



Development Foundation

HR Policy & Procedure Manual

Table of Contents

| | |
|---|----|
| Welcome..... | 1 |
| Our Organization History | 2 |
| Mikoko Development Foundation..... | 2 |
| Mikoko Development Foundation..... | 2 |
| Objectives | 3 |
| Our Clients..... | 3 |
| Our Partners..... | 3 |
| Our mission, vision & values..... | 3 |
| Your employment/Appointment..... | 5 |
| Payroll..... | 5 |
| Changing Pay Details | 5 |
| Hours of Work..... | 5 |
| Overtime and Additional Hours | 5 |
| Lateness for work | 5 |
| Reimbursement of Expenses | 5 |
| Travel..... | 6 |
| Business Environment | 7 |
| Work Areas..... | 7 |
| Security..... | 7 |
| Kitchen and Washrooms..... | 7 |
| Meeting rooms..... | 7 |
| Printing | 7 |
| Waste Bins..... | 7 |
| Recycling Bins..... | 7 |
| Security Disposal/Shredders..... | 8 |
| The noise factor | 8 |
| Code of Conduct Policy..... | 9 |
| Purpose | 9 |
| Principles | 9 |
| Policy | 9 |
| Dress Code Policy | 10 |
| Office Employees | 10 |
| Warehouse/Conservation site Employees/Drivers | 10 |
| General | 10 |
| Prohibited Clothing..... | 10 |

| | |
|--|-------------------------------------|
| Supply and Purchasing | 10 |
| Maintenance..... | 10 |
| Exceptions | 11 |
| IT, Internet, Email & Social Media Policies..... | Error! Bookmark not defined. |
| Internet Use | 12 |
| Email Use | 12 |
| Professional Use of Social Media..... | 13 |
| Procedure | 13 |
| Private / Personal Use of Social Media | 13 |
| Procedure | 13 |
| Recruitment | 15 |
| Policy | 15 |
| Procedure | 15 |
| Induction..... | 16 |
| Policy | 16 |
| Procedure | 16 |
| Training & Development..... | 17 |
| Policy | 17 |
| Probation..... | 18 |
| Policy | 18 |
| Procedure | 18 |
| Occupational Health & Safety | 19 |
| Policy | 19 |
| Manual handling policy | 19 |
| Workers' compensation policy | 19 |
| Injury procedure | 19 |
| Smoking policy..... | 20 |
| Alcohol & drugs policy | 20 |
| Equal Employment Opportunity (EEO) & Anti Bullying | 21 |
| Policy | 21 |
| Discrimination, Sexual Harassment and Bullying..... | 21 |
| Discrimination: | 21 |
| Reasonable adjustments..... | 22 |
| Procedure: To make a complaint | 23 |
| Procedure: To receive a complaint | 23 |
| Procedure: To investigate a complaint | 23 |
| Possible outcomes..... | 24 |
| Pregnancy at Work | 25 |
| Advising of pregnancy..... | 25 |

| | |
|--|----|
| Harassment while pregnant | 25 |
| Safety at work..... | 25 |
| Transfer to a safe job | 25 |
| Working until the birth | 26 |
| Return to work..... | 26 |
| Breastfeeding at work..... | 26 |
| Flexible Working Arrangements | 27 |
| Options for flexible work practices | 27 |
| Leave | 29 |
| General leave policy | 29 |
| Annual leave policy | 29 |
| Personal (sick) leave policy | 29 |
| Carer's leave policy..... | 29 |
| Compassionate leave policy | 29 |
| Long service leave policy | 30 |
| Parental leave policy..... | 30 |
| Unpaid parental leave | 30 |
| Parental Leave types:..... | 30 |
| Parental Leave | 30 |
| Concurrent Leave | 30 |
| Special Maternity Leave..... | 30 |
| Parental Leave Pay | 31 |
| Primary Caregiver Pay..... | 31 |
| Dad and Partner Pay | 31 |
| Parental leave for partners | 31 |
| Applying for leave | 31 |
| Adoption | 31 |
| Other Paid leave..... | 31 |
| Annual leave | 31 |
| Time off for antenatal appointments, adoption interviews or examinations | 31 |
| Leave for pregnancy related illness | 32 |
| Loss of a child while pregnant..... | 32 |
| During parental leave..... | 32 |
| Time in lieu policy..... | 33 |
| Leave without pay policy | 33 |
| Jury duty policy | 33 |
| Emergency services leave policy..... | 33 |

| | | |
|---|----|----|
| Performance Management | 34 | |
| Policy | | 34 |
| Procedure | | 34 |
| Performance improvement | 35 | |
| Policy | | 35 |
| Procedure | | 35 |
| Gross or serious misconduct policy | | 36 |
| Procedure | | 36 |
| Grievance complaints | 37 | |
| Policy | | 37 |
| Procedure | | 37 |
| Conflict of Interest..... | 38 | |
| Policy | | 38 |
| Procedure | | 38 |
| Intellectual Property & Security | 39 | |
| Environmental Best Practice | 40 | |
| Policy | | 40 |
| Procedure | | 40 |
| General..... | | 40 |
| Energy..... | | 40 |
| Water | | 40 |
| Waste | | 40 |
| Mikoko Development Foundation - Policies and Declaration..... | 41 | |
| Employee Declaration: | | 41 |

Welcome Message From MDF – Founder & Executive Director

Congratulations on your appointment and welcome to the team at Mikoko Development Foundation. We are excited that you have decided to join us and look forward to a long, happy and successful partnership together. Our business is primarily about Environment, Health, Education, Agriculture and Entrepreneurship based on mangrove forest. You have been hired because we believe you can help us to deliver these high levels of customer satisfaction. We want to ensure that your interactions with other Mikoko Development Foundation employees and our customers will reflect the value that Mikoko Development Foundation.

The purpose of this Manual is to introduce you to the Mikoko Development Foundation, give you some information about our history, our clients and what we do. You will also find information about your terms and conditions and employment, our expectations around your behavior and our policies and procedures. This manual should be read in conjunction with your Contract of Employment.

This Manual is by no means an exhaustive guide to your employment with us. It has been developed to act as a resource and reference for you. The policies within this Manual are easily listed and easily accessed via the contents page. This Manual will be updated as required as our business evolves and grows. You will be notified of any changes as they occur. If you have any questions about the content please do not hesitate to contact MDF contact person on {+255 (0) 759 527 660} or info@mikoko.or.tz }.



Olais K. Raphael
Executive Director
Mikoko Development Foundation



Our Organization History

Mikoko Development Foundation

Early 2006 group of youth founded Natural Ambassadors of Environmental Life and Education (NAELE) who devoted and committed towards greening Kigoma Region. Next few months more than 300 youth joined the movement and we have supported the movement ourselves through member's commitment without donors or sponsors support. Until 2008 we achieved to establish more five seedling garden across Kigoma Region and plant new 6,890 new trees. The group registered under Roots & Shoots as Community Based Group in Kigoma.

In 2011 NAELE general assembly assembly committed to expand its services to the community and the name branded to Natural Ambassadors of Environmental Life and Education the Voice of Africans (NAELEVA) the aim is to create members who will be committed and volunteered with result oriented who will sound and voice for African Natural Resources through conservation, restoration of nature and protection of endangered species. Due to the fact that any of the NGO based programs needs funds to help the sustainability and management with active measurements of its impacts to the respective community we failed to run the programs.

In 2014 NAELEVA registered under the Ministry of Community Development located at Kivukoni Street and organization Head Quarters located at Kigamboni with the leadership of Chairperson – Olais K. Raphael, Chief Executive Officer (Secretary General) – Jeremiah Nicholaus and Treasurer – Aberdinego Maro. During this time we faced hard situation of access funds from different organisations, embassies as well as corporates as the fact we didn't have any experience in appealing for funds so the organization collapsed in 2016.

In 2017 we founded Mikoko Scout Group registered under Tanzania Scouts Association in Dar es Salaam that contributed a lot towards development of TSA members to understand about rehabilitation, Restoration and Protection of mangroves in Tanzania with the aim of establishing 59 youth groups with total number of 756 youth members who will becoming self-employed through the project investment as supported by Vodacom Tanzania Foundation (VTF), Nabaki Afrika Ltd, AAR Healthcare and Rotary Clubs of Dar es Salaam and achieve to plant more than 27,890 covers about 69.2 Acres. Due to the fact that TSA has several programs to manage and their main and key responsibility is education we failed to impose environment to become key issue in their national priorities.

At the end we failed to understand what were the key priorities to TSA at larger so we have been in much contradiction with National Management of TSA. In September 2019 General Assembly of Mikoko Scout Group decided to found Mikoko Development Foundation that will priorities Environment, Education, Health, Agriculture and Entrepreneurship for the aim of supporting conservation of mangroves in Tanzania as well as creating green Tanzania.

In 2020, #Mikoko Development Foundation official registered environmental organization in Tanzania with several conservation of nature and environmental plans.

In English, Mikoko means Mangrove. Mikoko Development Foundation empowers young adults on environmental issues by raising not only their awareness, their consciousness, but also that of the greater community. We believe in compassion and harmony among people, and we foster this belief by educating, building trust, nurturing, and increasing awareness.

Mikoko Development Foundation helps conservation and rehabilitation of mangrove forest within the Tanzanian Community to rebuild nature and promote environmental management, through our programs and services. We adopted a National Mikoko Environmental Strategy to achieve the goals:

Educate and empower our community members on how to use available resources with sustainability.

Partner with existing resources and act as a conduit between our members, the community, local agencies, embassies and companies interested in conservation of mangrove

Mikoko Development Foundation

We, the members of Mikoko Development Foundation who are the Friends of Mangroves note with great concern that, the mangroves in Tanzania are in great danger as human community cutting off mangroves instead of conserving them, our target as Mikoko Development Foundation is to support the plantation of mangroves at the local areas in Tanzania.

We further note that Community around mangrove forest is facing a number of critical challenges ranging from high level of unemployment, declining educational and health services and standards, low standard of living, and persistent insecurity and helping with effective support through entrepreneurship strategies.

We, admit that poverty alleviation is our concern and take it, as a real threat to peace and justice amongst the people who live around mangrove forest in Tanzania, this is to install the conservation of mangroves at the local community instead of depend only to the marine resources and give them alternative income generating activities and promoting mangrove forest to become key point of ecotourism in Tanzania.

Objectives

1. To promote primary, secondary and tertiary education, and adult and continuing education.
2. To promote human health care to the public of Tanzanian community.
3. To raise awareness on food security to the community of Tanzania.
4. To empower the youths through sports, community services, and hands-on skills training to help them grow into responsible citizens.
5. To promote economic prosperity by investing in and/or supporting tourism, commercial agriculture, trade and regional trade with neighbouring countries.
6. To strengthen mangroves conservation in all matters of public policy that promotes sustainable utilization of resources around mangrove forest and conservation of mangroves in Tanzania.
7. To promote infrastructure development, favourable business climate, lowering of cost of doing business, increasing living standards, increasing access to high quality education, increasing access to high quality healthcare and high regional security.
8. To promote mangrove rehabilitation around Tanzania through connecting different stake holders to join the efforts to achieve the said purpose of MDF.
9. To empower youth groups around mangrove forest through Ecotourism, Capacity Building and Entrepreneurship activities to convert them into deep environmental conservation groups or community.
10. To promote Tanzania's heritage by supporting the documentation of the Local Languages and customs (traditions, practices, conventions, rituals) to make them available to future generations and the current urban-born and raised descendants of respective languages.

Our Clients

At Mikoko Development Foundation we service many communities around mangrove forest from a variety of industries, ocean, water bodies, nature forest, local governments.

Our Partners

At Mikoko Development Foundation we service many communities around mangrove forest from a variety of industries, ocean, water bodies, nature forest, local governments, we proud to list the following partners who supporting our initiatives;



Our mission, vision & values

Mission Statement:

To engage in partnership for change with all key stakeholders for implementing appropriate programs to conserve nature for sustainable development

Vision Statement:

Creating green habitable Tanzania with a balanced ecosystem for all living organisms in peaceful coexistence

Values:

- Respected
- Trusted
- Experts
- Flexible
- Integrity
- Efficiency

Your employment/Appointment

Your employment with Mikoko Development Foundation is essentially governed by your contract of employment/appointment, Mikoko Development Foundation Policies, in conjunction with this Manual. The following section provides general information regarding your pay, conditions and our expectations of you.

Payroll

Your pay cycle is {weekly/fortnightly/monthly}. Our pay cycle runs from Monday to Sunday over a two week period and pays are processed on Tuesdays, fortnightly. Depending on which bank you use, some people may be able to access their pay on Thursdays because this is the day payroll is actually processed.

Pays will be automatically deposited electronically into the bank account details provided to Mikoko Development Foundation.

Taxation payments are automatically deducted from your salary. Superannuation payments are paid into your nominated fund.

Changing Pay Details

Please advise the Administration Officer via email should you wish to change any pay details like changing or closing your bank account. Please ensure you notify us prior to the date you wish for the change to be effective by. Your payroll contact is the {Administration Officer} and all requests for changes should be made via official email.

Hours of Work

Office/Business hours are generally between 8am to 5pm Monday to Friday. Your hours of work will depend on business needs and the requirements of the work you are assigned.

Your Manager will work with you to establish your standard hours of work and break times.

Mikoko Development Foundation adopts a common sense approach to managing work hours.

Overtime and Additional Hours

Overtime is work which is performed at the direction of the manager and which is in excess of your contracted hours of work. If you cannot for some reason work reasonable additional or overtime hours you must notify your Manager as soon as practicable with the reasons as to why.

Lateness for work

Any absence or late arrival due to illness, injury or any other reason, and the expected duration of leave must be personally reported to your supervisor as soon as practicable (and prior to your normal starting time wherever possible). If you are unable to do this personally, you are requested to ask someone to telephone on your behalf.

Subsequent to this, you must keep your Manager informed of your progress.

Wherever possible you should make dental, medical, business or other appointments outside your normal working hours.

It is essential that you are ready to commence work at your normal commencement time as other employees and the business depend upon you and your contribution.

Reimbursement of Expenses

Mikoko Development Foundation will reimburse employees for pre-approved expenses properly incurred by employees in the proper performance of their duties. Reimbursement will be subject to employees providing

the Practice with receipts or other evidence of payment and of the purpose of each expense, in a form reasonably required by the Mikoko Development Foundation. Employees will also be required to complete the Expense Reimbursement Form which is available at the office of Director of Administration and Finance.

Travel

Reasonable travelling expenses, where incurred in the performance of an employee's duties, will be reimbursed, provided that all claims are made on the appropriate form, signed by the appropriate Manager and supported with the necessary substantiating documentation. The payment of expenses is at all times subject to the prior authorisation of, and at the discretion of, the Practice.

Employees should arrange travel and accommodation through the Mikoko Development Foundation preferred travel supplier prior to departure.

Generally air travel will be by economy class, with a carrier chosen by the Mikoko Development Foundation.

Business Environment

Work Areas

As many employees work in an open plan area, it is important that your work station and or desk remain clean and tidy and free of boxes, papers and magazines. Our expectation is that your work station will be cleared and tidied at the end of every day. Any items that require storage should be put away, hard copy paper files should be kept to a minimum, with soft copies of files stored on the relevant shared drive electronically. Laptops should not be left on desks overnight unless you have your own lockable office.

Security

Entry to the Mikoko Development Foundation premises during and / or outside of normal business hours will be by way of keys/security pass.

It is the responsibility of every Mikoko Development Foundation employee to ensure that this key/security pass is kept in safe custody. It must be returned on demand.

If building access devices are lost or misplaced, you must notify your Manager immediately so that they can be cancelled.

Employees must ensure that all confidential/sensitive documents are locked away at night. You should make sure that your personal belongings and valuables are locked away and secured. Personal property is not covered by Company insurance.

Kitchen and Washrooms

Please keep the kitchen and washroom areas clean at all times, cleaning up after use. You should be mindful that these are public areas and you should be respectful to others by always cleaning up after yourself. If you use dishes then wash them immediately after use.

If there are any issues with these facilities you should notify your Manager immediately.

Meeting rooms

If you need to book or use a meeting room please ensure that you book through the receptionist/office manager/booking system. Please tidy up after meetings, take away your dirty cups, files papers etc. Place chairs back in position and clean all work away.

Printing

Save costs on printing wherever possible by printing on both sides of paper. Please pick up all printed matter off the printer and ensure that the printer is stocked with paper at all times. Colour printing should be kept to a minimum, stay environmental complied.

Waste Bins

Most individuals will have these under their desk. These bins should be used for any items which are not recyclable eg; plastics, metal, a pen, food scraps etc. Please use your discretion and be mindful of disposing food scraps in the office. Liquids should not be poured/ placed into bins.

Recycling Bins

Please recycle where you can use the appropriate bins. Only paper and cardboard with NO company, client or candidate information is to be placed into these bins. NO general rubbish is to be placed in these bins.

Security Disposal/Shredders

Paperwork with any sensitive or confidential Mikoko Development Foundation information needs to be disposed of by either being shredded or placed into the locked security disposal bin. The key for this bin will be the responsibility of the Practice Manager. Documents to be placed in the security bins include but are not limited to:

- Company Information
- Client information
- Forms
- Terms and conditions
- Policies

The noise factor

Try to avoid shouting at each other across the office or on site at a client and respect people's busy periods or meeting times. Or if someone is engrossed in something at their computer or there are more than two people meeting with someone, it usually means they are busy. Try to talk quietly when you are on the telephone and respect others around you.

Code of Conduct Policy

Purpose

This policy affirms Mikoko Development Foundation's belief in responsible social and ethical behaviour from all employees. This policy clarifies the standards of behaviour that Mikoko Development Foundation expects of all employees.

Principles

Our employees contribute to the success of our organisation and that of our Clients. Mikoko Development Foundation fully endorse that all employees are not deprived of their basic human rights.

Furthermore, our employees have an obligation to the Business, our Clients and themselves to observe high standards of integrity and fair dealing. Unlawful and unethical business practices undermine employee and Client trust.

Policy

Our Code of Conduct policy applies to all employees and provides the framework of principles for conducting business, dealing with other employees, Clients and suppliers. The Code of Conduct does not replace legislation and if any part of it is in conflict, then legislation takes precedence. This policy is based on the following:

- Act and maintain a high standard of integrity and professionalism
- Be responsible and scrupulous in the proper use of Company information, funds, equipment and facilities
- Be considerate and respectful of the environment and others
- Exercise fairness, equality, courtesy, consideration and sensitivity in dealing with other employees, clients and suppliers
- Avoid apparent conflict of interests, promptly disclosing to Mikoko Development Foundation senior manager, any interest which may constitute a conflict of interest
- Promote the interests of Mikoko Development Foundation
- Perform duties with skill, honesty, care and diligence
- Abide by policies, procedures and lawful directions that relate to your employment with Mikoko Development Foundation and/or our Clients
- Avoid the perception that any business transaction may be influenced by offering or accepting gifts
- Under no circumstances may employees offer or accept money
- Any employee, who in good faith, raises a complaint or discloses an alleged breach of the Code, whilst following correct reporting procedures, will not be disadvantaged or prejudiced. All reports will be dealt with in a timely and confidential manner.

Mikoko Development Foundation expects co-operation from all employees in conducting themselves in a professional, ethical and socially acceptable manner of the highest standards.

Any employee in breach of this policy may be subject to disciplinary action, including termination.

Should an employee have doubts about any aspect of the Code of Conduct, they must seek clarification from the Managing Director.

This policy will be regularly reviewed by Mikoko Development Foundation and any necessary changes will be implemented by the Managing Director.

Dress Code Policy

Mikoko Development Foundation's objective in establishing a safe and comfortable environment includes setting some standards for workplace dress code. This is to enable all people to project a professional image that is in keeping with the needs of our clients and customers to trust us. Because our industry requires the appearance of trusted professionals a standard dress code is necessary for everyone. Mikoko Development Foundation's has a uniform that will be provided to everyone.

Office Employees

Office employees are expected to dress business casual during work hours. All office employees will be given an optional uniform consisting of authorized Tanzania Scouts Conservation Uniforms, polo and cardigan or sweater with Mikoko Development Foundation logo with Tanzania Scouts Association logo. Bottoms may include neat jeans, slacks or skirt. Skirts must be knee length or longer. If not wearing the Mikoko Development Foundation's uniform, office employees must dress in a neat and well-presented manner at all times. When entering the Mangrove Nature Conservation Centre, warehouse/workshop, office employees should wear high visibility safety vest/reflectors.

Warehouse/Conservation site Employees/Drivers

All Conservation site employees must wear high visibility clothing at all times. Mikoko Development Foundation supplies options for high visibility uniform consisting of e.g. polo and fleecy sweater. All warehouse/workshop staff is required to wear black, dark green shorts or trouser. No other bottoms are permitted. Caps or beanies and jackets should be those offered by Mikoko Development Foundation. Steel capped boots are to be worn and provided by employees. This is a safety requirement.

General

Sales/Management or other employees who attend meetings with clients or potential clients (valid only on meeting days)

Clothing should consist of a Mikoko Development Foundation shirt and black slacks or skirt. Jackets should be the same colour as bottoms and should have a collar. Management may request an employee to wear Mikoko Development Foundation uniform on any particular day. This may be due to client visits, or any other reason.

Prohibited Clothing

Employees should not wear ripped clothing of any sort, low cut clothing such as jeans and shirts, track suits (pants or windcheaters) or thongs or open toed shoes.

Supply and Purchasing

Employees will be supplied with uniform when they commence employment. Uniforms may need to be ordered in; therefore, employees will dress as per instruction from management until a uniform is distributed. Employees may purchase additional uniforms at cost price. New uniforms will be issued to staff when required at management's discretion. When an employee leaves the company they are required to give all issues uniforms back.

Maintenance

All clothing worn, including uniform, should be clean and neatly pressed at all times.

Exceptions

Mikoko Development Foundation will allow employees to wear casual clothing on Fridays only. For office reasons, {warehouse/workshop} staff and drivers must still wear their high visibility clothing. Prohibited clothing as outlined above is still unacceptable on Fridays.

Communication Policy

Internet Use

The internet is provided by Mikoko Development Foundation for business use. Limited private use is permitted if the private use does not interfere with a person's work and that inappropriate sites are not accessed e.g. pornographic, gambling. Management has the right to access the system to check if private use is excessive or inappropriate.

Failure to comply with these instructions is an offence and will be subject to appropriate investigation. In serious cases, the penalty for an offence, or repetition of an offence, may include dismissal. Staffs need to be aware that some forms of internet conduct may lead to criminal prosecution.

Email Use

1. Email facilities are provided for formal business correspondence.
2. Take care to maintain the confidentiality of sensitive information. If emails need to be preserved, they should be backed up and stored offsite.
3. Limited private use of email is allowed if it doesn't interfere with or distract from an employee's work. However, management has the right to access incoming and outgoing email messages to check if an employee's usage or involvement is excessive or inappropriate.
4. Non-essential email, including personal messages, should be deleted regularly from the 'Sent Items', 'Inbox' and 'Deleted Items' folders to avoid congestion.
5. All emails sent must include the approved business disclaimer.

To protect Mikoko Development Foundation from the potential effects of the misuse and abuse of email, the following instructions are for all users:

1. No material is to be sent as email that is defamatory, in breach of copyright or business confidentiality, or prejudicial to the good standing of Mikoko Development Foundation in the community or to its relationship with staff, customers, suppliers and any other person or business with whom it has a relationship.
2. Email must not contain material that amounts to gossip about colleagues or that could be offensive, demeaning, persistently irritating, threatening, and discriminatory, involves the harassment of others or concerns personal relationships.
3. The email records of other persons are not to be accessed except by management (or persons authorised by management) ensuring compliance with this policy, or by authorised staff who have been requested to attend to a fault, upgrade or similar situation. Access in each case will be limited to the minimum needed for the task.
4. When using email a person must not pretend to be another person or use another person's computer without permission.
5. Excessive private use, including mass mailing, "reply to all" etc. that are not part of the person's duties, is not permitted.
6. Failure to comply with these instructions is a performance improvement offence and will be investigated. In serious cases, the penalty for breach of policy, or repetition of an offence, may include dismissal.

This policy also applies to all employees, contractors and sub-contractors of {Mikoko Development Foundation who:

have an active profile on a social or business networking site such as LinkedIn, Facebook, MySpace, Bebo, Friendster or Twitter; write or maintain a personal or business' blog; and/or post comments on public and/or private web-based forums or message boards or any other internet sites.

This policy does not form part of an employee's contract of employment. Nor does it form part of any contractor or sub-contractor's contract for service.

Professional Use of Social Media

Mikoko Development Foundation expects its employees to maintain a certain standard of behaviour when using Social Media for work or personal purposes.

This policy applies to all employees, contractors and sub-contractors of {Business Name} who contribute to or perform duties such as:

- maintaining a profile page for Mikoko Development Foundation on any social or business networking site (including, but not limited to LinkedIn, Facebook, MySpace, Bebo, Friendster or Twitter);
- making comments on such networking sites for and on behalf of Mikoko Development Foundation;
- writing or contributing to a blog and/or commenting on other people's or business' blog posts for and on behalf of Mikoko Tours and Safaris; and/or
- posting comments for and on behalf of Mikoko Development Foundation on any public and/or private web-based forums or message boards or other internet sites.

Procedure

No employee, contractor or sub-contractor of Mikoko Development Foundation is to engage in Social Media as a representative or on behalf of Mikoko Development Foundation unless they first obtain Mikoko Development Foundation's written approval.

If any employee, contractor or sub-contractor of Mikoko Development Foundation is directed to contribute to or participate in any form of Social Media related work, they are to act in a professional manner at all times and in the best interests of Mikoko Development Foundation.

All employees, contractors and sub-contractors of Mikoko Development Foundation must ensure they do not communicate any:

- Confidential Information relating to Mikoko Development Foundation or its clients, business partners or suppliers;
- material that violates the privacy or publicity rights of another party; and/or
- information, (regardless of whether it is confidential or public knowledge), about clients, business partners or suppliers of Mikoko Development Foundation without their prior authorisation or approval to do so; on any social or business networking sites, web-based forums or message boards, or other internet sites.

Confidential Information includes any information in any form relating to Mikoko Development Foundation and related bodies, clients or businesses, which is not in the public domain.

Private / Personal Use of Social Media

Procedure

Mikoko Development Foundation acknowledges its employees, contractors and sub-contractors have the right to contribute content to public communications on websites, blogs and business or social networking sites not operated by Mikoko Development Foundation. However, inappropriate behaviour on such sites has the potential to cause damage to Mikoko Development Foundation, as well as its employees, clients, business partners and/or suppliers.

For this reason, all employees, contractors and sub-contractors of Mikoko Development Foundation must agree to not publish any material, in any form, which identifies themselves as being associated with Mikoko Development Foundation or its clients, business partners or suppliers.

All employees, contractors and sub-contractors of Mikoko Development Foundation must also refrain from posting, sending, forwarding or using, in any way, any inappropriate material including but not limited to material which:

- is intended to (or could possibly) cause insult, offence, intimidation or humiliation to Mikoko Development Foundation or its clients, business partners or suppliers;
- is defamatory or could adversely affect the image, reputation, viability or profitability of Mikoko Development Foundation, or its clients, business partners or suppliers; and/or
- contains any form of Confidential Information relating to Mikoko Development Foundation, or its clients, business partners or suppliers.

All employees, contractors and sub-contractors of Mikoko Development Foundation must comply with this policy. Any breach of this policy will be treated as a serious matter and may result in disciplinary action including termination of employment or (for contractors and sub-contractors) the termination or non-renewal of contractual arrangements.

Other disciplinary action that may be taken includes, but is not limited to, issuing a formal warning, directing people to attend mandatory training, suspension from the workplace and/or permanently or temporarily denying access to all or part of Mikoko Development Foundation's computer network.

For the purposes of this policy, the following definitions apply:

Social Media includes all internet-based publishing technologies. Most forms of Social Media are interactive, allowing authors, readers and publishers to connect and interact with one another. The published material can often be accessed by anyone. Forms of Social Media include, but are not limited to, social or business networking sites (i.e. Facebook, LinkedIn), video and/or photo sharing websites (ie. YouTube, Flickr), business/corporate and personal blogs, micro-blogs (i.e Twitter), chat rooms and forums and/or Social Media:

Recruitment Policy

Policy

Mikoko Development Foundation recognises a robust and professional approach to recruitment and selection helps us to attract and appoint individuals with the necessary skills and attributes to fulfil our aims and support our business goals.

All appointments should be made on the Principle of Merit, compliance with all relevant Federal & State Legislation and adherence to this policy and related processes.

Our Business recruits people via the following methods:

- Internal
- External
- Employee Referred

Procedure

1. Create a simple position description for the job covering key activities, tasks, skills required, expectations, deliverables and safety considerations. When advertising, avoid discriminatory language e.g. young person. Target the requirements of the job e.g. we seek an energetic person.
2. The recruitment process may include some or all of these: an application form, interviews, practical testing, reference checks, and right to work in Tanzania checks. If undertaking an interview ensures there are no possible discriminatory requests for information, for example *Do you plan to have a family in the near future?*
3. Give the successful candidate a contract of employment setting out clear terms and conditions. This includes the nature of employment e.g. permanent part time, casual. The contract should include a welcome note and start details.
4. Once the candidate has accepted, contact the unsuccessful candidates as a matter of courtesy.

Induction Policy

Policy

Mikoko Development Foundation will make sure all new employees feel welcome and are ready to start work safely and competently through the use of a proper formal Induction process which this manual forms part of.

Procedure

Complete an induction plan for each new starter with details of:

- introductions
- welcome tea
- workplace tour
- OH&S procedures and evacuation
- business overview
- who's who
- nominated buddy
- a working safely plan
- training plan
- IT system orientation
- copy of the Fair Work Information Statement
- policy and procedural requirements, e.g. equal employment opportunity

Training & Development Policy

Policy

Mikoko Development Foundation will give employees adequate training to do their job safely and competently. Our business believes training is a two-way process. We encourage employees to participate and to highlight any gaps in their own skills or knowledge they believe they have.

Training includes internal on-the-job training, written instructions such as standard operating procedures, coaching, external training and courses. Safety training takes precedence.

Mikoko Development Foundation commits to providing every employee with 7 days Training days annually.

Probation Policy

Policy

The {3/6} month probationary period is a time for both the employee and the business to assess suitability, fit and competency within a role. During this period the Mikoko Development Foundation commits to reviewing employee performance and at the end of this time ongoing permanent employment will be confirmed. .

Procedure

1. Use system to track and monitor probationary periods
2. Managers to give informal and formal appraisal during the probation period.
3. Give at least one formal appraisal four weeks before the end of probation.
4. At the end of the probation period, complete a final probation appraisal and advise the employee of the result via a formal written letter.

Occupational Health & Safety Policy

Policy

Mikoko Development Foundation will, as far as practicable, provide a safe work environment for the health, safety and welfare of our employees, contractors, visitors and members of the public who may be affected by our work.

To do this, Mikoko Development Foundation will:

- develop and maintain safe systems of work, and a safe working environment
- consult with employees and health and safety reps on safety
- provide protective clothing and equipment, and enforce its use
- provide information and training for employees
- assess all risks before work starts on new areas of operation, for example, buying new equipment and setting up new work methods, and regularly review these risks
- remove unacceptable risks to safety
- provide employees and contractors with adequate facilities (such as clean toilets, cool and clean drinking water, and hygienic eating areas)

Ultimately, everyone at the workplace is responsible for ensuring health and safety at that workplace.

All persons responsible for the work activities of other employees are accountable for:

- identifying practices and conditions that could injure employees, clients, members of the public or the environment
- Controlling such situations or removing the risk to safety. If unable to control such practices and conditions, report these to their manager
- making sure workers use personal protective equipment (PPE), training workers to use PPE correctly
- making sure PPE is maintained and working properly

Mikoko Development Foundation demands a positive, proactive attitude and performance with respect to protecting health, safety and the environment by all employees, irrespective of their position.

Manual handling policy

It is Mikoko Development Foundation's policy to provide all employees with a safe and healthy workplace by identifying, assessing and controlling manual handling risks.

While management is responsible for the health, safety and welfare of all staff, all employees must report potential and actual manual handling hazards.

Never lift or manually handle items larger or heavier than you can easily support. If you are in any doubt, do not hesitate to ask for help.

Workers' compensation policy

All employees may be eligible for workers' compensation benefits if injured while at work.

Injury procedure

If there is an injury:

1. The first priority is medical attention. The injured worker or nearest colleague should contact one of Mikoko Development Foundation's first aiders. For a serious injury also call an ambulance.
2. Any employee who is injured on the job, experiences a safety incident or a near miss, must report the incident to their manager.
3. The manager must write a report in the Register of Injuries, Incidents and Near Misses. This standard report must include:
 - employee's name and job details
 - time and date of injury
 - exact location the injury/incident occurred
 - how the injury/incident happened
 - details of the injury/illness and the part/s of the body injured
 - names of any witnesses
 - name of the person entering details in the Register
 - date the employer was notified
4. Mikoko Development Foundation will let the injured employee know in writing that we have received notification of any injury or illness reported in the Register.

The manager must report serious injuries to Work Safe immediately.

Smoking policy

Mikoko Development Foundation has a non-smoking policy. Smoking is not permitted on Mikoko Development Foundation property or in offices at any time.

Smokers who need to take breaks should do so in their allotted breaks (no more than {20 mins} per day in addition to their lunch break). These breaks must be limited to {30} minutes from leaving the workplace to recommencing work. These breaks must not be taken at the entrance to Mikoko Development Foundation offices. Excessive smoking breaks will be regarded as absenteeism and performance improvement action may be taken.

Alcohol & drugs policy

Mikoko Development Foundation is concerned by factors affecting an employee's ability to safely and effectively do their work to a satisfactory standard. The business recognises alcohol or other drug abuse can impair short-term or long-term work performance and is an occupational health and safety risk.

Mikoko Development Foundation will do its utmost to create and maintain a safe, healthy and productive workplace for all employees. Mikoko Development Foundation has a zero tolerance policy in regards to the use of illicit drugs on their premises or the attending of other business related premises (e.g. clients) while under the influence of illicit drugs. Contravening either of these points may lead to instant dismissal.

Mikoko Development Foundation does not tolerate attending work under the influence of alcohol. This may result in performance improvement action or dismissal.

Mikoko Development Foundation, at times, makes alcohol available to staff over the age of 18. Limiting the consumption of any alcohol made available is the responsibility of the employee. Driving over the legal limit or under the influence of illicit drugs is illegal.

Equal Employment Opportunity (EEO) & Anti Bullying

Policy

This policy applies to all staff including contractors and covers all work-related functions and activities including external training courses sponsored by Mikoko Development Foundation.

It also applies for all recruitment, selection and promotion decisions.

The objective of Mikoko Development Foundation's Equal Opportunity Policy is to improve business success by:

- attracting and retaining the best possible employees
- providing a safe, respectful and flexible work environment
- delivering our services in a safe, respectful and reasonably flexible way

Discrimination, Sexual Harassment and Bullying

Mikoko Development Foundation is committed to providing a workplace free from discrimination, sexual harassment and bullying. Behaviour that constitutes discrimination, sexual harassment or bullying will not be tolerated and will lead to action being taken, which may include dismissal.

For the purposes of this policy, the following definitions apply:

Discrimination:

Direct discrimination occurs when someone is treated unfavourably because of a personal characteristic that is protected under United Republic of Tanzania law.

Indirect Discrimination occurs when a rule seems neutral, but has a discriminatory impact on certain people. For example a minimum height requirement of 6 foot for a particular job might be applied equally to men and women, but would indirectly discriminate on the basis of sex, as women tend to be shorter than men.

Sexual harassment includes unwelcome conduct of a sexual nature in circumstances in which it could reasonably be expected to make a person feel offended, humiliated or intimidated a reasonable person, having regard to all the circumstances, would have anticipated that the person harassed would be offended, humiliated or intimidated.

Workplace bullying may include behaviour that is directed toward an employee, or group of employees, that creates a risk to health and safety e.g. physical and/or verbal abuse, excluding or isolating individuals; or giving impossible tasks.

Mikoko Development Foundation provides equal opportunity in employment to people without discrimination based on a personal characteristic protected under URT constitution equal opportunity legislation.

Under URT legislation they include:

- age
- breastfeeding
- carer status
- disability
- employment activity
- gender identity

- industrial activity
- lawful sexual activity
- marital status
- parental status
- personal association with someone having any of these characteristics
- physical features
- political activity/belief
- pregnancy
- race
- religious activity/belief
- sex
- sexual orientation

Any employee found to have contravened this policy will be subject to disciplinary action, which may include dismissal as outlined in the complaint procedure below.

Employees must report any behaviour that constitutes sexual harassment, bullying or discrimination to their manager.

Employees will not be victimised or treated unfairly for raising an issue or making a complaint.

Reasonable adjustments

Reasonable adjustments are changes that allow people with a disability to work safely and productively.

Mikoko Development Foundation will make reasonable adjustments for a person with a disability who:

- Applies for a job, is offered employment, or is an employee, and
- Requires the adjustments in order to participate in the recruitment process or perform the genuine and reasonable requirements of the job.

Examples of reasonable adjustments can include:

- reviewing and, if necessary, adjusting the performance requirements of the job
- arranging flexibility in work hours (see 'Flexible work arrangements')
- providing telephone typewriter (TTY) phone access for employees with hearing or speech impairments
- purchasing screen reading software for employees with a vision impairment
- approving more regular breaks for people with chronic pain or fatigue
- buying desks with adjustable heights for people using a wheelchair.

When thinking about reasonable adjustments Mikoko Development Foundation will weigh up the need for change with the expense or effort involved in making it. If making the adjustment means a very high cost or great disruption to the workplace, it is not likely to be reasonable.

In some cases Mikoko Development Foundation can discriminate on the basis of disability, if:

- The adjustments needed are not reasonable, or
- The person with the disability could not perform the genuine and reasonable requirements of the job even if the adjustments were made.

Procedure: To make a complaint

If you believe you are being, or have been, discriminated against, sexually harassed or bullied, you should follow this procedure.

1. Tell the offender the behaviour is offensive, unwelcome, and against business policy and should stop (only if you feel comfortable enough to approach them directly, otherwise speak to your manager). Keep a written record of the incident(s).
2. If the unwelcome behaviour continues, contact your supervisor or manager for support.
3. If this is inappropriate, you feel uncomfortable, or the behaviour persists, contact another relevant senior manager. Employees may also lodge a complaint with the Victorian Equal Opportunity and Human Rights Commission, the Tanzania Human Rights Commission, or take action under the *Fair Work Act* year.

Employees should feel confident that any complaint they make is to be treated as confidential as far as possible.

Procedure: To receive a complaint

When a manager receives a complaint or becomes aware of an incident that may contravene Mikoko Development Foundation EEO Policies, they should follow this procedure.

1. Listen to the complaint seriously and treat the complaint confidentially. Allow the complainant to bring another person to the interview if they choose to.
2. Ask the complainant for the full story, including what happened, step by step.
3. Take notes, using the complainant's own words.
4. Ask the complainant to check your notes to ensure your record of the conversation is accurate.
5. Explain and agree on the next action with the complainant.
6. If investigation is not requested (and the manager is satisfied that the conduct complained is not in breach of Mikoko Development Foundation EEO policies) then the manager should:
 - act promptly
 - maintain confidentiality
 - pass any notes on to the manager's manager

If an investigation is requested or is appropriate, follow the next procedure.

Procedure: To investigate a complaint

When a manager investigates a complaint, they should follow this procedure.

1. Do not assume guilt.
2. Advise on the potential outcomes of the investigation if the allegations are substantiated.
3. Interview all directly concerned, separately.
4. Interview witnesses, separately.
5. Keep records of interviews and the investigation.
6. Interview the alleged harasser, separately and confidentially and let the alleged harasser know exactly of what they are being accused. Give them a chance to respond to the accusation. Make it clear they do not have to answer any questions, however, the manager will still make a decision regardless.
7. Listen carefully and record details.
8. Ensure confidentiality, minimise disclosure.
9. Decide on appropriate action based on investigation and evidence collected.

10. Check to ensure the action meets the needs of the complainant and Mikoko Development Foundation.
11. If resolution is not immediately possible, refer the complainant to more senior management. If the resolution needs a more senior manager's authority, refer the complainant to this manager.
12. Discuss any outcomes affecting the complainant with them to make sure where appropriate you meet their needs.

Possible outcomes

If after investigation management finds the complaint is justified, management will discuss with the complainant the appropriate outcomes which may include:

- disciplinary action to be taken against the perpetrator (counselling, warning or dismissal)
- staff training
- additional training for the perpetrator or all staff, as appropriate
- counselling for the complainant
- an apology (the particulars of such an apology to be agreed between all involved)

Pregnancy at Work

Advising of pregnancy

Mikoko Development Foundation encourages employees to inform their manager of their pregnancy as soon as possible. However, we respect that an employee may not wish to advise us of her pregnancy earlier than the minimum notice period.

We also respect an employee's wishes regarding when it is appropriate to tell colleagues about the pregnancy.

See the Parental leave policy on page 30 about requirements for taking unpaid parental leave, including notice periods.

Harassment while pregnant

Mikoko Development Foundation is committed to ensuring the safety of pregnant employees and considers harassment, bullying and discrimination to be unacceptable behaviour.

(See the Equal Employment Opportunity policy on page 21 for our general policy and procedure on harassment, bullying and discrimination.)

Safety at work

Mikoko Development Foundation understands pregnancy to be a healthy and normal process and recognises that women have different experiences. When an employee notifies her manager that she is pregnant, the manager will ask the employee to let them know if they experience any changes to their work capacity during the pregnancy. The employee and her manager will then discuss what is needed to keep the employee safe at work and adjustments will be made accordingly where possible.

Options to reduce hour's change of duties, light duties, rotated tasks, provision of a chair and provision of additional breaks are common ways to ensure safety at work, and will be considered on a case-by-case basis.

Transfer to a safe job

If it's not safe (due to illness, risks or hazards) for a pregnant employee who is entitled to parental leave to continue in her usual position, she can be transferred to a 'safe job' with no change to terms and conditions.

The employee needs to provide Mikoko Development Foundation with reasonable evidence that she is fit for work, but it would be inadvisable to continue in her present position. Mikoko Development Foundation may insist on a medical certificate.

If Mikoko Development Foundation can't transfer the employee to a safe job, she may take (or be required by Mikoko Development Foundation to take) paid 'no safe job' leave for the time stated in the medical certificate or until the pregnancy ends (either by giving birth or otherwise).

'No safe job' leave is not sick leave – it is a separate paid leave type (pregnancy- no safe job). This leave will be paid at the rate specified in the award or agreement which, at a minimum, can be no lower than the employee's base rate of pay for her ordinary hours of work. In the six weeks prior to the expected date of the birth of the child, an employer may ask an employee on safe job leave for medical certificates stating that she would be fit to perform a safe job, if one were available to her.

An employee may be required to take unpaid parental leave (instead of paid no safe job leave) if she does not provide a medical certificate within seven days or if she provides a medical certificate stating she is not fit for any work.

Working until the birth

A pregnant employee may work until the expected date of birth of her child. If she wishes to continue working in the last six weeks of her pregnancy she may be requested to provide a medical certificate within seven days confirming she is fit to work.

If the medical certificate indicates the employee is not fit for work, she may be required to start parental leave or take a period of unpaid leave as soon as practicable. (See the Parental leave policy)

Return to work

If the employee has agreed to contact during leave, then towards the end of the leave period, the manager should confirm the employee's intention to return on the agreed date. The employee also may want to discuss any requests for flexible work arrangements at this time (see Flexible Working Arrangements policy).

An employee must provide four weeks' notice if they want to extend their leave beyond the return date that was initially advised (see the Parental leave policy on page 30.)

The employee on parental leave has the right to return to the job they held prior to going on leave, including any promotion. If that position no longer exists, the employee will be given whichever other available position is nearest in status and remuneration to the position they held prior to going on leave.

If an employee was placed in a safe work position prior to leave, the employee is entitled to return to the position they held immediately before the safe work position.

If the pre-parental leave position no longer exists, Mikoko Development Foundation will follow its redeployment and redundancy procedures to determine if a suitable alternative position is available.

Breastfeeding at work

Mikoko Development Foundation aims to understand and support mothers in the workplace, including accommodating breastfeeding as much as possible e.g. providing a private space.

An employee should discuss her needs with her manager and Mikoko Development Foundation will endeavour to make private space available or other arrangements made by agreement. Depending on the employee's duties this may include cover while she is away from her work environment.

Flexible Working Arrangements

Employees may request flexible working arrangements based on parental and carer responsibilities. Employees are encouraged to put the request in writing.

To comply with the Equal Opportunity Act, Mikoko Development Foundation will consider this request, and consider all relevant facts and circumstances in deciding whether or not to agree to the request. Such a request will not be refused unless it is reasonable to do so.

Circumstances that may be relevant to determining whether a refusal is or is not reasonable include:

- the nature of the employee's work and parental or carer responsibilities
- the nature and cost of the arrangements required for an employee to fulfil their family or carer responsibilities
- the financial circumstances of the employer
- the size and nature of the workplace and the employer's business
- the effect of the flexible working arrangements on the workplace, including the financial impact on the business
- the consequences for the employer of having the flexible working arrangements
- the consequences for the employee of not having the flexible working arrangements

Other factors that might be relevant in a particular case include:

- when the arrangements are to commence
- how long the arrangements will last
- information that has been provided by the employee about their situation
- the accrued entitlements of the employee, such as personal, carer's or annual leave
- Whether any legal or other constraints affect the feasibility of the employer accommodating the responsibilities, such as occupational health and safety laws or award penalty rates.

In addition, under the National Employment Standards, employees who have at least 12 months continuous service, with responsibility for the care of a child under school age, or for care of a child under 18 with a disability have the right to request flexible working arrangements.

Flexible work arrangements will also be considered as a form of reasonable adjustments to allow people with a disability to work safely and productively (see information on reasonable adjustments above).

This right applies to all employees including permanent full-time and part-time employees, as well as casual employees, regardless of role of job function.

Employees must put such a request in writing.

Mikoko Development Foundation will provide a written response granting or refusing the request within 21 days and will only refuse such requests on reasonable business grounds. These reasons will be detailed in the written refusal.

Options for flexible work practices

Flexible work options which may be considered by Mikoko Development Foundation include:

- permanent, part-time work

- graduated return to work (for employees returning from parental leave), e.g. the employee returns part time and then builds up to full-time work flexible start and finish times for staff to accommodate child care and school pick-up requirements
- flexible rostering such as working split shifts
- job-sharing - where two or more employees share one full-time position, each working on a part-time basis
- work from home
- purchased leave (48/52 leave) – where employees take an additional four weeks leave per year by adjusting their salary to 48 weeks paid over the full 52 weeks
- compressed hours – where the employee works additional daily hours to provide for a shorter working week or fortnight

This is not an exhaustive list, and other options may be agreed.

Employees utilising flexible work practices will be treated no less favourably than any other employee. Flexible working is not a barrier to promotion or supervisory responsibilities.

Leave

General leave policy

Unless specified otherwise, employees referred to in this policy mean permanent full-time or part-time employees.

All employees are entitled to leave in accordance with the relevant awards or agreements and statutory provisions. Where the entitlements or practices in this document conflict, the applicable award, workplace agreement, employment contract or employment law takes precedence.

All planned leave has to be mutually agreed, and take into account workloads and the employee's needs. Leave must be approved in advance, except when the employee can't anticipate the absence. Any documents regarding leave will be kept on the employee's personnel file.

Annual leave policy

Each employee is entitled to a minimum of 30 days annual leave a year (pro-rata for part-time). Leave entitlements are calculated from the date they started work and accrue in accordance with workplace relations legislation or industrial instruments. Annual leave counts towards continuous service (used when calculating long service leave). Applications for annual leave need to be lodged 4 weeks in advance.

An employee is expected to take accrued annual leave for business close down periods. If insufficient leave is accrued, Mikoko Development Foundation may direct an employee to take unpaid leave.

Mikoko Development Foundation will decide on a case-by-case basis whether it will agree with an employee to 'cash out' annual leave as permitted by workplace relations legislation or any industrial instrument.

In some circumstances, leave in advance of what leave has accrued may be approved. This is conditional on the employee agreeing to the business deducting any advance in the event of termination, or to the employee accepting leave without pay.

Personal (sick) leave policy

An employee is entitled to a minimum of 10 days of personal/carer's leave every 12 months which can all be taken as carer's leave if required. Paid personal leave accrues at the rate of 2 days per month of service and is cumulative.

An employee should notify his/her manager as soon as possible if they are unable to attend work due to illness or injury. Management, at its discretion, may request evidence such as a medical certificate showing that the employee was entitled to take personal leave during the relevant period.

Carer's leave policy

Carer's leave is available to an employee for the care or support of an ill family or household member or if an unexpected emergency affects a family or household member. It is typically part of personal (sick) leave and is dealt with similarly to above.

Employees including casual employees are entitled to take up to two days unpaid carer's leave for each occasion of family or household member illness or unexpected emergency. An employee cannot take unpaid carer's leave if they could instead take paid carer's leave.

Compassionate leave policy

Compassionate leave is paid leave taken by an employee to spend time with a family member/member of the employee's household, who has a personal illness, or injury, that poses a serious threat to his/her life, or after the death of a family member/member of the employee's household.

Each employee is entitled to a period of two days paid compassionate leave for each occasion where a family member has died, or the employee needs to spend time with a seriously ill family member. Additional unpaid leave may be granted at management discretion.

Casual employees are entitled to two days unpaid compassionate leave for each occasion.

Long service leave policy

Employees are entitled to long service leave in line with Victorian long service leave laws (or per a relevant Award or Agreement).

Parental leave policy

Unpaid parental leave

Employees (including a de facto or same sex partner, or single person) who are expecting a child or adopting a child are eligible for 52 weeks of unpaid parental leave if they are:

- permanent full-time or part-time with at least 12 months service prior to the expected date of birth or adoption placement
- casual with 12 months regular and systemic service who have a reasonable expectation of continuing regular and systematic work

After birth or adoption, the parent with responsibility for the care of the child is entitled to unpaid parental leave. Employees who are pregnant may commence leave up to six weeks before the expected date.

Employees may request to extend their leave by a further 12 months (for a total of 24 months maximum), to be submitted in writing at least four weeks before the end of the original 12 months unpaid parental leave.

Mikoko Development Foundation will respond in writing within 21 days and may refuse only on reasonable business grounds. The written response will include details if the request is refused.

Parental Leave types:

Available Parental Leave types at {Mikoko Development Foundation include:

- Parental Leave
- Concurrent Leave
- Special Maternity Leave

Parental Leave

If you are the primary caregiver of your child, you can access up to 52 weeks of Parental Leave. Parental leave is unpaid except in the instances where an employee is eligible for Parental Leave Pay in line with legislation. Parental Leave with Pay is described in full in the following section.

Concurrent Leave

Both employees of an employee couple may take leave at the same time for a maximum period of 8 weeks. This leave must be taken within 12 months of the birth or adoption of a child. The concurrent leave may be taken in separate periods. Each period must be no shorter than 2 weeks unless the employer agrees.

Special Maternity Leave

Unpaid Special Maternity Leave is available to pregnant female employees in the case of pregnancy-related illness or if the pregnancy ends within 28 weeks of the expected date of birth. The duration of this leave should be agreed with the Mikoko Development Foundation as soon as is practically possible, and any unpaid Special Maternity leave will reduce the amount of Maternity Leave you are entitled to take by the same amount.

Parental Leave Pay

Available Parental Leave Pay types at Mikoko Development Foundation include:

- Primary Caregiver Pay
- Dad and Partner Pay

Please note that Mikoko Development Foundation will only make payments in line with the two types of Parental Leave Pay detailed below. Where relevant, Parental Leave Pay will be paid in line with the standard Mikoko Development Foundation pay cycles.

Primary Caregiver Pay

In line with legislation, eligible employees who are the primary caregiver may be entitled to 18 weeks paid leave, paid at the minimum wage. Please note that a child's primary caregiver is the person who is most meeting the child's physical needs. This will usually be the birth mother of a newborn child or the initial primary caregiver of an adopted child, even if your child is in hospital.

This leave is not in addition to the 52 weeks parental leave mentioned above. Any periods of unpaid and paid Parental leave must not exceed 52 weeks in total.

Employees may take subsequent periods of paid Parental Leave, however, in order to be eligible for this, you must return to work and complete a minimum of 12 months continuous service following your return from any previous paid Parental Leave.

Dad and Partner Pay

If your partner is the primary caregiver of your child, you may be entitled to 2 weeks of Government funded paid Dad and Partner Pay whilst on Concurrent Leave. It is your responsibility to check your entitlement to this payment with the Department of Human Services.

Parental leave for partners

Generally, only the parent with responsibility for the care and welfare of the child is entitled to take unpaid parental leave. However, up to three weeks unpaid parental leave may be taken at the same time by both members of an employee couple, with the period of concurrent leave starting on the day of the birth (unless the manager agrees to other arrangements).

Applying for leave

An employee wishing to take unpaid parental leave must provide written notice at least 10 weeks before starting the leave (or as soon as is practicable) including the intended leave start and end dates.

Leave dates or any changes of dates must be confirmed at least four weeks before the leave starts. The manager will confirm the leave and any affected entitlements such as continuous service in writing.

Adoption

Because Mikoko Development Foundation recognises that the timing of placement for an adopted child may be uncertain, employees should keep their manager informed of any changes to the likely placement date and commencement of leave.

Other Paid leave

Annual leave

If the employee has paid annual leave available, he or she may, in agreement with the manager, take some or all of that leave at the same time as the unpaid parental leave.

Time off for antenatal appointments, adoption interviews or examinations

Personal leave may be available for attendance at medical appointments. Appointment times and the availability of leave should be discussed with the manager.

An employee may take up to two days unpaid pre- adoption leave. Employees must provide notice of the leave including expected leave period as soon as practicable (which may be after the leave has started).

If an employee requires more than two days pre-adoption leave, they should discuss their requirements with their manager.

Leave for pregnancy related illness

If an employee is ill during her pregnancy, she may access her ordinary sick leave entitlements, including any accrued leave.

If an employee experiences extended illness due to pregnancy, she can access unpaid 'special maternity leave' for the period her treating doctor certifies is necessary. Special maternity leave is included in the 52 weeks available unpaid parental leave period.

The employee must make a special maternity leave application as soon as practicable which details the period of leave required. The manager may request a medical certificate and if so, this must be provided by the employee.

Loss of a child while pregnant

If the pregnancy ends within 28 weeks before the due date without a live birth, the employee may take unpaid 'special maternity leave' for the period her treating doctor certifies is necessary. Unpaid parental leave is not available in this situation, instead special maternity leave applies.

The employee must make a special maternity leave application as soon as practicable, specifying the expected leave period and providing a medical certificate, if this is requested by the manager.

Mikoko Development Foundation will be sensitive to the personal issues associated with this type of leave.

During parental leave

Even though the employee is on leave, they will continue to be protected against discrimination as an employee. See the Equal Employment Opportunity policy on page 21.

Mikoko Development Foundation respects that some employees do not want any contact while on leave, and others do. The manager should discuss with the employee what sort of communication the employee would like while on leave, and record this agreement.

While an employee is on unpaid parental leave, Mikoko Development Foundation will ensure that the employee is considered and kept informed of significant changes that may occur in the business.

Where a decision will have a significant effect on the status, pay or location of the pre-parental leave position, the Mikoko Development Foundation will take all reasonable steps to inform the employee and discuss the effect of the decision. During any restructures, employees on parental leave will be treated no less favourably than other employees and will be kept informed of the process.

If an employee has applied for less than 52 weeks unpaid parental leave, they can extend the period of leave once to take the total leave up to a maximum of 52 weeks. The employee must give at least four weeks' notice prior to the end date of the original leave period. A period of unpaid parental leave may be reduced by agreement between Mikoko Development Foundation and the employee.

An employee can resign while on parental leave but they must give the required notice of resignation as set out in {insert award/contract/letter of offer}.

Employees should not undertake any activity during leave which is inconsistent with the employment contract, including other employment and they should remain responsible for the care of the child.

The employee's position may be filled on a temporary basis while they are on leave. Mikoko Development Foundation will notify the replacement employee that their employment in this role is temporary and that the pregnant employee has the right to return to the position.

Time in lieu policy

Mikoko Development Foundation will grant time in lieu to an employee who is required to work outside their normal hours. Time worked towards time in lieu must be approved in advance unless exceptional circumstances exist; in which case management will consider granting approval after the time is worked.

Time in lieu will be added to the employee's annual leave. Mikoko Development Foundation will record time-in-lieu credits and debits. Generally, employee should take time in lieu in the same financial year within which they accrue it. A manager must approve time-in-lieu leave. An employee cannot accrue more than 8 hours of time in lieu.

Leave without pay policy

Management has the discretion to approve leave without pay that an employee is not otherwise entitled to.

Jury duty policy

An employee is entitled to paid leave for jury duty in accordance with legislation. An employee on jury service should supply the official request to attend, the details of attendance and the amount the court has paid them. Mikoko Development Foundation will reimburse the employee the difference between this amount and their base salary. If an employee is absent because of jury service of more than 10 days in total, the employer is only required to pay the employee for the first ten days of absence.

Emergency services leave policy

If an employee needs to take temporary absence from work because of voluntary emergency management activities (for example, as a volunteer dealing with an emergency or natural disaster as a member of Community Police, Fire & Rescue Volunteer or Army Reserve) then they should ask management for leave as soon as possible after they become aware of the need to take leave.

Mikoko Development Foundation will support such activities wherever possible, as an important community service.

Mikoko Development Foundation may require evidence of these activities at its discretion.

Performance Management

Policy

The purpose of performance management is to improve performance. It is an ongoing process. It should include informal and formal review. We encourage a two-way process, that is, employees can also give management feedback on performance.

All employees will undergo a formal performance review with their immediate managers at least 4 times a year.

Procedure

1. The manager and the employee agree on the date for a performance appraisal meeting to allow time to prepare.
2. The manager and employee will meet and openly and constructively discuss performance over the period.
3. The manager and the employee will agree any objectives and outcomes for the next appraisal period.
4. Training and development will be considered as part of the process.
5. Notes should be taken of the meeting and copies kept.
6. Outside of this formal process, employees are encouraged to raise any issues they have when they arise.

Performance improvement

Policy

Where warranted Mikoko Development Foundation will use improvement processes to improve performance. Should such improvement processes be unsuccessful in improving an employee's performance, Mikoko Development Foundation may decide to end an employee's employment. Depending on the circumstances, performance improvement action may include verbal or written warnings, counselling or retraining.

Mikoko Development Foundation requires a minimum standard of conduct and performance which will be made clear to employees in management appraisals. If an employee does not meet this standard, Mikoko Development Foundation will take appropriate corrective action, such as training. Formal performance improvement procedures will generally only start when other corrective action fails.

If an employee deliberately breaches business policy or procedure, or engages in misconduct, Mikoko Development Foundation may start improvement procedures, or, in cases of serious misconduct or breach of policy, may dismiss an employee.

Each employee must understand their responsibilities, be counselled and given the opportunity to reach the standards expected of them. Mikoko Development Foundation will give an employee the opportunity to defend themselves before management takes further action.

Note: If employees have a disability that requires reasonable adjustments to be made to the workplace or job to allow you to work safely and productively, they should raise this with their manager. Mikoko Development Foundation will only refuse such requests on reasonable business grounds.

Procedure

1. Mikoko Development Foundation will advise the employee of any shortfall in their performance, and give them an opportunity to respond.
2. Once they respond, the manager will consider their response and decide if performance improvement action should be taken. Mikoko Development Foundation will provide support such as training where appropriate.
3. If the employee is given a verbal warning, the manager should make a note of it, date it and sign it.
4. The manager will advise the employee in clear terms what they see as the performance problem or the unacceptable conduct. To highlight the deficiency they should use specific examples, and refer to the correct policy or procedure.
5. The manager will allow the employee to respond before making a decision and consider the employee's responses. The employee may have a support person present at such meetings.
6. The manager will decide if more action is needed.
7. If a written warning is to follow, the manager is to:
 - document it and give the employee a copy
 - give the employee the opportunity (and their support person the opportunity) to sign the warning
 - keep a copy on file
8. The warning must clearly define:
 - the deficiency
 - a clear explanation of the expected standard
 - by when the employee needs to achieve it

- how the business will help the employee achieve the improvement required
 - consequences of failing to improve
9. The manager concerned will keep a record of all meetings, training and/or coaching given and a summary of discussions, and put a copy on the employee's personnel file. This should include date, location and time of discussion.
 10. They will continue to support the employee and note the support they give, for example, training or counselling.
 11. If the employee's performance or conduct doesn't improve, the manager will give the employee a final written warning and follow steps 4–10 above. This document needs to warn the employee in clear terms Mikoko Development Foundation will terminate their employment if there is not enough improvement, and a sustained improvement in, their performance.

Note: some circumstances justify going straight to a second or final warning.

Gross or serious misconduct policy

Summary (instant) dismissal for gross or very serious misconduct is possible (depending on the facts involved). Management should seek advice before taking this step.

Procedure

1. The manager is to investigate the alleged offence thoroughly, including talking to witnesses, if any.
2. The manager should ask the employee for their response to the allegation (taking notes of this discussion) and allow them to have representation. The manager should also have a witness present. The manager shall give genuine consideration to the employee's response and circumstances.
3. If still appropriate, following a thorough investigation, the manager can terminate/dismiss the employee.
4. The manager should keep a file of all evidence collected and action taken in these circumstances.
5. Mikoko Development Foundation will send the employee a letter of termination noting brief details.

Grievance complaints

Policy

Mikoko Development Foundation supports the right of every employee to lodge a grievance with their manager if they believe a decision, behaviour or action affecting their employment is unfair. An employee may raise a grievance about any performance improvement action taken against them.

We aim to resolve problems and grievances promptly and as close to the source as possible. When necessary, Mikoko Development Foundation will escalate a grievance to the next higher level of authority for more discussion and resolution, and continue escalating it to the level above until it is resolved.

Managers will do their utmost to action grievances objectively, discreetly and promptly. Be aware that grievances that are misconceived, vexatious, and lacking substance may result in disciplinary action being taken against the employee lodging the grievance.

Procedure

1. The employee should try to resolve the grievance as close to the source as possible. This can be informal and verbal. At this stage, every possible effort should be made to settle a grievance before the formal grievance process starts. If the matter still can't be resolved, the process continues and becomes formal.
2. To start the formal grievance the complainants must fully describe their grievance in writing, with dates and locations wherever possible and how they have already tried to settle the grievance.
3. The person(s) against whom the grievance/complaint is made should be given the full details of the allegation(s) against them. They should have the opportunity and a reasonable time to respond before the process continues.
4. If the grievance still can't be resolved, refer the matter to the most senior manager for consideration and a final decision. A grievance taken to this level must be in writing from the employee.

Conflict of Interest

Policy

Conflict of interest arises whenever the personal, professional or business interests of an employee are potentially at odds with the best interests of Mikoko Development Foundation.

All employees are required to act in good faith towards Mikoko Development Foundation. Employees need to be aware of the potential for a conflict of interest to arise and should always act in the best interests of Mikoko Development Foundation.

As individuals, employees may have private interests that from time to time conflict, or appear to conflict, with their employment with Mikoko Development Foundation. Employees should aim to avoid being put in a situation where there may be a conflict between the interests of Mikoko Development Foundation and their own personal or professional interests, or those of relatives or friends. Where such a conflict occurs (or is perceived to occur), the interests of Mikoko Development Foundation will be balanced against the interests of the staff member and, unless exceptional circumstances exist, resolved in favour of Mikoko Development Foundation.

It is impossible to define all potential areas of conflict of interest. If an employee is in doubt if a conflict exists, they should raise the matter with their manager.

Procedure

Employees must:

- declare any potential, actual or perceived conflicts of interest that exist on becoming employed by Mikoko Development Foundation to management
- declare any potential, actual or perceived conflicts of interest that arise or are likely to arise during employment by Mikoko Development Foundation to management
- avoid being placed in a situation where there is potential, actual or perceived conflict of interest if at all possible

If an employee declares such an interest, Mikoko Development Foundation will review the potential areas of conflict with the employee and mutually agree on practical arrangements to resolve the situation.

Employees must disclose any other employment that might cause a conflict of interest with Mikoko Development Foundation to their manager. Where there are external involvements that do not represent a conflict of interest, these must not affect performance or attendance whilst working at Mikoko Development Foundation. If such involvement does affect performance or attendance it will be considered a conflict of interest.

Employees must not set up or engage in private business or undertake other employment in direct or indirect competition with Mikoko Development Foundation using knowledge and/or materials gained during the course of employment with Mikoko Development Foundation.

Engaging in other business interests during work hours will result in strong performance improvement action.

Failure to declare a potential, actual or perceived conflict of interest or to take remedial action agreed with Mikoko Development Foundation, in a timely manner, may result in performance improvement proceedings including dismissal.

Intellectual Property & Security

All intellectual property developed by employees during their employment with Mikoko Development Foundation, including discoveries or inventions made in the performance of their duties related in any way to the business of Mikoko Development Foundation, will remain the property of Mikoko Development Foundation.

Employees may be given access to confidential information, data, business property, keys to premises or any other business related property/information in the performance of their duties. This must be protected and used only in the interests of Mikoko Development Foundation.

Employees must not:

- disclose or use any part of any confidential information outside of the performance of their duties and in the interests of Mikoko Development Foundation; or
- authorise or be involved in the improper use or disclosure of confidential information;
- during or after their employment without the Employer's written consent, other than as required by law.

‘Confidential information’ includes any information in any form relating to Mikoko Development Foundation and related bodies, clients or businesses, which is not in the public domain.

Employees must act in good faith towards Mikoko Development Foundation and must prevent (or if impractical, report) the unauthorised disclosure of any confidential information. Failure to comply with this policy may result in performance improvement proceedings including dismissal, and Mikoko Development Foundation may also pursue monetary damages or other remedies.

Environmental Best Practice

Policy

Mikoko Development Foundation will comply with all local, state and federal laws and regulations on:

- disposing of hazardous waste (including EPA's list of prescribed industrial waste), trade waste (i.e. waste added to the sewer) and waste water
- safe handling, storage and transport of hazardous waste and dangerous goods
- noise
- land use
- air pollution and carbon emissions

Procedure

Mikoko Development Foundation will set targets each year to increase energy and water efficiency, and seek opportunities for reducing and recycling waste. To do this, we will:

General

- investigate ways to reduce consumption or recycle waste
- publish monthly energy and water use on the staff notice board including savings made, and report on greenhouse gas emissions
- give preference to maintenance and other contractors using green products

Energy

- buy electrical and lighting systems rated as energy efficient
- use accredited Green Power, either in part or whole

Water

- buy appliances rated as water efficient
- buy plumbing devices (e.g. taps) with built-in flow restrictors in kitchen and washing up areas, or add these to existing fittings

Waste

- look for opportunities to exchange waste on the waste exchange database websites

Mikoko Development Foundation - Policies and Declaration

You must read all the policies contained in this document and listed below. Company policies are a part of your employment contract and therefore must be read and understood to ensure you are fully aware of your responsibilities as an employee of Mikoko Development Foundation.

Please read each of the policies listed below and tick where shown to indicate you are aware of the rules and responsibilities you have whilst employed by Mikoko Development Foundation.

- 1. Code of Conduct Policy
- 2. Dress Code Policy
- 3. Communication Policy
- 4. Recruitment & Selection Policy
- 5. Induction Policy
- 6. Training & Development Policy
- 7. Probation Policy
- 8. Occupational Health & Safety Policy
- 9. EEO and Anti-Bullying Policy
- 10. Pregnancy at work policy
- 11. Flexible Work Arrangements Policy
- 12. Child Protection Policy
- 13. Project & Partnership Policy
- 14. Leave Policy
- 15. Performance Management Policy
- 16. Performance Improvement Policy
- 17. Gross & Serious Misconduct Policy
- 18. Grievance and Complaint Policy
- 19. Conflict of interest Policy
- 20. Intellectual Property & Security Policy
- 21. Environmental Best Practice

Employee Declaration:

I have read and understand the contents of this manual along with the above policies and I agree to the terms of conditions of these documents.

Employee Name:

Employee Signature:

Date: