his/her supervisor, unless such orders are contrary to the law of Cameroon, the employee's contract of employment or basic standards of safety:

- |                         |  |
|-------------------------|--|
| 1 <sup>st</sup> offence | written warning                        |
| 2 <sup>nd</sup> offence | One day's fine and written warning     |
| 3 <sup>rd</sup> offence | 2 days' fine and written final warning |
| 4 <sup>th</sup> offence | Termination                            |

**(i) Negligence:** Failure to observe written warnings or instructions or failure to apply to existing and understood practices, which have been issued or practiced, or failure to carry out the assigned work properly due to carelessness, delay or error:

A. If the offence results in loss of life, injury to persons including third parties or loss or damage to property: 1<sup>st</sup> offence Termination

B. If the offence does not result in loss of life, injury to persons including third parties or loss or damage to property:-

- |                         |                                   |
|-------------------------|-----------------------------------|
| 1 <sup>st</sup> offence | written warning                   |
| 2 <sup>nd</sup> offence | 10 days' fine and written warning |
| 3 <sup>rd</sup> offence | Termination                       |

**(j) Drunkenness or use of drugs:** Being under the influence of alcohol or drugs while on duty:

A. For drivers, machine operators, guards if the offence results in loss of life, injury to third parties: 1<sup>st</sup> offence Termination

B. If the offence does not result in loss of life, injury third parties, or loss or damage to property:

- |                         |  |
|-------------------------|--|
| 2 <sup>nd</sup> offence | Written warning and salary deduction for any time the employee is unable to work |
| 3 <sup>rd</sup> offence | Fifteen days' fine and written final warning                                     |

**(K) Gambling:** Engaging in games of chance and/or wagering while on duty or on VAHA premises:

- |                         |   |
|-------------------------|---|
| 1 <sup>st</sup> offence | written Warning                           |
| 2 <sup>nd</sup> offence | Ten days' fine and final written warning. |
| 3 <sup>rd</sup> offence | Termination                               |

**(L) Non-attendance:** Being absent from the assigned place of work during the working hours without informing the superior or a reasonable cause for such absence:

**(a)** Arriving at the place of work more than 30 minutes late:

- |                         |  |
|-------------------------|--|
| 1 <sup>st</sup> offence | Verbal warning                           |
| 2 <sup>nd</sup> offence | Written warning                          |
| 3 <sup>rd</sup> offence | Five days' fine and written warning      |
| 4 <sup>th</sup> offence | Ten days' fine and final written warning |
| 5 <sup>th</sup> offence | Termination                              |

**(b)** Leaving the assigned place of work during working hours:

- |                         |  |
|-------------------------|--|
| 1 <sup>st</sup> offence | Verbal warning                             |
| 2 <sup>nd</sup> offence | Written warning                            |
| 3 <sup>rd</sup> offence | Five days' fine and written warning        |
| 4 <sup>th</sup> offence | Seven days' fine and final written warning |

5th offence                      Termination

### **15.2. Filing Grievances**

- a) An employee may file a grievance after s/he has fully discussed the problem with the concerned supervisor.
- b) An employee can challenge adverse action or favorable decisions at least after 24 hours of its occurrence.
- c) Grievance shall be submitted in writing to immediate supervisor.
- d) If the supervisor could not give satisfactory resolution to the grievance within 15 days the grievance shall be submitted in writing to the second line supervisor.
- e) If the supervisor's supervisor could not give a solution to the grievance within another 15 days an appeal could be made to the Executive Director. The EDI shall decide on the case in 10 days.
- f) Disciplinary challenge and appeal shall, as far as possible, be based on facts and evidence.
- g) Disciplinary actions must be based on concrete evidence and the employee must be given a chance to defend her case. She may consult a lawyer.

### **15.3. Termination and Resignation**

- a) The disciplinary cases of management could be initiated if s/he refuses to submit resignation on low performance.
- b) The summary dismissal report will be initiated by the executive director and approved by the Board.
- c) Contract of work could be terminated for committing offences that will, according to the labor proclamation and/or in the collective agreement, result in dismissal or low performance verified in the performance management scheme.
- d) The following grounds shall constitute other reasons for the termination of the service of a staff member: Redundancy, probationary termination for a permanent staff, disciplinary termination, health problem, cessation projects partially or wholly, inability to perform prescribed duties in a satisfactory manner, conviction of an offence, and expiry of the contract of employment.
- e) The employment of a staff member can be terminated if she is, for reasons of health or disability unable to carry out her obligation under the terms of employment. Workplace discrimination due to health condition or gender bias is not allowed.
- f) The employment of any permanent or contract/project staff member may be terminated due to inability to perform prescribed duties in a satisfactory manner and when this is reflected on the score earned during the performance appraisal by the immediate supervisor.
- g) The procedures set for resignation and dismissal in the performance Management Guideline section should be strictly adhered to. Such termination shall take place with a one-month prior notice.

- h) If a staff's term of contract employment expires, the staff will be automatically terminated according to labor proclamation.
- i) Clearance paper certifying the return of property and settling financial obligations shall be required before any termination payment is made or certificate of work termination is issued.
- j) Termination due to a major offence resulting in a staff's summary dismissal can take place without notice in accordance with the provisions stated above.
- k) Termination due to other offences, not resulting in summary dismissal shall take place with a prior notice of up to a maximum of one calendar month.
- l) Resignation will be in accordance to the Labor Law.

#### **15.4. Certificate of Work on Termination/Resignation**

- a) The VAHA shall give a certificate of work to a worker whose employment is terminated.
- b) The certificate of work shall be written in the VAHA'S working language and shall have the signature of a superior and shall bear the seal of the VAHA.
- c) The certificate of work shall be prepared to include the following: Worker's full name, Occupation, Period of service, Nature and place of work, Cause of termination of the contract of employment, Last wages the worker was earning, Payment of income tax or any other applicable tax.
- d) Provided the worker has given the pertinent notice in time, the certificate shall be given to the worker on request without any delay.
- e) In the event of the worker requesting for additional certificate of conduct, the worker shall be given such additional certificate.

# 16. Annexes

## FORM 1: PERSONNEL DETAILS

Full Name of Employee: \_\_\_\_\_

Sex: Male Female Religion: -----

Birth Date: Day \_\_\_\_\_ Month \_\_\_\_\_ Year \_\_\_\_\_ Place of Birth \_\_\_\_\_

Address:

Region \_\_\_\_\_ Zone \_\_\_\_\_ Woreda \_\_\_\_\_ Kebele \_\_\_\_\_

Nationality \_\_\_\_\_ Citizenship \_\_\_\_\_

Type of Employment: Permanent Temporary

VAHA Employment Code / ID.No. \_\_\_\_\_

Date of Retirement \_\_\_\_\_

Hobby \_\_\_\_\_ Talent/interest \_\_\_\_\_

Driving License  Driving License Grade \_\_\_\_\_

Physical Condition: Blind  Deaf  Lame  Other  Specify \_\_\_\_\_

Spouse and Children

Spouse Full Name: \_\_\_\_\_

Address: Region \_\_\_\_\_ Zone \_\_\_\_\_ Woreda \_\_\_\_\_ Kebele \_\_\_\_\_ House No. \_\_\_\_\_  
Nationality \_\_\_\_\_

Number of children: Female ----- Male ----- Total -----

## FORM 2: FAMILY/RELATIVES DETAILS

Full Name	Relation (Brother, Sister, son, daughter)	Date of Birth			Age	Occupation	Address
		D	M	Y			

**FORM 3: EDUCATION BACKGROUND**

Elementary/junior school

Secondary school

Name \_\_\_\_\_  
 Address \_\_\_\_\_  
 Duration \_\_\_\_\_  
 (From-to) \_\_\_\_\_  
 Certificate \_\_\_\_\_  
 College/University  
 Name .....  
 Address .....  
 Duration (From-to) .....  
 Area of  
 Study .....

Name \_\_\_\_\_  
 Address \_\_\_\_\_  
 Duration \_\_\_\_\_  
 (From-to) \_\_\_\_\_  
 College/University  
 Name .....  
 Address .....  
 Duration (From-to) ...  
 Area of

**FORM 4: TRAINING DETAILS**

Was in Training? If yes fill the following (use a single table for each of training courses attended)

Title of Course						
Duration	From			To		
	Day	Month	Year	Day	Month	Year
Place						
Name of institution						
Awards						
Funded by						
Title of Course						
Duration	From			To		
	Day	Month	Year	Day	Month	Year
Place						
Name of institution						
Awards						
Funded by						
Title of Course						
Duration	From			To		
	Day	Month	Year	Day	Month	Year
Place						
Name of institution						
Awards						
Funded by						

**FORM 5: PREVIOUS EMPLOYMENT RECORD**

First Date of Employment: Day \_\_\_\_\_ Month \_\_\_\_\_ Year \_\_\_\_\_

Total Service/experience in other organizations \_\_\_\_\_

Name of Organization	Date of Employment			Last Date of Employment			First Position	Last Position	First Salary	Last Salary
	Day	Month	Year	Date	Month	Year				

**FORM 6: POSITIONS/SALARIES/ALLOWANCES IN PREVIOUS ORGANIZATION**

Name of Organization	Position	From			To			Salary	Allowance	Last Salary
		Day	Month	Year	Date	Month	Year			

**FORM 7: BONUS/BENEFITS IN PREVIOUS ORGANIZATIONS**

Name of Organization	Position	Amount	From			To			Reason /Remark
			Day	Month	Year	Date	Month	Year	

**FORM 8: POSITION SALARIES/ALLOWANCES IN CURRENT ORGANIZATION/VAHA/**

From			To			Position title	Department /Service	Salary	Allowance
Day	Month	Year	Day	Month	Year				

Benefit/allowances	Amount	Reason/remark

**FORM 9: SALARY INCREMENTS**

Year	Position	Increment Amount (Birr)	Reason/Remarks

**FORM 10: TRANSFER AND PROMOTION**

Year	Previous			Transfer				Type
	Organization	Position	Department	Organization	Position	Branch	Department	1.Transfer 2.Promotion

**FORM 11: LEAVE DETAILS**

Total Leave days to date \_\_\_\_\_ No. of days taken \_\_\_\_\_ Total Remaining Leave day's \_\_\_\_\_  
 Next Leave schedule Month \_\_\_\_\_ Year \_\_\_\_\_

Contact information while on leave: Contact Address (Cell phone) \_\_\_\_\_

Full name of contact person: \_\_\_\_\_

**FORM 12: DISCIPLINARY MEASURES**

**1: Warning Letters**

Date			Signed by	Name of Department/Division/Section	Cause
DD	MM	YY			

**2: Reprimands**

Date			Given by	Name of Department/Division/Section	Cause
DD	MM	YY			

**3: Fine**

Date			Amount in Birr	Cause
DD	MM	YY		

**4: Demotion/loss of privileges**

Date			Position title Before Demotion	Position title after demotion	Previous salary	New salary	Loss of Privilege	Cause
DD	MM	YY						

**FORM 13: LAY OFF**

From			Lay off from date			Lay off-To date			Lay off-Return Date			Case
DD	MM	YY	DD	MM	YY	DD	MM	YY	DD	MM	YY	

**FORM 14: DISCHARGE**

Date			Signed by	Name of Department	Cause
DD	MM	YY			

**FORM 15: PERFORMANCE APPRAISAL REPORT**

Date			From Date			To Date			Points	Measure Taken
DD	MM	YY	DD	MM	YY	DD	MM	YY	YY	

Period covered From ..... To .....							Name	
Supervisor							Department/UNIT	
SN	Activities	Planned Period		Percentage of performance		Measures recommended		
		Time Started	Time Completed	Time	Resource	Training	Reward/Punishment	

**FORM 16: TRAINING ASSESSMENT FORMAT**

Period covered From ..... To .....				Department/ Service	
Work Unit					
SN	Name of the Worker	% age of Performance	Weaknesses identified	Proposed Training to Overcome Weakness	

## FORM 17: EMPLOYMENT AGREEMENT/CONTRACT

The following employment agreement is made and entered into by and between VAHA (hereafter referred as employer) and Ato/W/o/Dr. \_\_\_\_\_ (hereafter referred to as the "Employee").

### I. Terms of Employment

1. Commencement: Subject to the provisions of termination set forth below this agreement will begin on \_\_\_\_\_, 200\_\_\_\_
2. Job title: \_\_\_\_\_
3. Place of work: \_\_\_\_\_

### II. Employer's Obligation

VAHA undertakes to:

1. Pay a gross salary of CFA \_\_\_\_\_ every month on cash for the services on the last working day.
2. Transportation allowance of CFA \_\_\_\_\_ every month.
3. Housing allowance of CFA \_\_\_\_\_ every month.
4. Provident fund of \_\_\_\_\_ every month.
5. Medical allowance of \_\_\_\_\_ every six months.
6. Annual leave \_\_\_\_\_ days after every 12 months of continuous service. Such leave is to be taken at times convenient to the employer and the employer may require the employee to take his/her leave at such times.
7. Review the employee's salary/wage every year in view of the standards of living and employee's performance.

### III. Employee's Obligation

1. The employee will devote full time, attention, and energies to VAHA. During this employment he/she will not engage in any other activity. However, he/she is not prohibited from making personal investments in any other businesses provided those investments do not affect the operation of VAHA.
2. The employee should discharge his/her obligations efficiently by using the knowledge, skill, and experience required as per the attached job description.
3. Respect and abide by the laws, rules, and regulations of the employer as well as the order given by his supervisor.
4. In the event that the employee cannot perform the duties because of illness or incapacity for a period of \_\_\_\_\_ days, the compensation will be reduced by \_\_\_\_\_ (\_\_\_\_ %). The employee's full compensation will be reinstated upon return to work. However, if the Employee is absent from work for any reason for a continuous period of over \_\_\_\_\_ weeks, VAHA may terminate the employee's employment and the obligations under this agreement will cease on that date.
5. Normal working hours will be from ..... a.m. to ..... p.m. on Mondays to Fridays.
6. Employee agrees not to reveal confidential information to any person, firm, or entity and keep safe and control of all materials issued to him/her. Should Employee reveal or threaten to reveal this information, VAHA shall be entitled to an injunction restraining the employee from disclosing the said information.

### IV. Termination of the Contract

1. VAHA may terminate this agreement upon \_\_\_\_ month's prior written notice to the employee and the employee will be paid his/her regular salary up to the date of termination. In addition, the employer will pay the employee on the date of the termination all the benefits specified in this agreement.
2. Employee may terminate employment upon \_\_\_\_\_ days' written notice to the employer. Employee may be required to perform his or her duties to last date of termination.
3. This agreement may be terminated:
  - When the duration of the contract expires, or when the work ceases to exist, or when the employee does not carryout his/her work to the satisfaction of the employer.
  - When both contracting parties agree.
  - Due to the occurrence of force measure such as natural catastrophe, acts of government, civil war, or labor disputes.

Any changes to this agreement will only be valid if they are in writing and have been agreed and signed by both parties.

**Other conditions of employment or benefits:** \_\_\_\_\_

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**For the Employer:**

- Name: \_\_\_\_\_
- Title: \_\_\_\_\_
- Address: \_\_\_\_\_
- Signature: \_\_\_\_\_

**For the Employee:**

- Name: \_\_\_\_\_
- Title: \_\_\_\_\_
- Address: \_\_\_\_\_
- Signature: \_\_\_\_\_

Signed at \_\_\_\_\_ on \_\_\_\_\_ day of \_\_\_\_\_ 200\_\_\_\_.

Note: This employment contract is void unless it is signed and sealed by VAHA

