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Welcome

About this handbook

Welcome to I-TECH (Country)! We hope your work will be fulfilling, productive and successful. You have joined a dynamic international enterprise whose mission is to develop a skilled health work force and strengthen national health delivery systems throughout the world.

I-TECH (Country) is committed to establishing clear, practical, and legal rules and procedures to govern its offices and manage staff.

This handbook describes the policies, procedures and benefits for I-TECH (Country) employees.

Changes to the handbook may be made from time to time by I-TECH (Country). Material changes to the handbook will be communicated to employees.

As an employee of I-TECH (Country), it is important that you be familiar with, understand and comply with the policies and procedures set forth in this handbook. If there are any parts of this handbook you do not understand or about which you have questions, please discuss them with your supervisor or Human Resources Manager.

An employee who does not adhere to the policies and procedures set forth in this manual may be subject to disciplinary action up to and including dismissal from I-TECH (Country) employment.

Employment Standards

Fair employment and non-discrimination

I-TECH is committed to fair and equitable practices with regard to all personnel actions, including but not limited to recruitment, selection, placement, transfer, promotion, termination, and salary adjustment for employees, consultants, and temporary staff. I-TECH bases personnel action on individual merit, skill and competence and does not discriminate on the basis of colour, nationality, tribe or place of origin, race, social origin, political opinion, religion, gender, pregnancy, marital status or family responsibility, disability, HIV/AIDS status, age, previous military service, trade union membership or activity, or sexual orientation.

I-TECH succeeds when we hire the right people in the right roles to advance our mission.

Types of employment

**Regular Employees—Full Time** Regular full-time employees work 40 hours per week annually.

**Regular Employees—Part Time** Regular part-time employees work a recurring schedule of at least 20 hours per week (50%) but less than 40 hours per week annually.
**Seconded Employees** are regular I-TECH (Country) employees who are posted to the site of a partner organization and who often receive guidance and direction from the partner organization in accordance with the terms of a secondment agreement. Seconded employees have a designated I-TECH supervisor who is responsible for overseeing the seconded employee’s job performance, providing feedback, monitoring employee or partner reporting, and taking corrective action, if necessary. The provisions of this Handbook apply to I-TECH employees who are seconded to partner organizations.

**Temporary Employees** are employed either full-time (40 hours per week) or part-time (less than 40 hours per week) not to exceed 1,040 hours in a twelve-month period. Temporary employees do not serve a trial period and do not achieve status as a regular employee. I-TECH (Country) can end the appointment of a temporary employee when I-TECH (Country) determines that the services of the temporary employee are no longer needed. Temporary employees are not eligible for benefits except those required by the laws of (Country).

**Consultants** are not employees, but are independent contractors providing specific services in accordance with the terms detailed in their consultant agreement. Consultants are not eligible for I-TECH (Country) benefits.

**Students** working on I-TECH affiliated projects within (Country) are subject to all I-TECH (Country) HR guidelines as well as those of the university from which they are assigned.

**New employee trial period (probation)**

The initial (number) months of employment serves as a trial period for newly hired employees. The purpose of the new employee trial period (probation) is to give I-TECH (Country) an opportunity to evaluate the employee’s performance before confirming his or her appointment.

A probationary employee may be dismissed, consistent with the laws of (Country), for unsatisfactory performance as determined by the immediate supervisor and with the approval of the Country Director. Prior to dismissal, a new employee is given one week’s notice.

**Hiring of relatives (nepotism)**

Members of an employee's immediate family who apply for employment with I-TECH (Country) will be considered for employment on the basis of their qualifications, subject to approval of the Country Director. Current employees may not participate in decisions to hire a family member or domestic partner. Employee’s must disclose such relationships to their supervisor and excuse themselves from any involvement in the hiring process.

Immediate family members and domestic partners may not be hired if employment would:

- Create a supervisor-subordinate relationship
- Have the potential of creating an adverse impact on work performance
- Create either an actual conflict of interest or the appearance of a conflict of interest that cannot be otherwise resolved.
This policy will also be considered when assigning, transferring, or promoting an employee.

For the purpose of this policy, immediate family includes: spouse, parent, child, sibling, in-law, aunt, uncle, niece, nephew, grandparent, grandchild, members of the employee’s household, and domestic partners.

**Rehiring former employees**

I-TECH (Country) will consider former employees who apply for open positions. These candidates undergo the same scrutiny as external applicants. In addition, the hiring manager will request background reference information from the former employee’s previous I-TECH managers and supervisors.

**Disabilities in the workplace**

I-TECH (Country) will strive to provide assistance with an employee’s disability to enable them to work within appropriate financial constraints and operational feasibility of I-TECH (Country). Such accommodation is provided to the extent possible to disabled employees who are otherwise capable of performing their jobs. Employment may be terminated consistent with the laws of (Country) when the Country Director determines that the employee can no longer perform the minimum requirements of the position due to ongoing illness or disability which I-TECH (Country) is unable to practically accommodate in line with (Country) labour law.

**Employee personnel files**

I-TECH (Country) will maintain, to the extent necessary, an official personnel file for each employee to document personnel actions, performance evaluations, recognition, and corrective action. These files will be treated as ‘confidential’ although employees may review their own official personnel file, as may their supervisors, the Country Director and Human Resources staff.

**Hours of Work and Overtime**

**Standard work schedules**

The standard workweek is **40 hours per week**. The standard workday is eight hours per day Monday through Friday, *(excluding or including)* one paid hour for lunch. The Country Director will establish standard office hours for the conduct of I-TECH (Country) business and in compliance with (Country) labour law.

**Pay dates and timesheets**

Regular employees are paid monthly or bi-monthly. Taxes are withheld as required by the laws of (Country).
Employees must complete monthly timesheets, accurately recording hours worked and leave taken by type and actual hours. Deadlines for submitting timesheets are set by the Country Director or designee.

Pay advances are not allowed.

Overtime rate and compensatory time off

OVERTIME RATE—I-TECH (Country) discourages routine overtime. Regular, temporary, full-time or part-time employees who are eligible for overtime are paid 1.5 times their regular rate of pay for all hours worked in excess of 40 in a week. Overtime eligible employees who work part-time schedules are paid straight time for all hours worked between their regular schedule and 40 hours. For purposes of determining overtime, the workweek begins on Sunday and ends on Saturday.

Overtime eligible employees receive 1.5 times their regular rate of pay for all hours worked on a Saturday, and two times their regular rate of pay for all hours worked on a Sunday or public holidays regardless if they have worked in excess of 40 hours in a week.

The employee’s supervisor must authorize overtime work before the employee works extra hours.

COMPENSATORY TIME OFF—Subject to written authorization by an employee’s supervisor, an employee may receive compensatory time off in lieu of overtime pay. At the election of I-TECH, such compensatory time off shall be either:

a) Payment of employee’s ordinary wage for overtime worked plus 30 minutes time off on full pay for every hour of overtime worked; or

b) 90 minutes paid time off for each hour of overtime worked.

Employees may not accrue more than 40 hours of unused compensatory time off.

Overtime exemption

Employees (in executive, managerial, and professional positions) considered exempt from overtime eligibility. Exempt employees do not receive overtime pay or compensatory time for working more than 40 hours in a week. Part-time employees who are exempt do not receive extra pay for hours worked in excess of their part-time schedules.

Professional and managerial employees who are not eligible for overtime enjoy greater flexibility in the management of their day-to-day schedules.

Absences of professional and managerial employees of up to four hours need not be recorded although the employee’s supervisor must be informed in advance.

Absences greater than four hours are recorded on an hour-for-hour basis against sick leave or vacation, as appropriate.
**Same-week schedule adjustments**

At the sole discretion of the employee’s supervisor and with his or her written approval, an overtime eligible employee may make up time missed from work in the same pay period on an hour-for-hour basis. Otherwise, the time is deducted from the employee’s annual leave entitlement, or if no annual leave is available, is taken as leave without pay.

**Temporary office closure**

The Country Director will decide on temporary office closure due to events outside the control of I-TECH (Country), such as inclement weather or civil unrest. Depending on circumstances, employees may be asked to work at home to the extent possible.

If an employee is asked to work at home during a temporary office closure but is unable to do so, missed work time may be charged to the employee’s available vacation.

**Alternative work schedules**

With the supervisor’s advance written approval, an employee may regularly a work schedule other than the standard work schedule. The supervisor or the employee may cancel the alternative work schedule at any time and without prior consultation.

**FLEXTIME**—Under an approved flextime schedule, an employee regularly begins or ends work at a time other than the standard workday. For example, with the supervisor’s approval, an employee may start his or her workday at 7:00 a.m. and end at 4:00 p.m.

**COMPRESSED WORKWEEK**—Under a compressed workweek, an employee regularly works a 40-hour schedule in less than a five-day workweek. For example, an employee may work four 10-hour days.

**Telecommuting**

Overtime exempt professional and managerial employees may work at home on a regular or occasional basis if the needs of the organization and position allow provided they have their supervisor’s written consent. Regular telecommuting should not normally exceed two days per week.

I-TECH is not required to provide home computer support or equipment for telecommuters. I-TECH will require an employee to verify their computer has up-to-date antivirus and or other security software to be eligible to telecommute using a personal computer.

Telecommuters must follow a pre-approved schedule and must be available by phone to their co-workers during that time.

Telecommuters must attend workplace meetings where their presence is required even if doing so conflicts with the telecommuter’s scheduled telecommuting day.
Leave and Holidays

Holidays

I-TECH (Country) recognizes the following (number) public holidays:

- New Year's Day
- Christmas Day
- ...
- Personal holiday

Should a public holiday occur on a Saturday or Sunday, the holiday will be observed on such day prior to or following the weekend on which the public holiday occurs as may be decided by the Country Director.

Annual leave (vacation)

All regular I-TECH (Country) employees earn (number) workdays of vacation per year, based on their date of hire.

Annual leave cannot be taken in advance of accrual. Part-time employees earn a pro-rated amount of annual leave based on their schedule.

Vacation should be taken in the year it is accrued. Up to 10 days (80 hours) of vacation may be carried over from one year to the next.

Employees must receive approval in writing from their supervisor prior to taking vacation.

Accrued but unused vacation is paid out upon an employee’s departure from I-TECH (Country) employment.

Sick leave

Regular employees earn one workday of sick leave per month up to a maximum of (number) days. Part-time employees earn a pro-rated amount of sick leave based on their schedule.

Sick leave may be used for personal illnesses, injuries, healthcare appointments, and to care for a member of the employee’s immediate household who is seriously ill.

An employee may be required by his or her supervisor to provide a medical certificate to substantiate time off from work taken as sick leave.

Sick leave is not paid out upon an employee’s departure from I-TECH (Country) employment, nor can any unexpended balance be carried forward from one 36-month period to the next.
**Discretionary leave**

Discretionary leave is paid time off from work that the Country Director may award to exempt professional and managerial employees to recognize noteworthy achievement and work effort. The employee's supervisor recommends the award of discretionary leave in writing to the Country Director. The supervisor's recommendation explains the rationale for the leave and the number of days requested. The Country Director may award up to five days of discretionary leave per calendar year. This leave must be documented in writing and recorded in the employee's personnel file.

An employee may request to use discretionary leave as soon as it is awarded. Discretionary leave must be used before using vacation leave. Unused discretionary leave does not carryover from year to year and is not paid upon departure of the employee from employment with I-TECH (Country).

**Other leave**

**MATERNITY LEAVE**—A pregnant employee is entitled to (number) consecutive months of (paid/unpaid) maternity leave. Maternity leave may commence from (number) weeks before the expected date of birth. No employee may resume duty within six weeks of giving birth of her child unless a medical practitioner certifies that she is fit to do so.

The pregnant employee requests maternity leave in writing from her supervisor, specifying the start and duration of the leave.

The pregnant employee receives (number) working days unpaid leave in the event of a stillbirth or miscarriage during the third trimester of pregnancy.

**PARENTAL LEAVE**—With the supervisor’s approval, an employee may take up to five days of paid parental paternal parenting upon the birth or adoption of the employee’s child.

**BEREAVEMENT LEAVE**—With the supervisor’s approval, an employee may take up to (number) days of paid bereavement leave per year in the event of the death of the employee’s spouse or life partner, parent, adoptive parent, grandparent, child, adopted child, grandchild, or sibling.

**TRAVEL RECOVERY DAYS**—Employees travelling away from their homes on I-TECH business may take one paid travel recovery day for each full weekend away, up to a maximum of two travel recovery days per trip. Travel recovery days are approved by the employee’s supervisor and are taken within two weeks of returning from travel. Travel recovery days do not accrue or carryover and are not paid out upon the employee’s departure from employment with I-TECH (Country). There can be no cash payment in lieu of a travel recovery day.

**UNPAID LEAVE**—A leave of absence without pay may be granted upon recommendation by an employee’s supervisor and the approval of the Country Director when it is necessary for the employee to be away from work and any applicable accrued leave is exhausted. Employees on unpaid leave of greater than 10 working days do not accrue annual leave nor receive employer
support for medical aid benefits during their absence. Employees on unpaid leave may continue health benefits at their own expense. The employee’s written request for unpaid leave describes the duration and purpose of the leave. Approval of unpaid leave depends on I-TECH’s ability to cover the employee’s work during his or her absence, the employee’s performance, and frequency of leave without pay requests. Unpaid leave may not exceed six months in a 12-month period.

Compensation and Benefits

Compensation philosophy

Attracting and retaining a talented work force is central to the success of I-TECH. I-TECH strives to pay employees competitively and fairly in relation to local market conditions and their responsibilities and qualifications.

Job titles

Job titles for payroll purposes are assigned by I-TECH (Country). A position may have a working title that is more descriptive of a position’s function and to facilitate the conduct of day-to-day business. Working titles are approved by the Country Director.

Pay increases

GENERAL SALARY INCREASES—I-TECH (Country) annually reviews employee salaries and may award general salary increases to all employees based on local conditions and the availability of funds. General salary increases are not automatic, but are awarded by the Country Director following the review and approval by I-TECH headquarters.

MARKET AND EQUITY ADJUSTMENTS—From time to time, I-TECH (Country) may adjust the pay of an individual position or of a category of jobs based on local market conditions or internal equity considerations. Market and equity adjustments to pay are pre-approved by the Country Director in consultation with the I-TECH headquarters HR Director.

Promotions and career advancement

Employees are encouraged to apply for employment opportunities within I-TECH (Country) and for other I-TECH locations as these arise. Internal candidates are not guaranteed advancement.

PROMOTION: Promotions are defined as advancement to a higher pay grade or classification based on the growth of/in an employee’s job in terms of its scope, complexity and responsibility.
The supervisor documents an employee’s request for promotion by clearly describing the features of an employee’s job that have changed and grown. Promotions must be approved by the Country Director.

The Country Director determines the level to which an employee may be promoted. The effective date of the promotion is the first day of the month following receipt of the promotion request by the Country Director. A normal promotional increase in pay is 6%. The Country Director may grant a promotional pay increase of up to 10% based on compelling market data, merit, or internal equity considerations. Promotional pay raises in excess of 10% must be approved by the I-TECH headquarters HR director.

Health, disability and workers compensation insurance benefits

Employee benefits are intended to provide regular employees and their families with insurance coverage in the event of illness or disability. From time-to-time I-TECH (Country) reviews benefit plans for quality, affordability, competitiveness, reliability of insurance provider, and value. Insurance plans may change from year to year at the discretion of I-TECH (Country).

Some insurance benefits are provided to staff by I-TECH (Country) at no cost to the employee; other benefits may require financial contributions by employees. Benefits and cost-sharing for part-time employees are adjusted in light of their part-time status and their eligibility for benefits as determined by benefit providers.

I-TECH (Country) benefits include the Healthcare Fund, Provident Fund, disability insurance, and Workers’ Compensation protection. Additionally, I-TECH (Country) administers, accrues, and pays all statutory benefits required by the laws of (Country).

Employee Performance

Performance appraisal and planning

Performance planning and appraisal is part of a system of accountability to support individual employee excellence in achieving I-TECH (Country)’s programmatic and operational objectives and plans.

A written appraisal of the employee’s performance for the prior year and plan for the coming year takes place (indicate timing). This annual process serves as an important, but not exclusive, source of feedback to the employee. It documents his or her performance, conduct, accomplishments, challenges, and professional development as well as programmatic goals and required adjustments to meet those goals.

Professional development

I-TECH (Country) supports and encourages employees to develop and improve job-related skills. Interacting with experienced staff, mentoring,
providing challenging assignments and training can be an important means of development, as can self-study using resources both inside and outside of I-TECH (Country).

As budget, donor restrictions, and staffing allow, employees may be supported in securing work-related training both on-site and away from the office. Training requests are subject to approval by the Country Director.

Expenses for authorized professional development activities may be covered in part or in full. Resources to support professional development may vary from year to year and are not guaranteed.

Training requiring the employee to be absent from work for extended periods will be considered only in cases of exceptional need or benefit to I-TECH (Country).

STAFF RENEWAL LEAVE—Regular I-TECH employees with four or more years of service are eligible for up to two months paid staff renewal leave to further their professional growth through an approved, self-designed process of research and study.

Interested employees submit a Staff Renewal Leave proposal through their supervisor to the Country Director. The proposal must describe the learning objectives, process, duration, benefit to I-TECH and deliverable or report that the employee will produce.

Value to I-TECH, available funding, grant requirements, the employee’s performance, and the ability of I-TECH to handle the employee’s workload during his or her absence are factors considered in evaluating staff renewal leave proposals.

Corrective action

Unresolved employee performance problems or inappropriate conduct of any nature can be disruptive to work, damaging to morale and harmful to I-TECH (Country). I-TECH (Country) provides a progressive process of corrective action that seeks to:

- Ensure that I-TECH policies, operating principles, and work standards are met
- Document areas where an employee needs to improve job performance or behaviour
- Set a course of action for the employee to follow, and
- Identify consequences if performance expectations are not met.

Employee conduct must reflect I-TECH’s operating principles and strive towards promoting teamwork through commitment, communication, common purpose, cooperation and collaboration. Depending on the seriousness of performance problems or offending behaviour, and the employee’s job performance history, not all of the corrective action steps described below will be followed in all instances. In addition, I-TECH (Country) is not limited exclusively to the remedies listed below. Some
situations may warrant more serious and immediate action, up to and including dismissal.

**COUNSELLING/VERBAL WARNING**--With the concurrence of the Country Director, the supervisor will discuss the problem with the employee, advising him or her that if their performance does not improve the employee may be subject to further disciplinary action, up to and including dismissal. The supervisor will make a record of the date, time and reason for the verbal warning.

**WRITTEN WARNING**—The supervisor may issue a written warning if the severity of an incident warrants or informal discussions or one or more verbal warnings have not resulted in sufficient improvement. Written warnings describe the performance deficiency or conduct violation, the desired performance, and indicate that the employee may be subject to dismissal if performance does not improve or an incident reoccurs. Written warnings must be approved by the Country Director and are retained in the employee’s personnel file as per (Country) law requirements.

**DISMISSAL**—Dismissal of an employee must be approved by the Country Director. In all cases, dismissals will be both procedurally and substantively correct as prescribed in (Country) laws.

**Dispute resolution process (grievances)**

I-TECH (Country) encourages regular communication between employees and their supervisors to help avoid and resolve concerns that otherwise detract from the quality of the employee’s work life and effective operations.

Notwithstanding the responsibility employees and supervisors each have for resolving employment concerns informally, I-TECH (Country) provides a process for reviewing concerns employees may have about such matters as working conditions, job responsibilities, performance evaluation, and corrective action. The following procedure exclusively governs the dispute resolution process.

**NON-RETAILATION** - I-TECH (Country) will not retaliate in any manner against an employee who in good faith pursues resolution of an employment dispute or grievance through this process.

**SUBMISSION** - The employee must provide the supervisor with a written statement that explains the issue or concern that the employee wants addressed and the remedy or resolution that the employee is requesting within fifteen business days of the action or incident on which the matter is based.

**SUPERVISOR REVIEW** - The supervisor will schedule a time to review the concern with the employee and allow the employee an opportunity to explain his or her position. Within fifteen business days after the supervisor's review, the supervisor will provide the employee with a brief written decision concerning the dispute, and advise the employee of the opportunity for further internal review, unless the supervisor is the Country Director in which case the Country Director’s decision is final. If the employee does not request further review, the supervisor's decision is final.
COUNTRY DIRECTOR REVIEW - If the employee is dissatisfied with the supervisor’s written decision, the employee may request a review of that decision by the Country Director. The employee must submit to the Country Director a written request for review within fifteen business days after receipt of the supervisor’s decision.

The Country Director will give the employee an opportunity to explain the reason(s) for the concern, either in person or in writing. Within fifteen business days after the review, the Country Director will provide the employee with a brief written decision. Upon written notice to the employee, the reviewer may extend the deadline for responding by fifteen business days. The decision at this level is final.

Professional Conduct

Conflict of interest

No I-TECH (Country) employee may knowingly act, or cause I-TECH (Country) to act, in a manner designed to confer any financial or commercial benefit, actual or potential, on the employee or any firm or corporation in which the employee has an interest as a partner, stockholder, director, officer or beneficiary, directly or through his or her family.

Employees are responsible for disclosing to their supervisor any personal or financial relationships that may constitute conflicts of interest. The supervisor will work with I-TECH (Country) leadership to determine the appropriate measures to be taken to mitigate the conflict. Such measures may include removing oneself from a decision-making responsibility to avoid the conflict, or more frequent monitoring by the supervisor.

No I-TECH (Country) employee shall have a direct or indirect financial interest that conflicts substantially, or appears to conflict substantially, with the interests of I-TECH (Country). An employee may not directly or indirectly engage in a private or personal financial transaction that results from or relies primarily upon information obtained through I-TECH employment.

Outside employment

I-TECH (Country) employees are responsible for meeting the job expectations and work requirements of their positions. At the same time, it’s recognized that individuals, I-TECH (Country), and I-TECH can benefit from staff involvement in and support of outside organizations and industry.

With the advance approval of the Country Director, an employee may engage in outside consulting work or part-time employment that is completely separate from the employee’s I-TECH position. Outside employment opportunities will not be approved if the Country Director believes it will must conflict with or diminish the performance of the employee’s I-TECH (Country) work. At no time may an I-TECH (Country) employee perform outside work during their regular I-TECH (Country) work schedule. No I-TECH equipment, funds or resources may be used to support outside work.
Employees may not engage in consulting or employment with I-TECH partners or any separate enterprise to which I-TECH provides funding.

Gifts and loans

Employees shall not directly or indirectly use their position with I-TECH (Country) as a means to supplement their incomes, nor to obtain material benefits such as loans and or gifts of more than token value. Employees should never accept a gift, gratuity, or anything of value if the gift, gratuity, or thing of value could be reasonably expected to influence the employee’s judgment, action, decision or vote.

Gifts of token value are those that have limited material value and may be provided to employees to express gratitude or welcome in keeping with cultural conventions. Examples of such gifts include small offerings of food, clothing or handicrafts.

The aggregate value of all gifts may not exceed the local equivalent of $25 during the year. All offers of gifts must be reported to the direct supervisor who may determine whether the offered gift may be retained or must be returned. Donor requirements prohibit employees from using grant funds to purchase gifts for themselves or any other person. I-TECH provided training materials and tools are not considered gifts.

Intellectual property (IP) and use of I-TECH materials

As part of their regular duties and responsibilities, employees may create intellectual property (IP), that is, subject matter protectable by copyright, patent, trademark, or trade secret laws. Unless a law provides otherwise, the employee shall have no claim or right to ownership or use of such intellectual property (I-TECH IP), which shall be owned by I-TECH (Country) or as otherwise provided under any applicable funding agreement. To the extent necessary and allowed under applicable law, employees assign all their right, title, and interest in any I-TECH IP to I-TECH (Country) or as directed by I-TECH (Country), and agree to cooperate with I-TECH (Country) with regard to executing any documentation needed to confirm or protect I-TECH’s or a funding agency’s ownership.

If an employee wishes to use any I-TECH IP for any activity not part of his or her duties for I-TECH, he or she must secure advance written permission for such use from the Country Director or, if the Director deems it necessary, from the funding agency.

Confidentiality

PERSONAL INFORMATION—In the course of their regular job duties, I-TECH (Country) employees may have access to personally identifying information or information about the personal health status of other persons, including other I-TECH (Country) staff. I-TECH (Country) employees must keep all such information to which they have access confidential and must use or access it only as it relates to their I-TECH (Country) job duties and in compliance with the legal protections provided under (Country) law.
**BUSINESS INFORMATION**—No employee shall distribute or directly or indirectly use or allow the use of any information obtained through or in connection with I-TECH (Country) employment for any reason other than the employee’s official job duties. The only exception to this requirement is where I-TECH has made the information available to the general public.

**Sexual harassment**

I-TECH (Country) is committed to providing a work place that is free of sexual harassment. Sexual harassment includes unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made implicitly or explicitly a term or condition of employment
- Submission to or rejection of such conduct is used as a basis for employment decisions affecting the individual
- The conduct has the purpose or effect of unreasonably interfering with the individual’s work performance or creating an intimidating, hostile or offensive working environment.

Examples of the kind of behaviour that is typically unwelcome and personally offensive include, but are not limited to:

- Repeated sexual flirtations, advances, jokes, innuendos or propositions
- Repeated verbal abuse of a sexual nature, graphic or degrading comments about an employee’s appearance, or the display of sexually suggestive pictures or objects
- Uninvited touching, including patting, pinching or repeated brushing against another’s body.

Engaging in sexually harassing behaviour constitutes misconduct and is grounds for corrective action up to and including dismissal.

Any employee who believes she or he has been the target or victim of sexual harassment should discuss their concern with his or her supervisor, the Human Resources Manager, or any other member of I-TECH (Country)’s management team. Reports of sexual harassment may also be made directly to I-TECH’s Human Resources Director at I-TECH Headquarters in Seattle.

A supervisor to whom an allegation of sexual harassment is made must notify the Human Resources Manager immediately. In the absence of the Human Resources Manager, the Country Director must be notified.

An employee who makes a report of sexual harassment or participates in the investigation of a report may not be retaliated against in any way.

Allegations of sexual harassment will be held in confidence to the maximum extent feasible in light of I-TECH (Country)’s need to conduct a responsible investigation and other legitimate requests for I-TECH records which I-TECH determines it is obliged to fulfil.
Professional dress

I-TECH (Country) wishes to present a professional image and expects staff to maintain that image by having a professional appearance during regular office hours. Staff attire must be neat, well cared for, and in keeping with a business environment. Employees who are hosting or attending meetings with partner or peer organizations should wear attire consistent with the standards of the other organization.

Political activity

I-TECH (Country) employees are free to participate in the political process of the country outside the workplace. They may not do so during work hours nor display political materials in the workplace. They may not link I-TECH to their political activities or otherwise state or imply that I-TECH supports, promotes or endorses any particular political view, leader or action. Employees may not use I-TECH equipment or materials such as their I-TECH email address, the office Internet access, photocopier, stamps, or logo in support of non I-TECH activities.

Alcohol and illegal drugs

The possession, use, manufacture, sale or distribution of illegal drugs, or working under their influence on I-TECH premises, while carrying out I-TECH work, or while operating an I-TECH vehicle is prohibited. Alcohol may not be consumed during working hours. No employee may work under the influence of alcohol no matter where it is consumed.

Tobacco use

Use of tobacco products is strictly prohibited in I-TECH (Country) facilities and vehicles and in the conduct of I-TECH business.

Safety and security

Each employee shares in the responsibility for the safety and security of the workplace, themselves, colleagues, partners and clients while transacting I-TECH business. Employees must ensure they are familiar with I-TECH (Country)’s Safety and Security policies and procedures document which provides further details of employee roles and responsibilities.

If an employee becomes injured while at work or in the course of his/her duty, he or she must immediately report the injury to a supervisor or the Manager-On-Call.

A working seat belt is required for every person in any I-TECH (Country) vehicle or in a private vehicle being used for I-TECH business. All occupants are required to use the seat belts at all times during travel (refer to Vehicle Policy).
Use of communication technology

I-TECH (Country) computers, email, Internet access, phones, fax and copiers are to be used for work-related purposes. Limited, brief personal use of such resources is permitted so long as doing so does not detract from the employee’s work, interfere with the work of other staff, or result in increased costs for I-TECH (Country). For example, an employee may briefly check on the status of dependent children or attend to household issues that cannot be addressed outside of office hours.

At no time may an employee use or permit others to use I-TECH (Country) tools, equipment and materials for illegal or inappropriate use, such as running a private business.

All communication technology, including computers and email systems, that may be assigned to an employee remains the exclusive property of I-TECH (Country) and may be accessed at any time by I-TECH managers.

Employees are not allowed to secure or encrypt access to an I-TECH (Country) computer or to the files on the I-TECH (Country) computer without specific permission or direction from the employee’s supervisor. The employee’s supervisor must be able to access all secured computers and encrypted files.

Upon termination of employment, or when requested by the supervisor or the Country Director, any and all I-TECH (Country) equipment that has been assigned to an employee shall be returned to I-TECH (Country).

Workplace violence

I-TECH (Country) is committed to providing a safe, healthful workplace that is free from violence or threats of violence. I-TECH (Country) does not tolerate behaviour, whether direct or through the use of I-TECH (Country) facilities, property or resources that:

- Is violent
- Threatens violence
- Harasses or intimidates others
- Interferes with an individual’s legal rights of movement or expression
- Disrupts the workplace.

Violent or threatening behaviour can include physical acts, oral or written statements, harassing email messages, harassing telephone calls, gestures and expressions or behaviours such as stalking.

Individuals who engage in violent behaviour may be removed from the premises, and may be subject to dismissal or other corrective action, arrest and/or criminal prosecution.

Violence in the workplace includes relationship violence that intrudes into the workplace, endangering a person in the relationship or others in the workplace. Relationship violence is physically, sexually, and/or
psychologically abusive behaviour that a household member or dating partner uses to establish and maintain control over another person. Employees are prohibited from possessing weapons on I-TECH (Country) property or in vehicles or in conducting I-TECH (Country) business.

**Termination**

**Voluntary termination**

**RESIGNATION**—Employees are expected to provide (number) weeks written notice prior to the effective date of resignation:

The Country Director may require the resigning employee to depart earlier. In these instances, I-TECH (Country) will pay salary and benefits for the duration of the period of notice.

**RETIREMENT**—I-TECH (Country) does not have a mandatory age for retirement. Retirement is handled in the same manner as a resignation. As with any resignation, an employee’s notice of retirement must be in writing.

**Involuntary termination**

**DISMISSAL**—The disciplinary action procedure outlined in this Handbook and the laws of (Country) will serve as the guiding process for dismissals.

**LAYOFFS BASED ON REDUNDANCY**—From time to time, shortfalls in funding, the termination or cutback of a programme, or an organizational restructuring may necessitate a reduction in staff. I-TECH (Country) may terminate employment on this basis, but will consult with affected employees and provide at least one month’s notice prior to the effective date of termination.

**DISABILITY**—When an employee is unable to continue work by reason of prolonged illness, disability, or injury and has exhausted all vacation, sick leave, and any authorized medical leave of absence, the employee may be terminated from employment with I-TECH (Country).

**Termination pay**

**REGULAR PAY**—Employees who leave the employment of I-TECH (Country) for any reason will be paid their regular wages through the date of termination.

**VACATION PAY**—An employee’s final pay will include payment for accrued but unused vacation.

**SEVERANCE**—Employees with one or more years of service who are dismissed due to operational requirements receive (number) (days/weeks) of severance pay for each completed year of employment based on salary level at time of termination.
DEATH—In the event of an employee’s death, the final payment settlement will include regular salary and accrued vacation. The final salary will be drawn in the deceased’s name for disposition, along with other assets of the estate.

**Termination responsibilities**

Prior to leaving employment, terminating employees are responsible for:

- Providing written notice as described in this section
- Leaving a forwarding address
- Settling any outstanding travel advances and miscellaneous expenses
- Returning keys, equipment and records, providing passwords to any password-protected or encrypted files
- Completing an exit interview (optional).

**References**

With written authorization of a current or terminated employee, I-TECH *(Country)* will provide reference information to prospective employers upon request. Without employee authorization, I-TECH *(Country)* will only confirm dates of employment, title, and pay.