



YMCA of Liberia  
126 Crown Hill, Broad Street Monrovia

## **Administrative Policy Manual**

## Table of Content

Policy Number	Title	Page
1	Preparation, adoption and Revision of YMCA Responses	5
2	Position - Job title by category and salary grade level	5
3	Classification Plan	8
4	Requirements for Applicants	9
5	Hiring Applicants	9
6	Personnel Files or Records	10
7.	Probationary Period & Review	11
8.	Hours of Work	12
9.	Signing of Time Sheets	13
10.	Lateness & Absenteeism	13
11	Creating and abolishing Positions	14
12.	Staff Transfers	15
13.	Salary Payment	15
14.	Contribution to Income Taxes and Social Security Scheme	16
15.	Starting Salary & Salary Increase	16
16.	Deductions and Payment of Withholding Taxes	17
17.	Salary Advance	17
18	Staff Promotions	17
19.	Job Separation	18
20.	Payment in Regards to Job Separation	20
21.	Local and International Travels for Official Purposes	21

22. Leave & Vacation Days	26
23. Policy Violations - Warnings, Suspensions, Grievances & Appeals	32
24. Medical and Other Benefits	34
25. Employee Performance Review/Evaluation	35
26. Arrests, Subpoenas, Services or Process and Garnishments	36
27. Insurance Coverage	37
28. Attendance of Meetings	37
29. Conflict of Interest and Nepotism	38
30. Vehicle Use and Control Procedures	38
31. Working Conditions: Safety, Health and Welfare	40
32. Public Holidays	41
33. Gender Mainstreaming	41
34. Code of Conduct	41
35. Confidentiality and Non-disclosure	42
36. Conflict of Interest and Corrupt Activities	43
37. Non-discrimination, Non-retaliation and Anti-harassment	44
38. Drug Free Workplace	46
39. Use of YMCA property	46
40. Disciplinary & Complaint Resolution Procedures	47
41. Safety & Security	48
42. Staff Training and Development	49
43. Office Protocol	49

## **Introduction and Purpose of Policy**

It is the purpose of these procedures to provide administrative guidance and /or control for YMCA's relationships with applicants for employment and employees.

Such relationships include the following: Applicant recruitment, arrangement for interviews, offers of employments, applicant and employee medical records, applicant and employee testing, analysis of wage and salary relationships to job classification, transfer, health and safety, termination proceedings, retirement records, and recreation programs.

YMCA recognizes the dignity of the individual and is fair and impartial in relations with applicants and employees without regard to religious creed, ethnic origin, sex, ancestry, or political beliefs. This applies to recruiting, trainings promotions and other conditions of employment.

This manual is an official guide for all YMCA personnel. The policies are general, broad in scope, with specific details as contained in policies and procedure covering the various aspects and phases of personnel administration. These policies are subject to constant examination and will be revised when necessary.

These policies supersede any agreements written or oral, unless a written agreement specifically states that there is an exception to the policies and procedures as stated in the Personnel Manual.

All YMCA programs and branch offices within Liberia are covered by this set of policies and procedure except where there are unique policies to local program personnel section.

## 1.0 Policy Number 1: Preparation, Adoption And Revision Of YMCA Personnel Policies And Procedure

1.1 **Policy:** This document contains the provisions for the Preparation, adoption, revision and proceedings for the YMCA Personnel Policy. The Finance **Committee** of the National Board shall review all Personnel Policy recommendations. The committee shall subsequently submit its recommendations to the National Board for approval. Once the Board approves the recommended policy, any subsequent changes thereof, goes into immediate effect.

1.2 **General:** YMCA's initial Personnel Policies and Procedures shall be prepared by the National Secretariat, and shall be submitted to the Finance Committee of the National Board for subsequent Board approval. Amendments or repeal of policies may be made from time to time, as circumstances may require with the approval of the National Board. Administrative Directives pertaining to procedures may be issued by the National General Secretary, rescinding or amending YMCA Personnel Operating Procedures but said directive must be approved by the Board. If recommended change concerns a personnel policy, then the National General Secretary shall submit it to the Finance Committee of the Board for Approval. If the recommended change concerns a personnel procedure, then the National General Secretary shall issue an administrative directive.

1.3 **Special Note:** If a recommended change is submitted to the **Finance committee** of the National Board by the National General Secretary or his designate, the Finance Committee shall in turn submit its recommendations to the National Board for approval for resolution within a reasonable time period.

All approved changes, i.e., additions to amendments or repeals, will be incorporated into the Personnel Policies and Procedures by the Finance Committee.

## 2.0 Policy Number 2: Positions/Job Title By Category And Salary Grade Levels

### 2.1 Policy on Staff Category:

The YMCA staff persons are divided into teams of four categories namely:

a. core staff, b. contractual staff, 3. young professionals, and 4. interns and volunteers.

2.2 **YMCA Core Staff:** Core staff are persons who are considered long-term employees who do not sign contracts year by year, rather they sign two or more years contract for service. They are

persons who are entitled to severance based on the tenure of service in YMCA and according to the Labor Law of Liberia. According to YMCA requirements, such staff persons sign two to five years contract depending on the category of staff.

**2.3 Contractual Staff:** These are staff persons only recruited to work on a particular project for a specified duration of time under specific contract terms of a project. Such staff persons when employed for less than 12 months are not eligible for severance payment from the YMCA; unless otherwise, if the terms and conditions of the project and their contracts specify same.

**2.4 YMCA Young Professionals (Y2P):** These are young persons who are provided opportunities to serve in the YMCA under the category as YMCA young professionals. They are mentored in career pathways for personal and professional growth and development. Such persons are allowed to work on projects as required. They are employees of YMCA with opportunities to build their skills and may excel into higher position based on their performance and innovations. Such category of staff persons are entitled to monthly salary as per the salary scale; but are not entitled to severance at this level, except where they are transferred or promoted into higher positions that require severance payment according to this policy. They enter into short-term service contract employment as contractors.

#### **2.5 Other Volunteer Category:**

**2.5.1 Interns:** These are young persons who are provided opportunities to serve in the YMCA under the category as youth interns. They are mentored in career pathways for personal and professional growth and development under special internship arrangements. Such persons are not considered YMCA staff under this policy and are not entitled to monthly salary and severance; but they receive a minimum stipend for a given period of time as specified in the Memorandum of Understanding they enter into with YMCA. Internship service under YMCA shall be granted for maximum of 1 year only. Internship shall not exceed the period of one year and shall be renewable based on need for internship service, work performance, work attitude and availability of funding.

**2.5.2 Program/Department Volunteers:** These are young persons who are provided opportunity to learn on the job while in school or otherwise, until they develop skills to serve as youth interns. Such volunteers may also receive minimum allowances periodically and are not entitled to regular stipend or monthly salary. Program/Department volunteers' service under YMCA shall be granted for maximum of 1 year. Program /department volunteer service shall not exceed the period of one year. After performance appraisal following one year of service, a program or department volunteer can excel to an intern status and such agreements shall only be negotiated at the discretion of the YMCA senior management team, with approval of the National General Secretary (NGS) based on need for internship service, work performance history as volunteer, work attitude and availability of funding.

## 2.6 Ranking

There shall be only one Management Team of the YMCA of Liberia and this shall be the Senior Management Team. The Senior Management is top management team and comprises National General Secretary (NGS), Finance & Administrative Manager (FAM), Program Manager (PM) and Resource Mobilization Manager (RMM).

Other Sub teams of the YMCA of Liberia shall include the following:

- Program Team (Program Manager, Program Coordinators, Project Officers (PO), Branch Coordinators (BCS), and Program Support Staff including interns and volunteers)
- Administrative Team (Operations Officers, Operations Support Staff, and Branch Coordinators )
- Finance Team (Finance Manager, Accountants, Cashiers, and finance interns)
- The YMCA Branches = Branch Coordinators and the administrative support staff cross cuts between programs, Finance and Administrative departments/sections.

## 2.7 Matrix – Staff category and Grade Level

CATEGORY	POSITIONS – JOB TITLES	POSITION CODE LEVEL
Category 1	National General Secretary	SML-1
Category 2	Managerial Level: Program Manager, Resource Mobilization Manager, Finance & Administrative Manager	SML– 2
Category 3	Coordinator Level: Program Coordinators, Accountants, Branch Coordinator, M&E Coordinator	MML– 3
Category 4	Officer Level: Program Officer, Communications Officer, Operations Officers (Logistics, Procurement, Facilities, Operations, Bookkeepers	MML – 4
Category 5	Field Program Staff	JSL – 5
Category 6	YMCA Young Professionals (Program Field staff)	Y2P- 6
Category 7	Interns and Support Staff	IS2 - 7

## 2.8 Salary/Wages Scale

Position/Job Titles	Position Category	Salary Grade Level Code	Scale	Gross Salaries Range including other benefits or allowances as budgeted		
				Minimum Salary (3)	Mid Point Salary (2)	Maximum Salary (1)
National General Secretary	1	SML-1	A	2,500.00	2,750.00	3,000.00
Managers Level	2	SML-2	A	1,800.00	2000.00	2500.00
Coordinators Level	3	MML-3	A	750.00	1000.00	1800.00
Officers Level	4	MML - 4	A	500.00	600.00	750.00
Field Program Staff	5	JSL - 5	A	250.00	400.00	500.00
YMCA Young Professionals (Program Field staff)	6	YYP - 6	A	200.00	300.00	500.00
Support Staff	7	SS - 7	A	200.00	300.00	500.00

Note: These salary scales serve as a guide to management. However, actual salary will depend on qualifications, experience and scope of work. Staff hired under projects, community-based programs, social enterprise ventures and schools with titles not corresponding to this structure, will be paid in accordance with the amounts stipulated under such budget. Such staff do not fall in the classifications mentioned above.

## 2.9 Incentive Scale for Program/ Department volunteers and Interns

Titles	Category	Stipend Grade Level Code	Scale	Stipend Range	
				Minimum (2)	Maximum (1)
Interns	V- 001	VL- 001	A	100.00	250.00
Program/Department Volunteers	V-002	VL -002	A	50.00	150.00

## 3.0 Policy Number 3 - Classification Plan

3.1 Policy: The classification approved by the National Board, Finance and Administrative committees, as from time to time supplemented, amended and revised, shall constitute the “classification Plan” for all positions of the YMCA.



3.2 **General:** Each classification in the classification plan shall include the classification title, a description of duties, and a statement of the qualifications the personnel should possess to enable him or her enter into the duties of a position of the classification with reasonable prospects of success.

The title of each classification shall be the official title of every position identified in the classification plan and shall be used for administrative purpose, such as payrolls, budget estimates, and personnel forms, provided that the observation or code approved by the Finance and Personnel committee of the Board may be used to designate the classification for such purposes and on such forms. Any other title satisfactory to the appointing authority may be used as a working title, to do with the personnel processes covered by these regulations.

Each position in the YMCA shall be identified within the classification plan. When a new position is approved, the Operations Officer shall then identify the position within the appropriate classification plan.

All persons employed by the YMCA should fall within classification contained in this manual. Otherwise the individual must be classified or reclassified.

3.3 **Procedures:** Classification shall be prepared by the Operations Officer, reviewed by the Management Team and approved by the National General Secretary.

The classification plan shall be maintained in order that all positions substantially similar with respect to the kind, duty and responsibility of work are included in the same classification.

## **4.0 Policy Number 4: Requirements for Applicants**

4.1 **Policy:** It is the policy of the YMCA of Liberia to secure the best person for every vacancy. Positions are opened to all qualified applicant regardless of gender, religious, ethnic or tribal belonging.

4.2 **General:** Qualification of all applicants, such as educational background, experience and training, are also requirements for employment. The applicant shall successfully complete a physical examination by a recognized health facility as the need arises.

The applicant shall fulfill the job requirements as stated in the job description of the position for which he/she is applying.

## **5.0 Policy Number 5 Hiring Applicants**

5.1 **Policy:** YMCA officials, authorized to extend offer of employment to applicants, are the Chairman of the Board (for the Management Level Staff) and the National General Secretary (for all other staff). All employment offers are extended in writing and shall require the prior knowledge of the above officials.

5.2 **General:** The starting payment rate for an employee is at least the minimum for his or her classification. A starting payment rate that is higher than minimum may be granted for persons of a special demand but based on salary history in previous employments that is not easily available within existing rates. Salary classifications are 'negotiable' and based on the availability of funding.

5.3 Procedure: A department/Section head will initiate an inter office memorandum requesting to recruit an employee for an approved job slot in his/her department and forwards the memorandum to the **Operations Officer**. The Operations Officer in consultation with the Senior Management team determines if the memorandum's request is within the budget, and if so, secures the approval of the National General Secretary for further processing.

The Operations Officer first announces a job opening by posting the vacancy in-house to afford existing employee with relevant qualification and skills to access a promotional opportunity, but they must apply. A recruitment committee set up by the National General Secretary reviews active application files and completes recruitment processes in order to identify qualified applicants. If, in the judgment of the National General Secretary, there is further need to advertise the position externally, then the vacancy announcement is sent to the Information Officer for publishing.

The selected applicant would then be processed for approval by the National General Secretary. The salary offered shall be in keeping with Policy Number 2.8. All unsuccessful applicants shall also be notified. The National General Secretary extends an official offer of employment to the selected applicant subsequent to the signing of employment contracts by the selected candidate.

## **6.0 Policy Number 6 Personnel Files or Records**

6.1 **Policy:** YMCA maintains a current record for each employee from his/her date of hire. This policy outlines the requirements and procedures for establishing and maintaining a record of action related to an employee's service at YMCA.

6.2 **Procedures:** The Operations Officer initiates a file for each new employee at the time of hire, in collaboration with the concerned supervisors. The Operations Officer ensures that the following information is entered in the employee's file: Letter of application, completed application form, photograph, letter of recommendations, and personnel action notice. Other relevant information to enter personnel file as the need arises are:

- a) Changes in employee's job classification and pay rate;
- b) Rule infractions documented on a warning notice and memorandum from supervisors, on suspensions.
- c) Changes in employee's telephone number and home address;
- d) Record of injuries;
- e) Employee's offer letter;
- f) Resume;

- g) Performance Appraisal Record;
- h) Leave request;
- i) Change of Salary notice; and
- j) Due Diligence Check Record
- k) Medical records

Attendance records for each employee are kept in a separate logbook in the Operations Office.

Personnel folders for employee terminating employment are placed in the inactive personnel file section for a period of five years. When an employee is rehired or reinstated, his/her personnel folder is then returned to the active file.

Upon request, all personnel folders shall be available for examination to auditors. Upon request, an employee may have access to his/her personnel file in the presence of the Operations Officer, during normal business hours but is not allowed to photocopy nor take away its contents.

6.3 ID Card Policy: Each employee shall be issued an ID card upon employment. Upon termination of employment, the employee shall return his or her ID card to the Operations Officer before obtaining final clearance and receipt of last salary payment.

## **7.0 Policy Number 7 - Probationary Period and Review**

**7.1 Policy:** The probationary period for YMCA staff is three (3) months commencing on the effective date of employment. During this period, the employee shall be entitled to no benefits.

**7.2 General:** The probationary period is an interim period of employment used to determine and evaluate the employee's capability to perform the duties outlined in his/her job description. Conferences between the employee and his/her immediate supervisor shall be held during this period to evaluate progress, performance, innovations and stability.

### **7.3 Procedure**

1. At the end of the probationary period, the employee shall be advised by a letter of intent or termination. Employees retained on a non-probationary basis will therein be entitled to use accumulated sick leave and vacation with pay. If a staff member is terminated during the probationary period, he or she is not entitled to either sick leave or vacation with pay;

2. The immediate supervisor of the employee concerned shall complete the performance evaluation form. The employee shall then be given the opportunity to discuss and sign the performance evaluation with the supervisor;

3. The form shall be subsequently reviewed and signed by the staff's supervisor who will then return it to personnel. The Operations Officer retains the employee's personal file, passes the duplicate to the employee and the triplicate to the supervisor.

## **8.0 Policy Number 8 Hour of Work**

8.1 **Policy on Normal Hours of Work:** The normal working week for all YMCA employees is 8 hours a day or 40 hours a week. Employees are entitled to one (1) paid hour for lunch. Regular scheduled official working hours will run from 9:00 a.m. to 5:00 p.m. daily, Monday through Friday and 9:00 a.m. to 2:00 pm on Saturdays, where applicable.

Different working hours may be established for employees if requirements dictate. Compliance by staff in such situations is required to fulfill the clause other duties as required.

8.2 **Policy on Extra Hours of Work/Compensatory time:** Senior and middle management staff are often required to work extra hours beyond the regular working hours, as are staff members who make field visits, for which the fullest cooperation of all is expected. Due to the demand for YMCA services, certain supervisory, technical and support staff may be required to work longer than eight hours a day or on the weekends. When these requirements become intensive, with prior signed authorization from the NGS, full-time employees may be given an appropriate number of compensatory hours off at a later date.

Compensatory hours will not be given if staff on his or her own decision takes the time for whatever reason, regardless of whether it is to perform an official duty.

Compensatory time off shall be approved only prior to use of extra hours of work and not afterwards.

8.3 **Procedure:** If it is necessary for an employee to work in excess of the normal weekly hours, the immediate supervisor must give prior approval and, subsequently verify the actual extra time in hours worked by the employee.

In the case of extra hours worked, the immediate supervisor will verify the actual number of approved extra hours worked by the employee. Under this policy, compensation for extra hours worked will be made in hours of compensatory time off and not cash. Such compensatory time off must be approved by immediate supervisor and authorized by the department head before it is considered official. When compensatory time is taken, the immediate supervisor and the head of department shall initiate the time sheet indicating approval.

## **9.0 Policy Number 9 Signing of Time Sheets**

9.1 **Policy:** All YMCA employees are required to sign a daily time sheet preferably at the beginning and at the end of each working day. The daily attendance time sheets shall be put on the front desks at 8:00 a.m.

9.1 **General:** Regular scheduled official working hours will run from 9:00 a.m. to 5:00 p.m. daily, Monday through Friday and 9:00 a.m. to 2:00 pm on Saturdays, where applicable. Time sheets will reflect work during these hours except in the case of an approved form for extra hours of

work. Time sheets should be counterchecked properly and verified by supervisors before submission.

When employees are on field assignments, their immediate supervisor shall verify the information contained in the time sheet.

Monthly time sheets must be completed by an employee before he/she receives her salary and his or her immediate supervisor must verify the information contained in the time sheet.

## **10.0 Policy Number 10 Lateness and Absenteeism**

**10.1 Policy** on Lateness: Except otherwise directed, all YMCA employees are required to report to work at 9:00 a.m. on each working day. Employees arriving at work after 9:00 a.m. will be regarded as reporting late for work on that day.

**10.1.1 General:** Three (3) unexcused lateness will be regarded as one day absent and employee's record will reflect same.

**10.1.2 Procedure:** Lateness beyond employee's control should be reported to his/her immediate supervisor on the same day preferably before 9:00 am. Supervisors are, in turn, required to report all incidents of lateness and absences (excused and unexcused) to the Finance & Administrative Manager on the same day (at most before 10:30am).

**10.2 Policy** on Absenteeism on Job: Absences are either excused or un-excused. Absences are un-excused when permission was neither sought nor granted for the absence, e. g., failure to report to and/or remain at work on days and times for which work is scheduled.

**10.2.1 General:** Employees are not paid for un-excused absences and they are subject to disciplinary action. Absences are excused when permission is sought and granted by the National General Secretary or his/her designee.

Excused absence for non-work related reasons must be charged against annual leave, if the employee is to be paid for the time he/she is absent.

A habitual reoccurrence of absenteeism will require disciplinary action by management.

## **11.0 Policy Number 11 - Creating And Abolishing Positions**

**11.1 Policy Description:** Periodically, the need will exist or arise to create new positions and redundant or remove existing positions which are no longer necessary.

**11.2 General:**

a. Department / Section Heads are responsible for identifying the need for new positions and the need to redundant or delete existing positions which are no longer necessary. Written notification shall be sent to the Operations Officer for the endorsement of the National General

Secretary. However, the National General Secretary based on organizational assessment and senior management team decision may identify the need for new positions or to redundant or delete existing position(s). The National General Secretary shall be responsible to identify the need for Independent consultants and/or Contractual help Services to bridge the gap as such.

b. Cost associated with such appointments shall be incurred subject to the availability of funds within the current approved budget;

c. The services of an independent consultant shall be secured only in the event that such required services are not available in-house or in hours; or where funding source requires that the job is performed by a certain category of personnel.

d. A memorandum shall be completed in consultation with the head of the concerned department /section or project and submitted along with the scope of work to the Operations Officer.

e. The Operations Officer consults with the Finance Manager to see if the service is budgeted for or within budget, and if so, directs the memorandum to the office of the National General Secretary. In the event that the service request cannot be accommodated within the budget, the Operations Officer returns the request to the initiating Department. If the request for service is approved, an established recruitment committee in consultation with the Operations Officer and initiating department shall shortlist the names of, at least, three (3) consultants where applicable and conduct an evaluation and bidding to vet the most suitable candidate.

f. The head of Department shall make recommendations to the National General Secretary, for approval, as regards final choice. If applicable, this shall then be communicated to the National Board.

g. The National General Secretary shall approve all requests for payment of Consultant Services. Final payment shall be made, once service completion and quality control has been approved by department/section head followed by approval of disbursement voucher and payment summary.

## **12.0 Policy Number 12 Staff Transfers**

**12.1 Policy:** YMCA shall review all requests for transfer by staff, and shall effect, when justified, all transfers initiated by senior management to improve the effectiveness of the total program of the organization.

### **12.2 General:**

a) Voluntary transfers may only be negotiated based on request initiated by employee to change from one work assignment to another.

b) Involuntary transfer is a request initiated by management in an effort to improve the effectiveness of the organization by assignment or re-assignment for staff from one work assignment to another.

Probationary employee shall not be considered for transfers except in extenuating circumstances.

**12.3 Procedure:** Request for transfer shall be submitted by employees through their immediate supervisor to the Operations Officer.

All requests shall be reviewed by the Administrator, the appropriate head of department, and the National General Secretary and his senior management team. Whether accepted or rejected, the employee shall be informed of the decision in writing by the Operations Officer.

Transfers initiated by Management (the National General Secretary or his designate and/or head of Departments) shall be submitted not less than ten (10) days prior to the effective date of the transfer for review, record keeping and notification. The YMCA may transfer its staff for short term from one location to another based on expertise and need. Such transfer shall be made at the discretion of Management and not necessarily in accordance with Policy Number 4 (staff recruitment/Hiring).

## **13.0 Policy Number 13 Policy on Salary payment**

**13.1 Policy:** YMCA strives to pay its employees by the end of every month of a given fiscal year.

**13.2 General:**

The Finance and Administrative Manager will ensure that the monthly payroll allocation sheets indicate cost centers of projects and full names of staff members. The office payroll system is critical to the careful management of YMCA personnel. Care will be exercised in managing all aspects of payroll and payroll related matters.

## **14.0 Policy Number 14 Policy On Contributions To Income Taxes And Social Security Scheme**

**14.1 Policy:** YMCA withholds income taxes and social security payments according to the Law and Tax codes of the Republic of Liberia. YMCA then remits these to the National Social Security & Welfare Corporation of Liberia according to a quarterly schedule.

YMCA of Liberia contributes on behalf of qualifying employees (core staff and contractual staff only), a portion of the employee's salary (6%) in accordance with the prevailing Liberia law. Similarly, the employee contributes his/her own portion (4%). The employer portion of social security is deemed a fringe benefit.

14.2 **General:** Both elements of social security (employer and employee) are paid to the social security agency by YMCA at the end of every month. Employees should note that the social security benefit rests with the employee immediately YMCA makes payment to the social security agency. Employees are therefore encouraged to familiarize themselves with their rights and obligations as members of the social security agency.

## **15.0 Policy Number 15 Policy on Starting Salaries and Salary increase**

15.1 **Policy on Starting Salaries:** Starting salaries and salary increase are determined by the YMCA of Liberia National General Secretary. YMCA maintains the salary grading scale for all of its staff as described in policy number 2.7 (wage/Salary grade level). The National General Secretary will make final determination of the salary range in which an existing or new position is to be placed. Determination is based upon a number of factors including prevailing wage rates in the local community, cost of living considerations as well as project and operating budgets that are approved by donors and also by YMCA of Liberia. Salaries will always be negotiated and entered into through employment/contract agreement on a Gross (before taxes) basis.

15.2 **General:** All new staff positions created within the organization will be assigned to a salary level as applicable in policy number 2.6 (staff category/levels) and then assigned a range within the major salary level. Candidates for new position (s) will be recruited based on the designated salary range and finalized according to salary history, professional experience, and education. All employment contract agreements will include the respective salary grade for each staff member. For the purpose of staff professional progression, this scale will govern all performance reviews, performance-based salary increase, and promotions. The salary ranges represent total Gross Salary, inclusive of base salary and benefits as applicable (e.g., medical or NSS scheme). The net salary calculations reflect the “take home” pay, after deductions for social security contributions and income taxes and the tax rates currently in place in the Republic of Liberia. Net Salary calculations are subject to change at any point in time at the discretion of the Government of Liberia based on levied tax rates and applications.

15.3 **Policy on Salary Increase:** Salary increase is based on merit, as determined by the annual performance review process, requirement for promotion, job description, local market fluctuations and budgetary parameters. Salary increases are not automatic. Salary increase is calculated from a range of 5 to 8% and may not exceed maximum 8% except in an instance where there is an increase in an employee’s responsibility. Furthermore, the actual percentage of increase will depend on the results of the performance appraisal process, staff innovations and extra commitment in relation to result-based performances. Salary increase is not approved on the basis of number of years in employment or in organization; rather it is based on set merit criteria.



## **16.0 Policy Number 16.0 Policy on Deduction and payment of Withholding Tax**

**16.1 Policy:** YMCA employees/contractual staff are obligated to observe the laws of Liberia, including those concerning income and other tax obligations. YMCA Liberia will deduct withholding taxes from the salaries of all employees, and make the tax payment to the remittance to the Government of Liberia on behalf of each employee. The details of withholding tax deduction will be recorded on the pay slips of each employee.

## **17.0 Policy Number 17 Policy on Salary Advance.**

**17.1 Policy on Salary Advance:** Salary advance can be permitted based on the budget, and with the discretion of the National General Secretary.

## **18.0 Policy Number 18 Staff Promotion(s)**

**18.1 Policy:** It is YMCA's policy to guarantee all employees equal considerations.

In identifying the best-qualified person to fill a specific job, YMCA gives first consideration to present employees. New employees are hired to fill vacancies only when they clearly possess superior qualification in the judgment of Management. Upgrading are not based solely on the basis of an employee's length of service since such procedure would destroy incentive for employees to try to advance themselves and might result in the upgrading of persons less able to handle the job.

### **18.2 General:**

1. The assignment of a present employee to a higher salary range will be considered a promotion, if the reason for the assignment is other than described in Upward Mobility and
2. An employee who is promoted will normally be placed a step in the new scale, which will permit a salary increase commensurate with the raise. The employee's work anniversary date may change, effective the date of promotion.

### **18.3 Procedure**

Factors considered for promotion are:

1. The degree of efficiency and initiative that the YMCA employee has shown through his work performance and his understanding of, and dedication to the YMCA philosophy;
2. The employee's record in his present job. This includes quality of work, cooperation, attitude, attendance, time on the job, disciplinary action, performance evaluation, etc.;
3. The employee's qualifications for the job. These include satisfying the minimum qualification stated in the job description, such as skills, training, aptitude, interest, etc.;
4. The recommendation of the employee's supervisor and head of department.

**18.4 Responsibilities:** Department heads are responsible for:

1. Notifying the Operations Office of vacancies, using Employee requisition form; and
2. Making employees aware of their responsibilities to keep their records updated. This includes reporting any additional skills or education obtained since being hired which would not appear in the personnel folder, i.e., diploma, certificates and advanced degree, etc.

## **19.0 Policy Number 19 Job Separation**

### **19.1 Job Separation Through Termination**

**19.1.1 Policy:** YMCA will make effort to avoid undue termination of job or layoffs. Any termination or layoff action will be handled in a prompt and equitable manner, in full compliance with the Labor Laws of Liberia.

#### **19.1.2 General**

1. Termination/Layoff will normally result because of budgetary reductions, project close outs or structural realignment and
2. The factors which shall be taken into consideration in determining employees in a given classification to be laid off will be performance on the job, overall Personnel record, length of service, level or variety or concentration of academic and work experience.

#### **19.1.3 Procedure**

1. Employees affected will be advised of such action by their immediate supervisor;
2. Written notification of layoff will be sent to the employee(s) by the National General Secretary at least three weeks prior to the termination date for Junior and support staff, one month for senior staff;
3. If the proper advance notice cannot be given, the employee will be apprised of an action by his immediate supervisor and referred to Operations Officer for an exit interview. Operations Officer will inform the employee(s) on how employees will be compensated for the lack of advance notice; and
4. Employees affected by the layoffs without cause will be given consideration when vacancies develop in their area of expertise.

### **19 .2 Job Separation Through Resignation**

**19.2.1 Policy Description:** YMCA is opened to respecting the rights of employees in terms of their wish to separate from the institution; however, there are policy guidelines to follow if a need for disengagement or job separation with YMCA should exist.

#### **19.2.1 General:**

- a) A voluntary separation is a resignation at the volition of the employee.
- b) An involuntary separation is resignation of the employee requested by YMCA due to the employee's inability to meet the terms or conditions specified at the time of the hire or for administrative reasons as determined by the Staff's immediate supervisor and approved by the National General Secretary for reason of convenience or as may be requested by management.
- c) When an employee has been on an approved leave, and during or at the end of the leave period submit a resignation without returning to duty, the resignation shall become effective immediately.

### **Procedure**

- a) A staff/ employee wishing to leave YMCA in good standing shall file a resignation with his/her immediate supervisor (with a copy to Operations Officer), at least one month prior to the intended date of separation. The resignation notification shall be dated and signed and shall indicate the effective date of resignation and shall be hand delivered to the immediate supervisor. Resignation notice by email should be signed before it becomes acknowledged and effective.
- b) Employees wishing to leave YMCA must submit a letter of resignation one month in advance in order to ensure a smooth transition in the hiring and training of suitable replacement. The actual and final day of exit should be clearly mentioned in the resignation letter. Any staff wishing to resign must do so in writing at least one month before the final day of exit and go through job separation and clearance procedures.
- c) If the proper advance notice cannot be given, the employee will be apprised of an action by his immediate supervisor and referred to Operations Officer for an exit interview. Operations Officer will inform the employee(s) on the consequence for the lack of advance notice; and the staff will be required to complete an exit interview.
- d) Any staff resigning from YMCA will be required to complete a job separation form upon which the **Operations** section will review and provide clearance as applicable. No severance will be paid to contractual or project staff who resign their positions.

### **19.3 Job Separation through Termination**

**19.3.1 Policy:** The right to terminate any employee's contract is reserved by the National General Secretary, who will inform the employee in writing of the reason for termination. Generally, termination will be effective immediately, unless otherwise specified by the National General Secretary.

The following actions will result in instant termination:

- Misuse of funds or accepting bribes

- Violations of employment contracts
- Misuse or abuse of drugs on the job,
- Drinking alcohol on the job, or being drunk while on the job
- Violence or disruptive acts, including harassment, which threaten the well-being of other staff members
- Absence from duty for more than 10 working day without written notification ☐ Violation of the organization’s rule of conduct stated in this manual
- Violation of the organization’s safety and security procedures
- Demonstrated negligence in assigned work
- Disclosure of confidential information
- Inability to perform duties and responsibilities for any reasons
- Misuse of organizational property: vehicles, equipment, materials or other resources
- Unprofessional behavior that would negatively reflect on the mission of YMCA in Liberia.

#### **19.4 Job Separation Through Retirement**

19.4.1 **Policy:** Staff maybe retired after 25 years of active service or after reaching the age of sixty-five years.

Any staff that is retired from YMCA will be required to complete a job separation form upon which the administrative section will review and provide clearance as applicable.

### **20.0 Policy Number 20 Policy on Payment in Regards to Job Separation**

20.1 **Policy:** Whenever possible, all separating employees will receive a written evaluation prior to employment termination. Such evaluation is required before final payment can be made.

Upon an employee’s termination, any money due him/her (i.e. severance, salary, etc.) shall be issued preferably on the next scheduled payment occurring on or after the termination date. In the event of the possibility of the in-availability of such money on the next payday, the Finance & Administrative Manager will develop a payment structure, negotiated with the exiting employee and approved by the National General Secretary. If, however, the separated employee has any outstanding or unsettled financial obligation with management, or a third-party through YMCA, this will be deducted in full.

### **21.0 Policy on Local and International Travel For Official Purposes**

21.1 **Policy:** YMCA shall make advance payment for out of pocket expenses incurred, as it relates to authorized travel for official business or shall reimburse for such costs if expenses are made without advance payment for out of packet expenses. Such payments are categorized under the term per diem for lodging and per diem for meals and incidental expenses (MI&E).

The need to cover routine expenses incurred by staff for food, lodging and incidental while serving an authorized temporary assignment outside of a staff's duty station or County of assignment is necessary for the establishment of per diem payment. Per diem is paid to all staff meeting the following conditions:

- A staff meeting the purpose of a trip must be official and in relation to the job description, work plan and should be authorized by the appropriate management level staff.
- The trip must be outside of the assigned duty station or area of assignment of the staff requesting per-diem.
- Trip should be overnight meaning staff will spend a night or more outside his or her assigned area or duty station.
- A staff requesting per-diem must indicate a precise departure time and estimated time of return, so that the calculation and, if necessary, prorating of per-diem can properly be done. This means that per-diem can only be paid concurrent with the effective times of departure and return.

Authorizations for domestic or international travel shall be granted by the National General Secretary. In the absence of the National General Secretary, his immediate deputy or designate may approve domestic travel.

**21.2 Pro Rata Rules Pertaining To Per diem:** Staff members departing their duty station for an authorized field assignment outside their duty station or county (or an assigned field location outside their duty station or county to return to their duty station) are entitled to full per diem for MI&E requests. Additionally, Per diem for lodging for the day of travel to duty station or assigned area will not be paid because staff will be at his or her residence or home base.

### **21.3 Per-Diem Procedure**

A standardized form is developed by Operations reflecting name of staff, purpose of trip, name of place(s) to be visited, precise departure time and estimated time or return, duration of trip, amount of required per-diem, signature of staff and approval by appropriate management level staff.

All requests for per-diem must obtain final approval from the National General Secretary or his **designate**.

Any staff requesting per-diem for an official trip outside of her/her assigned duty station (county of assignment) is required to first obtain a per-diem form, fill in all necessary information and obtain signature of approval from his/her sectional head and the appropriate management level staff. The completed form must be forwarded to the Finance Department for action not less than three working days prior to the trip. The recipient of per diem must sign the necessary disbursement documents with the Finance Department to indicate receipt of the money.

In the event that a staff, while serving temporary Duty Assignment (verified and approved by the appropriate Manager) stays beyond the anticipated period of the trip he/she may request per diem for the extra period spent out of his/her assigned duty station (county of assignment) this request must be done on a separate per-diem request form. Authorization for such over stays must be approved by the National General Secretary or relevant manager before the extra days.

**21.4 General:** Travel expenses reimbursable by YMCA are listed below. The list is intended to be all-inclusive. However, the National General Secretary may approve additional expenditures with proper receipt and documentation.

List of reimbursable travel expenses include:

- ❖ Meals For Subsistence
- ❖ Incidental – For subsistence;
- ❖ Lodging/Hotel;
- ❖ Transportation;
- ❖ Business Communication Cards/Phone calls

Details of per diem rates and procedures are reviewed annually by management in consultation with the National Board. Note: For air travel, economy transportation by the most available route shall be provided. Below is the approved per diem rate for YMCA staff travel in field for local and international travels.

**21.5. Local or In-Country Travel (Overnight Only).**

Per diem Rates Table 1: The below figures are rates/day

Category	Per diem for Lodging	Per diem for meals expenses	Total	% for Incidental (10% of total per diem received for both lodging and incidental
Board Officials and NGS	50.00	25.00	75.00	May be applicable based on total received and approved need for payment of incidental ( if any)
Management Level Staff	40.00	20.00	60.00	May be applicable based on total received and approved need for payment of incidental ( if any)
Coordinators & Officers Level Staff	30.00	15.00	45.00	May be applicable based on total received and approved need for payment of incidental ( if any)
Young Professionals, Support Staff and Interns/Volunteers	20.00	15.00	35.00	May be applicable based on total received and approved need for payment of incidental ( if any)

- 10% of total trip cost should be provided for incidentals. Expenditure of this should be recorded by relevant staff, with proper supporting documentations (receipts).
- Fuel will be calculated based on distance (done by Logistics Officer). Beginning and ending mileage must be recorded by Logistics Officer at the start and end of each trip.
- Receipts must be provided for all other expenses (Fuel, incidental expense and lodging), except allocated per diem for feeding.
- Fuel will be provided through coupons, thumb card or cash as necessary and should be properly accounted for through receipts and mileage recording.
- If a rural staff/volunteer travels to Monrovia, with the approval of a senior management staff ONLY, he/she should be provided the daily per diem for the period of stay in Monrovia.
- A formal report must be submitted to the Finance Office, with receipts within three working days of the trip. Before receiving funds for trip, staff must sign for amount as salary advance and sign a commitment form to provide receipts for all expenditures made; and, if the staff fails to account for the funds properly, such amount (or outstanding amount) shall be deducted from the next salary of staff.
- In the case where a staff/volunteer is traveling to participate in a program where lodging and full feeding (3X a day) is provided, these per diem rates do not apply. In this case, management will decide on appropriate lumpsum for pocket money.

### **Self-Accommodation (Local Travel)**

**YMCA Definition of Self-Accommodation:** For YMCA, self-accommodation is a low priced rate of per diem payment, which is lower than the approved standard hotel rate for lodging per night to enable a person have reasonable accommodation outside of a guest house or hotel. MI&E is not affected by self-accommodation.

**Why is the self-accommodation policy necessary?** Realizing the high cost of hotels and unavailability of hotels in some locations where the YMCA works, the YMCA has come up with a policy for self-accommodation in two folds:

- 1) For staff persons who travel to areas where there are no standard hotels or properly kept guest houses for lodging and may choose to arrange for self-accommodation.
- 2) For staff who chooses to have self-accommodation and not lodge in hotel because of high cost of hotel or poor services of hotel and/or would prefer being lodged in a home (sometimes with a relative or friend).

**NOTE:** The decision to do self-accommodation has to be made in planning for the trip before the travel date so that the request made reflects that lodging per diem is at self-accommodation per diem rate and not upon arrival to a location, when per diem for hotel is already received.

An act by any to receive per diem for hotel and then do self-accommodation while in field will be considered fraud and staff will go through management action as per the policy regarding fraud.

An exception to this has to be authorized by the National General Secretary through an email to the staff should there be a need for further travel to a location where there are no hotels or properly kept guest houses such as in villages outside urban cities.

**NOTE:** YMCA reminds staff that any risk of staff in terms of security for self and property is at his or will by the decision made to do self-accommodation.

It is therefore left with an individual to accept a lower per diem rate for self-accommodation or be lodged into a hotel and obtain proper receipts.

YMCA will also consider payment of self-accommodation when the overall annual ceiling for per diem is low and there are expected to be a lot of travels to support project implementation.

**Procedure:** Complete your per diem request which will state whether it is a hotel lodging or self-accommodation and submit to your supervisor for approval.

***Self-Accommodation Per diem Rate:***

<b>Description</b>	<b>All Staff Category</b>	<b>Comment</b>
Per diem for Lodging per night	10.00/night	Internal receipt from the YMCA Finance Office needed to serve as receipt for payment and liquidation.

## **21.6 International Travel /Out Of Country Travel Outside Africa**

For trips within Africa, 75% of the amounts below will be allocated as per diem per day.

In the event where a youth or staff is attending a training program for a duration of more than 30 days, a bulk allowance of US\$500.00 will be given for youth interns/volunteers and US\$1,000.00 for staff. This is based on the consideration that lodging and feeding will be provided by host/sponsor for such trip programs.





Perdiem Rates Table 2: The below figures are rates/day for international travel

Category	Travel Within Africa				
	Lodging	Meals	Lodging	Meals	
Board Officials, NGS	60.00	60.00	75.00	75.00	Maybe applicable based on total received and approved need for payment of incidental (if any)
Management level Staff	50.00	50.00	60.00	60.00	Maybe applicable based on total received and approved need for payment of incidental (if any)
Coordinators & Officers Level Staff	40.00	40.00	50.00	50.00	Maybe applicable based on total received and approved need for payment of incidental (if any)
Young Professionals, Support Staff and Interns/Volunteers	25.00	25.00	30.00	30.00	Maybe applicable based on total received and approved need for payment of incidental (if any)

Note: Where lodging is provided for the duration of the trip, the amount reflected under lodging will not be provided.

- 10% of the cost for per diem will be provided for incidentals. Expenditure of this should be recorded by relevant staff, with proper supporting documentations (receipts).

- For travel by road, fuel will be calculated based on distance (done by Logistics Officer). Beginning and ending mileage must be recorded by Logistics Officer at the start and end of each trip. Fuel will be provided through coupons, thumb card or cash as necessary and should be properly accounted for through receipts and mileage recording.
- Receipts must be provided for all other expenses (Fuel, incidental expense and lodging), except allocated per diem for feeding.
- A formal report must be submitted to the Finance Office, with receipts within three working days of the trip. Before receiving funds for trip, staff must sign for amount as salary advance and sign a commitment form to provide receipts for all expenditure made; and if the staff fails to account for the funds properly, such amount (or outstanding amount) shall be deducted from the next salary of staff.

Employees shall adhere to and follow fiscal requirements, as specified in the Finance Policy Guidelines, in order to obtain reimbursement.

## **22.0 Policy Number 26 Policy on Leave/Vacation Days**

**22.1 Annual Leave:** Annual leave /vacations days or annual leave days starting from the date of the employee's first employment.

**22.1.1 Policy:** YMCA provides paid annual leave for all of its employees.

**22.1.2 General:** Annual leave shall be taken in accordance with an employee's length of service. Annual leave cannot be accrued, except otherwise, where it is officially authorized and documented. All staff are encouraged to take their annual leave before the beginning of a new year.

Employees who have served the first (1st) year of service may earn a vacation of ten (10) working days per year at a calculated rate of 0.8 days per month which totals to 9.6 work days per year which is a rounded total of 10 work days per year.

Employees who have served 2 or more years may earn annual leave days of up to twenty working days per year at a calculated rate of 1.65 days per month which totals to 19.8 work days per year which is a rounded total of 20 work days per year.

An employee on leave of absence without pay shall not accrue annual leave during the period of the leave of absence without pay.

An employee on education leave shall not accrue annual leave during the period of the education leave.

Employees may not take vacation leave during their probationary period. Paid holidays falling within an employee's scheduled annual leave days shall be considered as holidays rather than annual leave days.

Request for annual leave days may be submitted to compliment sick leave days when an employee has used all sick leave days for which he/she is eligible.

**22.1.3 Procedures:** Annual Leave days shall be scheduled during period when YMCA's operations will be least disrupted by absence of a staff concerned. The following should serve as a guide for scheduling annual Leave days:

1. Annual leave days may be taken at any time during the year, with the approval of the immediate supervisor in collaboration with the Head of Department and with concurrence of the National General Secretary;
2. Employees shall complete annual leave requests forms which shall be authorized by the immediate supervisor, Head of Department and finally approved by the National General Secretary or his designate at least one week prior to the employee's annual leave time.
3. An employee is only eligible for education leave after he or she has completed the relevant leave forms and submitted an acceptance letter from an accredited University (outside of the country) coupled with approval of his or her request for education leave by the National General Secretary or his designee.

Vacation days given in advance have to be worked off by an employee during the project implementation. Prior written approval by the supervisor and the National General Secretary seven days in advance is required using the staff Leave form.

**22.2 Policy on Sick Leave:** It is the policy of YMCA to grant sick leave with pay to all employees/contractors, provided the requirements for such leave have been met.

Sick leave may be requested for personal illness and medical appointments. It may also be taken in connection with the serious illness of a son, daughter or spouse. Employees on sick leave are expected to keep their immediate supervisor informed of the anticipated duration of the absence. Any illness resulting in absence from work for three consecutive days or beyond must be certified by a doctor, through medical records.

**22.2.1 General:** The following provisions shall govern sick leave:

1. Core staff and contractual employees will be entitled to a maximum of 10 days of sick leave per year. Sick leave cannot be accrued.
2. Contractual employees are eligible for sick leave benefits as core staff;
3. Sick leave shall not be allowed in advance of being earned. Vacation time may be substituted for sick leave if an employee has used all of the sick leave to which he/she is entitled;

4. If an employee is unable to work due to illness, he/she communicates his/her absence to his or her immediate supervisor and the Operations Officer before the end of the day;
5. Use of sick leave on false claims or falsification of proof to such claim is just cause for disciplinary action; and;
6. Medical verification will be required whenever an employee is absent due to illness for more than three (3) consecutive days, and in any other case deemed necessary by the immediate supervisor or Personnel, such as prior to and/or following a holiday or weekend.

**22.2.2 Procedure:** The employee must complete a sick leave request form to obtain authorization for sick leave. The National General Secretary or **his designate** review and approves sick leave requests.

If period of certified/uncertified sickness are lengthy or regular, the employee concerned will be instructed to consult a doctor and if the absence continues to be regular or high, the individual may be asked to submit a medical report from the medical practitioner. If the employee fails to comply, he or she may be directed to have a fitness for duty medical examination at his or her expense. The immediate supervisor must explain in writing the basis for this action. After due warning, the employee may begin to lose pay (through vacation days or proration of salaries), followed by dismissal on medical grounds.

**22.3 Policy On Leave Of Absence Without Pay Due To Illness:** An employee who is not on the job due to illness and exhaust all his/her paid leave (i.e., sick, vacation, personal business), shall be automatically on leave of absence without pay, not to exceed twelve (12) weeks, with the approval of the National General Secretary or Chairman of the Board (in the case of the NGS).

While on approved leave of absence without pay, an employee's job will be held open. A temporary employee shall be hired to replace the employee that is on leave of absence but shall be released when the employee returns.

While on approved sick leave or leave absence without pay, an employee shall be considered to be off payroll and not entitled to the constituent benefits paid by YMCA. However, the employee may make arrangements to personally pay such premiums to YMCA on a timely basis. When the employee returns to active work status, he/she will be reimbursed by YMCA for insurance payments made during his/her leave upon verification of such.

**22.4 Policy on Compassionate Leave:** Paid compassionate leave of up to three days will be granted to a regular full-time employee following the death of a spouse, child, parent, sibling or mother/father-in-law. Compassionate leave may be taken together with annual leave if necessary and with the approval of the National General Secretary.

**22.5 Policy on Maternity Leave:** Maternity leave is a leave with pay and the employee shall be considered to be on payroll and entitled to the continuance of insurance benefit paid by YMCA. However, the employee may make arrangements to personally pay such premiums to YMCA on timely basis. When the employee returns to active work status, she will be reimbursed by YMCA for insurance payment during her leave upon the verification of such payments by YMCA. This reimbursement shall not exceed the amount, which would normally have been paid by YMCA if the employee had been in work status.

**22.5.1 Policy:** Maternity leave of ninety days, for a period that spans both before and after delivery shall be granted by the YMCA of Liberia.

**22.5.2 General:** A full-time female employee who has worked for YMCA for at least twelve (12) consecutive months is entitled to annual leave.

**22.5.3 Procedure:** All maternity leave applications must be submitted by the employee to the National General Secretary for his/her review and approval at least six weeks before expected date of delivery as certified by a medical practitioner.

Any need for leave longer than ninety (90) days must be certified in a medical report by the medical practitioner. Under such circumstances, the National General Secretary may approve the use of paid annual leave in combination with maternity leave. If maternity leave is extended beyond the approved period, it becomes unpaid leave (Leave of Absence without pay).

Extension of maternity leave beyond the three (3) months period and the reimbursement by YMCA of additional insurance premiums paid for the employee during this extension is subject to the Approval of the National General Secretary or his Deputy and the conditions set forth above.

While on maternity leave, an employee's service sonority with YMCA shall not be affected. She shall, however, not accrue any paid leave benefits during this period.

If an employee fails to return to work at the expiration of her approved maternity leave, or fails to comply with any of the condition set forth herein or otherwise agreed to, the employee's status shall be changed from 'leave' to resigned'.

**22.6 Policy on Paternity Leave:** When a male regular full-time employee's legal spouse delivers, he may request for paternity leave for purposes of assisting in the care of his wife and child. A male employee who is married according to the laws of the Republic of Liberia (legally or traditionally married) and whose marital status is known to his or her employer is entitled to 5 days of paternity leave to support his wife after delivery.

**22.6.1 Procedures:** Staff requiring paternity leave should provide an advance notice and make a plan to fast track deliverables on tasks before applying for paternity leave. A staff in such

category can only apply for paternity leave after his wife has gone through the confinement/delivery period.

A staff wanting to take his paternity leave should liaise with the Operations Officer to obtain and complete the necessary leave forms and seek for approval from his immediate supervisors as well as relevant signatories before paternity leave is considered official.

**22.7 Policy on Education Leave:** Paid or non-paid leave of absence may be granted to enable an employee to pursue a bona fide course of study at an accredited educational institution or to attend a regional, national or international seminar or conference in an area of professional interest to the employee and/or to YMCA.

**22.7.1 Procedure:** Consideration for each leave shall be given on an individual basis in accordance with the following guidelines:

1. At least three (3) years' service as a full permanent employee (excluding period of internship in a situation where staff transferred from status of intern to employee);
2. Outstanding character and integrity as attested to by personnel record, immediate supervisor, department head, National General Secretary or his Deputy
3. Availability of adequate staff, as determined by the National General Secretary or his Deputy to carry on employee's office duty while he/she is away on educational leave;
4. Course of study, seminar or conference to be attended must be considered by YMCA/Management of mutual benefit to YMCA and also to the employee in terms of improving his/her job performance at YMCA;
5. Paid educational leave is subject to the availability of funds as determined and authorized by the National General Secretary or his deputy; and
6. Any other considerations not mentioned in Number 1-6 above are a further function of the National General Secretary's discretionary authority.

**22.8 Policy on Other Leave Days:** Subject to the discretion of the National General Secretary or his Deputy, full-time employees may request a leave of absence not to exceed five (5) days.

Administration leave without pay may be granted by the National General Secretary to all personnel for reasons other than those noted under the foregoing categories. Such leave, under no circumstance, shall exceed fifteen (15) working days within a year.

**22.9 Policy On Recall From Leave:** On some occasions, the National General Secretary may request a staff member to return to work during a period of approved annual leave if the situation so required. Any employee requested to return to work will be given alternative paid leave dates.

## **22.10 Policy on Forwarding of Accrued of Annual Leave To Another Time Based on task Load**

Approval for Forwarding of Annual leave to another time other than expected leave time based on task load: Under such situation where a staff has to forward accrued vacation days to another time other than the expected time of annual leave scheduled, there must be documented evidence that a request by staff for vacation was not signed due to management's decision that staff should provide time to help organization deliver on other tasks or bridge gaps for staff shortage. Such staff is eligible for annual leave for the leave time forwarded or reschedule leave time to another date. In the event where such leave time is not exhausted and staff resigns from post or organization or is terminated without cause, the staff will be paid annual leave not taken due to managements' request for duty service as indicated above. Any other condition related to paid leave days other than the above-mentioned will not make staff eligible for paid leave days.

## **22.11 Policy On Payment Of Cash Benefits For Unused Leave At The End Of Employment**

Provided that there is no contrary indebtedness to YMCA, an employee who retires, resigns or is discharged shall be entitled to receive the cash equivalent of unused, accrued annual leave if unused leave was a result of management approval, documented for the purpose of providing support to enhance YMCA work in one way or the other. YMCA will not pay benefits of unauthorized unused leave accrued by a staff regardless of the tenure to service of a staff. Under exceptional conditions, the YMCA management through the National General Secretary or his designee will approve accrual of unused leave by a staff and such will not exceed the specific amount of leave that the employee can earn in one year.

Payment for unused vacation days shall be based on the below:

- A staff that is terminated with cause is not eligible to paid annual leave days.
- A staff who does not have any documented evidence of managements approval of a request to suspend leave and forward leave due to call for service shall not be paid annual leave days for any accrued leave days not taken as required.
- Upon an employee's termination, he will be invited to the Operations Office for discussion on a payment plan for vacation pay due him. If the separating employee has any outstanding or unsettled financial obligations to YMCA, vacation pay shall be withheld until such time as these obligations are satisfied in full.
- In the event where a leave requested by a staff for leave time not exhausted was not approved due to the need for staff support to duty services and authorized by management with documented evidence, the staff under such condition will receive paid



leave for leave time accrued when he or she resigns from post or organization or when he or she is terminated without cause. Any other condition related to paid leave days other than the above-mentioned will not make staff eligible for paid leave days.

- Upon the death of an employee, compensation for accrued annual leave days shall be treated as salary owed the employee and paid accordingly to the employees' beneficiary mentioned in the Bio data form completed upon employment.

## **23.0 Policy Number 23 Policy Violations, Warning (Verbal And Written), Suspensions, Downward Transfer, Grievance And Appeals.**

**23.1 Policy:** A sound administration occasionally requires disciplinary actions with regard to individual employees in order to maintain high standard of attitude and organization performance. This policy shall apply to the various disciplinary actions and procedures for same.

**23.2 General:** Whenever possible, prior to any disciplinary action, consultation, counseling and other positive efforts shall be employed to enable and motivate an employee to exhibit good conduct and perform his or her duties and responsibilities in an acceptable manner.

It is the responsibility of the Operations Officer to ensure compliance to the procedures set forth in this policy.

Disciplinary actions may range from verbal warning, letter of warning, suspension, demotion and dismissal.

### **23.3 Definitions:**

1. Verbal Warning – Immediate supervisor meets with an employee to discuss specific problem area affecting the employee's performance or conduct;
2. Letter of Warning- A letter to an employee from his immediate supervisor that specifies an improper act or series of acts, or an unacceptable performance or attitudinal pattern on the part of the employee; express the supervisor's disapproval and reasons thereof; and warns the employee of additional disciplinary action if change does not occur;
3. Suspension- An employee is temporarily and involuntarily separated from employment, without pay, for disciplinary purposes or pending investigation of charges made against the employee. Suspension normally shall not exceed one month, but may be extended due to extenuating circumstances (i.e., pending outcome of investigation.). If after investigation it is determined that the reasons for suspension are invalid, the employee shall be reinstated to the position held prior to suspension and compensated at his/her normal rate of pay for the period of suspension;

4. Downward Transfer- The temporary or permanent reassignment of an employee to a lower classification for which a lower rate of pay is prescribed. Reason for which this action could be poor health, temporary disability, or disciplinary action.

5. Dismissal- The involuntary separation of an employee from YMCA for just causes, gross negligence leading to lose of resources or damage of property such as:

Theft	Sexual Harassment
Embezzlement	Criminal Act
Fighting	Misdemeanor
Drunkenness on the job	Willful destruction of organization's property
Falsifying Personnel Records	Sabotage
Consistent delay to deliver on task as required	Betrayal of Organization Confidence
Three or more unexcused absences from work	Gross in subordination to Authority

### 23.4 Procedure

1. Verbal warning – the immediate supervisor will initiate a conference with the employee, make the employee aware of unacceptable conduct and/or unsatisfactory performance and provide counseling to the employee in an effort to correct same. The Administrator/immediate supervisor (if in field) will then prepare a note for the file signed by the concerned employee and supervisor.
2. Letter of warning - if the employee's conduct and/or performance remain unacceptable or unsatisfactory, a letter from the immediate supervisor to the employee shall be issued documenting specific problem areas and warning the employee of subsequent disciplinary action if these areas are not satisfactorily resolved within a specific period of time. The Operations Officer will record the communication in the logbook and ask the staff to sign the logbook to acknowledge receipt of the letter.
3. Suspension, downward transfer and dismissals – subsequent to the letter of warning, in previously requested change or improvement does not occur within the specific period of time, the employee is subject to suspension, demotion or dismissal. Written notification of such action shall be given to the employee by the Operations Officer upon the recommendations of the employee's Head of Department, at least two (2) days prior to the effective date of such action, whenever possible. This notification shall state the specific reason of the action. Within one business day after notification by the employee, the employee may rebut, in writing, the action or charges, if such rebuttal is not received by the Operations Officer within the one day period, the personnel action shall be considered non-contested.

**23.5 Grievance And Appeal:** The employee's grievance shall first be discussed with his/her immediate supervisor within three working days from the date the grievance was filed. If the employee feels his/her grievance has not been satisfactorily resolved with immediate supervisor, he/she may request a formal review of the complaint within two (2) working days with his/her respective head of department, which meeting shall take place thereafter.

If an employee feels that there was injustice in the resolution process, he/she may file a complaint (grievance) to the Operations Officer or the National General Secretary. Subsequently, if the employee feels his/her complaint has not been resolved to his/her satisfaction, he/she can only request a review (appeal) by the National Board (in the case of a senior management staff). The grievance thereafter will be reviewed by the Finance and Personnel Committee of YMCA National Board, which meeting shall take place within ten days thereafter. The personnel committee of the YMCA Board, after review, will render a final decision within five days.

## **24.0 Policy Number 24 Policy on Medical and other Benefits**

**24.1 Policy:** YMCA does not pay medical benefit unless under special conditions such as allotment in project. The only benefit is the social security benefit which YMCA will contribute 4.75% towards on a monthly basis and is categorized as fringe. The mode of paying the benefits at the rates, are subject to change at the discretion of the National General Secretary.

**24.2 Procedure:** The social security benefit shall be paid by an employee through salary deduction and paid into government revenues. This shall comprise 4.75% contributed by YMCA to staff salary and then deducted and staff contribution from his or her salary which is 3% of a staff's salary.

## **25.0 Policy Number 25 Employee Performance Review/Evaluation**

**25.1 Policy:** Every employee is encouraged to develop his/her capability to perform his/her regular job assignments and deliver on tasks. YMCA encourages personal and professional growth. A performance appraisal is essential to enable staff persons develop their potential to build positive team relationship and the potential to perform assignments appropriately as well as access opportunities for career development.

This policy outlines YMCA's provisions for helping employee's to achieve developmental goals and also for evaluating their performances. A performance review is a self-evaluation by the staff concerned and also by management for an employee's accomplishment in regard to his/her assigned tasks and also for the purpose of communicating the supervisor's expectations to the review process. This is also relevant in terms of specific actions intended to improve staff performance and capabilities.

A development plan is the process where career-counseling services are provided to an employee by a supervisor for the purpose of assisting him/her in self-improvement.

Performance reviews are normally conducted once each year for all employees and are normally scheduled in relation to career development opportunities. However, if the employee is on contract with YMCA, his/her performance review will be conducted at the end or expiration of a given contract period to determine possible retention, i.e. whether or not to renew the employee's contract (service).

All supervisors shall adhere to the date specified for the return of the completed evaluations to the Administrator.

## **25.2 Procedures**

**25.2.1 Performance planning:** Performance planning is the process by which the supervisor and employee review and develop written performance objectives for the period. Such plan will consider job knowledge, skills, interpersonal relations, record keeping, communication etc. Performance planning is conducted at least once a year for existing staff, and during the probationary period for new staff.

Each supervisor will work with his or her supervisee/team mate to develop a performance objective aimed at delivery on tasks and improving performance and career growth. Additionally, each staff should receive a clearly written job description that will enable him or her prepare a performance objective.

A completed plan will contain ratings on job knowledge, work product, interpersonal relationships, etc), safe driving skills (as applicable), accurate record keeping and others to determine employees performance in relation to specific functions.

If there are any disagreements in drawing up the critical elements of performance standards, both the reviewing officer and the employee should attempt to resolve them. If that is not possible, the National General Secretary will review the disagreements and make final decision.

### **25.2.2 Performance Evaluation Following Probation**

YMCA staff begin their time at the organization working under a three-month probationary period. At the end of this period, the employee's performance will be evaluated by the supervisor and the employee will either be conferred as having passed probation, be dismissed or extended up to an additional three months probationary period for further evaluation. The ratings are categorized as follow: 1 = Greatly Needs Improvement; 2 = Marginally meets requirement or Fair; 3 = Satisfactorily meets requirement; 4 = Exceptionally meets requirement and; 5 = Exceeds requirement;

All staff members having completed their probation are required to develop a performance plan. Based on the objectives in the plan, all staff members will receive performance evaluations annually and during a change in position. Contracts, salary and stationing may be changed at this time.

### **25.2.3 Midway Progress Review and Annual Performance Appraisal**

An appraisal period is every one-year of employment period – year to year.

**Midway Progress Review:** The supervisor is expected to conduct progress review with the employee approximately midway through the appraisal period. The progress review is expected to include a discussion of: the employee's progress toward meeting the goals and standards included in the performance plan, any need for changes in the plan due to the changes in responsibilities, priorities, or resources, identification of performance deficiencies and recommendations on how to improve.

**Annual Performance Appraisals:** Performance appraisals shall be completed annually for all employees. The employee is encouraged to submit a self-appraisal of his/her own performance. The supervisor writes his/her appraisal of the employee, gives it to employee, and meets with him or her to discuss and finalize it. Once discussed, the employee and the supervisor each make a written comment on the appraisal document and sign. Even if there are reservations, such reservations should be discussed at another management level. The employee's written comments regarding the appraisals are welcomed by the Administrator and submitted to the National General Secretary. The National General Secretary then completes the process by holding a senior staff meeting to determine and assign the employee's overall rating for the period in the rating categories as such follow: 1 = Greatly Needs Improvement; 2 = Marginally meets requirement or Fair; 3 = Satisfactorily meets requirement; 4 = Exceptionally meets requirement and; 5 = Exceeds requirement;

The appraisal form is further reviewed and finalized by the management team and a copy is given to employee while another copy is put in employees personnel file. Evaluation shall or may be completed at any time deemed necessary.

On the other hand, where there is no issue of reservation, the appraisal form is signed by both the supervisor and employee, with employee acknowledging receipt and then the form is submitted by the supervisor to the Operations Officer. The Operations Officer will log all information in a database and submit to the senior management team through the National General Secretary or designee.

Performance appraisal forms are to be developed by the Operations Officer with review and input by department heads for finalization.

Immediate supervisors shall encourage staff to complete and submit a self-performance appraisal at the end of the third month for YMCA employees on probationary periods, and at the end of the year for employee on one-year contract. The supervisor then completes and submits his or her own performance appraisal, gives it to the employee to review and then both meet to discuss and finalize it.

The employees who receive their satisfactory performance evaluations may or may not be eligible for access to career development opportunities. Considerations of this factor shall be based on Management's decision and shall be communicated in writing to the Operations Officer.

## **26.0 Policy Number 26 Arrests, Subpoenas, Services or Process and Garnishments**

**26.1 Policy:** Authorized representative of Law enforcement or civil authorities desirous of serving legal paper shall be referred to the Operations Officer for the purpose of criminal acts not committed on YMCA property which result in Law enforcement agencies seeking custody of YMCA employee through a warrant of arrest in regards to the following:

1. **Warrant of Arrest:** Criminal acts committed on YMCA property shall be brought to the Operations Office. Investigations shall be rendered regarding referral of the case to law enforcement agency. Prior to referral of any case to a law enforcement agency, the approval of the National General Secretary and/or the Chairman (where applicable) shall be attained.

2. Subpoenas, service of process and related matters involving a criminal case may be served on YMCA property. An attempt shall be made to keep the matter private and inconspicuous by handling the matter through Personnel.

## **27.0 POLICY NUMBER 27: INSURANCE COVERAGE**

**27.1 Policy:** All employees shall be covered by the National Social Security Scheme. Staff will be encouraged to enroll in-group medical insurance, which is deductible, from their salaries. On the other hand, YMCA will contribute 4.75% of each staff person's gross salary towards employee's Social Security scheme based on the terms of contract of employment; and each staff will make a contribution through salary deduction of 3% of his or her total gross salary towards this or her National Social Security scheme. Each staff will pay for his or her own medical insurance from his or her salary according to premium subscribed to.

**27.2 General:** In support of this, the Administrator is responsible for the following tasks:

- Acquainting all new employees with the scheme and deductions and assisting them in completing the necessary forms to become enrolled;

- Monitoring all changes in payment and adjusting the amount of deductions for the National Social Security Scheme and medical insurance coverage automatically, especially for those staff persons who have changes in salary amounts.
- Processing claims on the National Social Security Scheme insurance. Dispensing booklets and other information concerning the terms and conditions for medical insurance for National Social Security Scheme.

Also in support of this, the Finance Officer is responsible to make necessary salary deductions, process bills and remit payments towards the National Social Security Scheme and Medical Insurance

Deductions for the National Social Security Scheme and Medical Insurance shall be effective on the first day of employment.

## **28.0 Policy Number 28 Attendance of Meeting**

28.1 Policy: Attendance of staff meeting and general staff assemblies shall be mandatory when these meetings are scheduled during working hours. Absence shall be approved by only immediate supervisors.

28.2 Procedure: Failure on the part a staff to attend such meetings will be considered as 'an under cut in the time input' by staff and such actions will require the following:

- For two unexcused absences from meetings the staff will be served a verbal warning
- A third unexcused absence from meetings; the staff will be served a written warning.
- For unexcused absence of four or more meetings, the staff will be suspended and repeated absences of such will lead to other administrative actions by management, which may include suspension, downward transfer, dismissal etc.

## **29.0 Policy Number 29 Conflict Of Interest and Nepotism**

**29.1 Policy:** No person shall hold a position while either he/she or a family member serves on a board or committee that nominates, recommends or screens candidates for YMCA for the purpose of the position. The following shall be considered immediate family members for the purpose of this policy:

Husband	Wife
Father	Father – in – law
Mother	Mother –in – Law
Brother	Brother – in –Law
Sister	Sister – in – Law
Son	Son – in - Law
Daughter	Daughter – in – Law

**29.2 Procedure:** A staff whose relative serves on the YMCA Board or in a position of trust should make it known to YMCA Management by writing a letter of information to explain such, so that such communication can inform Management's decision about his or her participation on any committee or activity in which his/her relative is involved. The failure to do so will consider the action conflict of interest or nepotism.

## **30.0 Policy Number 30 Vehicle Use and Control Procedures**

**30.1 Policy:** The purpose of this procedure is to provide guideline for use of YMCA vehicles. This procedure is designed and predicated on the need to control and maximize the usefulness of YMCA vehicles to enhance YMCA programs and institutional functions. This procedure includes the control and overall responsibility for vehicle; it also includes a monthly reporting procedure.

Only licensed drivers and staff persons authorized by YMCA will drive YMCA vehicles.

**30.2 General:** Administrative vehicles are vehicles assigned to Senior Management Level staff for daily use. Such vehicles do not fall under the below provisions, but will comply to a separate Code of Conduct signed by the vehicle user. All other YMCA vehicles are for program or institutional use and are not to be used for private or personal benefit. Logbooks should be maintained in each vehicle to monitor usage. Licensed drivers are the only authorized persons to drive YMCA's vehicle upon receiving permission from the Logistics Officer.

**30.3 Procedure:** In case a staff wants to use a vehicle for personal use, special request for the use of vehicles should be made in reasonable time so as to allow management to make necessary arrangements. Emergency usage of YMCA's vehicle will be treated on an individual basis.

Only authorized, licensed drivers may drive YMCA vehicles. Any unauthorized use of YMCA vehicles is subject to disciplinary action up to and including termination.

The logistician is responsible to ensure that all drivers are responsible to follow vehicle use policy and the maintenance of vehicles to ensure they are in good condition. Additionally, All drivers are responsible to ensure greater safety on the roads.

All passengers are required to wear a seatbelt when riding in a YMCA vehicle. Drivers carrying non-YMCA authorized riders are responsible for ensuring that they sign a waiver before riding in a YMCA vehicle.

All vehicles assigned to YMCA shall be under the direct supervision of **the Logistics Officer** However, ultimate accountability to the National Board for all YMCA's property including vehicle and transportation facilities shall be that of National General Secretary. This includes vehicles and transportation facilities assigned to the Counties.



Program Heads (or team leaders) shall have overall responsibilities for vehicle and transportation facilities assigned to them for program or administrative use. Vehicles must always be sufficiently fueled; and provisions made to keep the fuel tank filled at all times. Fuel or gasoline shall be received through the Logistic Officer. Each field trip must be authorized by the National General Secretary or his designate. Staff in field should avoid night travels. Vehicles must be parked at 10:00pm latest unless authorized by National General Secretary or his designate.

30.4 Vehicle keys: Proper storage and safe keeping of vehicle keys shall be the responsibility of the Logistics Officer.

30.5 Vehicle log Maintenance: Drivers are to fill in the vehicle log upon every point of departure and arrival point at any given destination. Vehicle logs must be initiated for every trip; indicating the speedometer reading and purpose of the trip and the logs must be kept in the vehicle at all times until the end of a given month when same is submitted to the Logistics officer. The oil, water, battery, brake fluid, transmission fluid, etc. must be checked every day by the driver of the vehicle. Routine Maintenance of the vehicle is also the direct responsibility of the driver, supervised by the Logistics officer. The logistics officer is responsible to compute fuel usage in relation to mileage and make a monthly report on vehicle movement, mileage accrued and total fuel used. The YMCA vehicle code of conduct must be signed by all drivers and program heads as an addition to this policy.

At the beginning of and end of each trip, the logistics officer should ensure the following to constitute a vehicle report:

- a. Beginning speedometer reading;
- b. Ending speedometer reading;
- c. Original of all vehicle log reports; and
- d. Document signed by the program Head or his designate showing that this report is correct and truthful with regards to authorized usage of the vehicle;
- e. Incident report (as may be applicable)

The Logistics Officer shall then compute the mile per gallon of the month ended. This report shall be prepared in full with copies going to the National General Secretary, the Finance Manager, **Operations Manager**, Donors (as required) and to file. Included In this report should be the following:

- a. Summary of gasoline issued to the vehicle for the reporting period;
- b. Original stump slips of gasoline slips issued and signed for by the receiver
- c. Receipts of TOM Card fuel supply made at stations ( e.g. as in case of TOTAL)
- d. Other relevant information concerning vehicle which occurred during the month, including theft, accident, etc. with copy of incident report; and
- e. Certification with signature affixed to show that the summary prepared is correct and that the Logistics office is not aware of any unauthorized use of the vehicle.

**30.6 Vehicle Insurance:** The logistics officer is responsible to ensure all YMCA vehicles are insured under a comprehensive insurance arrangement.

## **31.0 Policy Number 31 Working Conditions: Safety, Health And Welfare**

**31.1 Policy:** It shall be the responsibility of Administrator to develop and foster programs for the safety, health and welfare of YMCA employees including promoting policy on HIV in the workplace. Emphasis must also be focused on programs that promote and develop a drug and substance free working environment, cater to safety and the health and welfare of the employees especially considering gender sensitivity.

### **31.2 General**

**31.2.2 First Aid for Minor injuries:** First Aid facilities should be located at all program facilities of YMCA throughout Liberia to aid the treatment of minor injuries occurring only while on duty.

**31.2.3 Motor Injuries:** Any employee who sustains a major injury while on the job will be transported to the nearest local hospital for treatment and recovery.

**31.2.4 Fire Evacuation:** In case of fire at YMCA facilities, all employees shall evacuate the building by the nearest exit in an orderly manner.

**31.2.5 Inclement Weather/Prevailing Situation:** In the event of prevailing weather conditions that necessitate the closing of YMCA Program offices on a normal workday, the Operations Manager shall contact all employees.

## **32.0 Policy Number 32 Public Holidays**

**32.0 Policy:** YMCA shall observe eleven (11) paid holidays per year. This policy shall set forth the conditions under which payment for holidays are made.

**32.1 General:** YMCA observes all the below listed National Holidays of Liberia:

- |                                 |   |                           |
|---------------------------------|---|---------------------------|
| 1. New Year's Day               | - | January 1;                |
| 2. Armed Force Day              | - | February 11;              |
| 3. Decoration Day               | - | 2nd Wednesday in March;   |
| 4. J.J. Robert Birthday         | - | March 15;                 |
| 5. Fast and Prayer Day          | - | 2nd Friday in April       |
| 6. Unification Day              | - | May 14;                   |
| 7. Independence Day             | - | July 26;                  |
| 8. Flag Day                     | - | August 24;                |
| 9. Thanksgiving Day             | - | 1st Thursday in November; |
| 10. President Tubman's Birthday | - | November 29; and          |

In the event of announced public holiday by government that is not listed, the Operations Manager shall communicate to staff.

### **33.0 Policy Number Policy on Gender Mainstreaming:**

**33.1 Policy:** Although a male founded organization, it is the policy of YMCA to conform to the contemporary gender issues and relations. YMCA shall provide a space to ensure gender equality and equity regardless of race, color, or ethnic background. This shall not be only limited to gender representation but also training on gender issues and participation of women in leadership and decision making processes.

### **34.0 Policy Number 34 Policy on Code of Conduct**

#### **34.1, Standards of conduct and job performance**

**34.1.1 Policy:** All YMCA employees are required to conduct their activities morally and ethically, with transparency and accountability, and in conformity with applicable laws and regulations. YMCA is committed to standards of honesty and integrity. It is our policy to maintain these standards by dealing openly, truthfully and fairly. Violation of YMCA policies or carrying out other illegal or improper acts or practice by any employee is strictly prohibited.

**34.1.2 General:** YMCA employees are required to observe standards of personal conduct and job performance. The following examples of conduct may result in disciplinary action or termination of employment. The list is not exhaustive but is meant to illustrate the types of conduct that may result in disciplinary action or termination of employment.

1. Inferior work performance
2. Excessive absenteeism
3. Lack of cooperation and/ or willful insubordination to supervisors or management
4. Overstaying rest or meal breaks
5. Malicious or dangerous acts
6. Gross dishonesty that injures an employee of the YMCA or any persons or companies with whom YMCA does business
7. Falsification of YMCA or obtaining employment through false representation.
8. Non-business-like conduct including verbal or physical harassment
9. Degrading or defaming YMCA, its programs, projects or personnel
10. Permitting the use of alcohol, illegal drugs or other chemicals to adversely affect job performance
11. Willful destruction or theft of employee, YMCA supplier of beneficiary property
12. Engaging in any act which violates the YMCA policies on business ethics and conflict of interest
- 13. Gross negligence leading to lose of resources or damage of property .**

## **35.0 Policy Number 35 Policy on Confidentiality and Non-Disclosure**

**35.1 Policy:** The protection of confidential business and personal information is vital to the interest and success of YMCA. Information that is considered confidential includes but is not limited to:’

- Compensation & benefit information
- Research documents
- Pending projects & proposal
- Information regarding pending legal cases
- Personal information of staff members
- Information on in-house investigations

It is only the National General Secretary that gives authorization for the disclosure of confidential information. Employees who improperly use or disclose information that is of a confidential nature will be subjected to disciplinary action up to and including termination of employee contract. The policy applies to all employees and is applicable even if they do not actually benefit from the information disclosed.

### **35.2 Business Ethics and conduct**

The Successful business operation of YMCA is built upon the principle of fair dealing and ethical conduct of all employees. Our reputation for integrity and excellence requires careful observance and makes it necessary for staff to govern themselves accordingly.

YMCA will comply with all applicable laws and expects all of its employees to do likewise by conducting business in line with the spirit and intent of all relevant laws and refrain from any illegal, dishonest or unethical conduct.

YMCA culture is one of openness, whereby those in authority positions foster healthy relationships and encourage participation from all staff no matter their place in the organization. Any YMCA staff member who uses his/her position to oppress, repress, intimidate, demand special favors in cash or kind, or otherwise attempts to control another staff member, partner, supplier or other external relationship will face disciplinary action up to and including dismissal.

**35.3 General:** YMCA requires good judgment, backed by ethical principles. If a situation arises where it is difficult to determine the proper course of action, staff should immediately consult his/her supervisor or Department head, who will, when necessary, seek advice from the National General Secretary.

## **36.0 Policy Number 36 Policy on Conflict of Interest and corrupt activities:**

Conflict of interest is a conflict between private interest and the official responsibilities of a person in a position of trust. An employee's official YMCA responsibilities are not to result in personal gain or conflict with personal interests.

**36.1 Policy:** Specifically, staff who have relationships, whether through friendship or otherwise with any party with whom YMCA transacts or intends to transact business shall inform management of such relationship immediately. Failure to do so may result in disciplinary action up to and including dismissal. If it is proven, by clear evidence at any point in time of the use of position or authority in order to promote oneself or associate will result in termination.

General Corrupt activities are characterized by improper conduct. Examples include: the soliciting, demanding of any payment, gift or other advantages.

YMCA as a large visible organization believes in promoting methods of work that are transparent and fair. All YMCA staff and their activities must adhere to these principles and should in no way obtain personal gain as a result of YMCA interaction with any organization.

Personal gain may be seen in cases where an employee or relative has a significant ownership in a firm with which YMCA does business or when an employee or relative of an employee receives a, bribe, substantial gifts, or special consideration as a result of any transaction or business dealing involving YMCA.

## **37.0 Policy Number 37 Policy on Non- Discrimination, Non-Retaliation, and Anti-Harassment Policy**

**37.1 Policy:** YMCA is committed to establishing and maintaining a work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits discriminatory practices, including harassment. YMCA expects that all relations among staff, whether at its office or in the field, will be businesslike, and free of bias, prejudice, and harassment. YMCA will make every reasonable effort to ensure that all concerned are familiar with these policies and aware that any complaint in violation of such policies will be investigated and resolved appropriately.

YMCA explicitly prohibits retaliation by any employee against another employee who has brought forward an issue or complaint in good faith through its complaints procedures.

**37.2 Impartiality policy:** YMCA is a non-political organization and strives to maintain impartiality and transparency. The policy and practice should be reflected in all YMCA programs, business

and transactions conducted. YMCA of Liberia employees are not eligible to hold any political office or engage in political activities when conducting YMCA business. Political activity facilitated by YMCA staff is strictly prohibited on YMCA of Liberia premises.

### **37.3 Definitions of Harassment**

37.3.1 Harassment: Harassment based on unlawful discrimination, i.e. someone's race, color, religion, age, nationality or ethnic origin, tribal affiliation, gender or disability status, is unacceptable and strictly prohibited. Under this policy, harassment is verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of his/. her membership or affiliation with any of the above categories. Under this policy harassment, (i) has the purpose or effect of creating an intimidating, hostile or offensive work environment; (ii) has the purpose and effect or unreasonably interfering with an individual's work performance; or (iii) otherwise adversely affects an individual's equal opportunities.

Harassing conduct includes, but is not limited to: epithets, slurs or negative stereotyping; threatening intimidating or hostile acts; denigrating jokes; and written and graphic material that denigrates or shows hostility or aversions towards an individuals or group and that is placed on walls, in vehicles, in electronic equipment or elsewhere on the employer's premises or circulated in the workplace.

If an employee feels that he or she has been subjected to such harassment, the immediate supervisor, department head or Administrator should be notified. Allegations will be promptly investigated.

**37.3.2 Sexual Harassment:** Sexual harassment is a violation and accordingly YMCA will not tolerate any person, including co-workers, supervisors, management, visitors, donors or vendors, male or female, sexually harassing an employee. YMCA envisions providing employees with workplace free from sexual harassment

Sexual harassment includes, but is not limited to sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when, for example: (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment; (2) reaction to such conduct by an individual is used as the basis for employment decisions affecting such individual; or (3) such conduct has the purpose or effect of interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Examples of sexual harassment include, but are not limited to:

1) Verbal-Sexual innuendoes, suggestive comments, jokes of a sexual nature, sexual propositions or threats.

2) Non-Verbal- Sexually suggestive objects or pictures, graphic commentaries, suggestive or insulting sounds, leering, whistling or obscene gestures.

3) Physical-unwanted physical contact, including touching, pinching, brushing or pushing.

All staff persons must comply with this policy and take appropriate measures to ensure that such conduct does not occur. Violations of this policy may lead to disciplinary action up to and including discharge, as the organization will view the incident from the perspective of a reasonable person of the same sex as the person being harassed to determine if the action is offensive. In the case of non-YMCA employees, discipline is not an option and other measures will be considered.

**37.3.3 Procedure:** An employee who believes he or she or any other person(s) have been the subject of sexual harassment should immediately report the matter to his/her immediate supervisor, the National General Secretary or **Operations Manager** so that appropriate steps can be taken for investigation. There will be no action taken against anyone who complains of sexual harassment unless such accusation is shown to be intentionally false. Under no circumstances should an individual report the harassment to the person being accused or any of his or her allies. YMCA will maintain to the maximum confidentiality of such complaints. However, the investigation of such complaints will generally require disclosure to various person on a need-to-know basis. The Senior Management team through the National General Secretary is responsible for the administrative interpretation of this policy.

#### 38.0 Policy Number 38 Drug Free Workplace Policy

The use of controlled substances is inconsistent with the behavior expected of employees, and undermines YMCA's ability to operate effectively and efficiently.

38.1 Policy: The unlawful manufacture, distribution, dispensation, possession, sale, or use of a controlled substance in the workplace or while on job site or engaged in YMCA business off the YMCA premises is strictly prohibited. Such conduct is also prohibited during non-working time to the extent that in the opinion of YMCA, it impairs an employee's ability to perform on the job or threatens the reputation or integrity of the YMCA.

In the interests of staff safety and public health, and to uphold YMCA image, no alcoholic beverages are to be stored or consumed in any YMCA vehicle. An exception of carrying alcoholic beverage will only be for authorized purpose for official YMCA functions or social gatherings. It is only at such authorized functions that the responsible use of alcohol is expected and limits will be placed on consumption accordingly.

Violation of this policy is grounds for immediate dismissal.

38.2 No Smoking policy: YMCA does not allow smoking in a YMCA building or vehicle. At the discretion of the National General Secretary a smoking area can be designated for smokers outdoors on YMCA property.

## **39.0 Policy Number 39 Policy on Use of YMCA property**

**39.1 Policy on Authorized and Unauthorized use:** Personal use of YMCA of Liberia property is strictly prohibited, unless authorized by the National General Secretary. This includes but is not limited to communication equipment, computers, vehicles, mail services and other YMCA property. Any unauthorized use of YMCA of Liberia property is grounds for disciplinary action.

Given its limited numbers of assets as such, YMCA of Liberia has rationalized an allocation system based on needs. No employee should see the allocation of such equipment as ownership. Staff are encouraged to refrain from the private use of equipment, unless authorized.

**39.2 Loss & Replacement of equipment:** An employee who loses or destroys YMCA assigned asset including laptop computer due to negligence will complete an incident report and must pay for its replacement.

**39.3 Access to the Internet and Email:** YMCA of Liberia access to the Internet is restricted to business use and reasonable personal use that enhances employee's connection to the wider world and educational, research/personal growth opportunities. YMCA of Liberia expects its staff to not abuse this privileged access to the Internet or to let it interrupt with the normal workload.

Internet web site and/or sending emails of a sexual (including pornographic and seeking dates/spouses), political, negative/destructive (as in inciting hate or violence) or generally unprofessional nature will cause staff to lose their privilege and may face disciplinary action that may lead to possible dismissal.

## **40.0 Policy Number 40 Policy On Disciplinary and Complaint Resolution Procedure**

**40.1 Policy:** The policy of YMCA is that in an event of disagreement or conflict issues, the affected or concerned staff (s) will seek redress through a complaint procedure for possible resolution.

**40.2 General:** Where possible and appropriate, supervisors will use verbal means to redirect or correct the actions or performance of employees. Verbal corrections primarily will be used to recommend more effective or efficient ways for an employee to carry out his/her duties and to correct minor policy or procedure violations.

**40.3 Disciplinary procedure:** Disciplinary actions may include but not limited to verbal correction, written reprimand, probation, suspension and dismissal. YMCA of Liberia reserves the right to



apply any or all of these disciplinary actions as deemed necessary. An employee may be dismissed for serious infractions without prior warning.

For all disciplinary actions other than verbal correction, the employee will receive written notification of confirmation of the infraction within 48 hours of management being notified. The written reprimand must be signed by the employee's immediate supervisor and/or the National General Secretary. The written reprimand will be included in the employee's personnel file.

After a second written reprimand for the same offense, the employee automatically will be put on probation for a period of 3 months. During this probationary period, the employee may be dismissed for any written reprimand.

**40.4 Complaint Resolution Procedure:** YMCA understands the importance of an open and fair method of resolving complaints and answering questions. YMCA also recognizes that not everyone is comfortable presenting a complaint to his/her employer but staff persons are encouraged to take advantage of this complaint resolution procedure. YMCA resolutions procedures are committed to preventing any retaliation against employees for doing so. Taking the time to ask and answer questions and to state and resolve workplace concerns makes an important contribution to the overall performance and growth of YMCA. Should you have a question or concern, please follow the procedure below:

**Step 1:** YMCA encourages its employees to raise any questions or concerns you have about terms or conditions of employment. Usually, these questions or concerns should be addressed to your supervisor. He or she is expected to listen to your question or concern and provide you with an answer or a response as soon as possible, usually within one week of your initial discussion.

**Step 2:** If this is the case or if you are not satisfied with your supervisor's response to step 1, you may contact the Administrator, whose responsibility it will be to investigate your question or concern, discuss it with you and provide a response. If you are in this second step of complaint resolution because of an unsatisfactory response to step 1, please undertake step 2 within 10 days of receiving your supervisor's response.

**Step 3:** If you have taken step 2 and still are not satisfied with the response you received, you may submit a written complaint to the National General Secretary. The National General Secretary or designate will investigate, review and discuss your concern with you as soon as possible and will give you a response usually within 10 days. This response will be the final decision and resolution of the concern or question you raise. In the case of a Senior Management staff, if you have taken step 3 and still not satisfied, submit a complaint to the Chairman of the National Board. The National Board shall give the final decision in this case.

## **41.0 Policy Number 41 Policy on Safety and Security Policy**

**41.1 Safety Protocols Policy:** YMCA will take precaution to protect the health and well-being of its staff while carrying out their duties and responsibilities on behalf of the organization. All YMCA department heads are required to include security discussions, including review of basic security protocols, in their regular staff meetings. This is important, especially for staff going on field visits.

All managers are to ensure that staff members follow security protocols. All YMCA employees are required to conduct themselves with safety and security in mind and use all equipment and tools provided for a safe implementation of their workload.

**41.2 Job-Related Injury:** YMCA attempts to maintain a safe and productive working environment. Staff members injured on the job due to work-related activities are covered by the National Social Security plan or insurance scheme (as the case may apply).

## **42.0 Policy Number 42 Policy on Staff Training and Development**

**42.1 Policy:** A key objective in YMCA is to provide employees with opportunities for professional growth within the organization. Managers need to build learning opportunities for their staff on the job and also assess the educational/training needs of each staff member. When budget allows, YMCA will offer educational/training opportunities outside the organization that are related to professional development.

## **43.0 Policy Number 43 Office Protocol Policy**

**Dress code:** YMCA of Liberia promotes a business casual dress code. This translates into attire that includes a professional but relaxed image. Those on field trips should wear comfortable but neat clothes. Those who must attend formal meetings with donor and other NGOs or the Government of Liberia, should dress more formally.

**Times of quiet and No Interruptions:** Staff should be considerate of other staff members who are holding meetings or need their privacy to complete their work. Staff should make every effort to be sensitive to the needs of their fellow staff in this regard and help YMCA meet the needs for times of quietness and privacy. In this regard, staff are admonished to refrain from loud discussions, hallway or corridor arguments and also from interrupting meetings unless it is an emergency.

**Business visitors:** The Administrative staff at the front desk should be notified of all business visitors who have appointments and or are expected to arrive. Expected visitors will be given entrance and will wait in the reception area while the arrival is announced. Unexpected visitors will wait at the security desk until permission is received.

For the purpose of administering this policy, all expected visitors should be listed on the daily visitor list, which will be given to the security each morning before 10:00am. All visitors entering YMCA premises must be issued a visitor's badge. Additionally, visitors should at all time be escorted by an assigned receptionist or intern.

**Private Visitors:** Employees are requested to discourage their relatives and friends from coming to their offices for personal reasons except in case of real need or emergency, which requires the employee's, immediate action and this should not be habitual. When it is established that the visit is of an emergency nature, the employee will meet the visitor for a short period time not exceeding 30 minutes. On the other hand, if the visit is not of emergency nature, the visitor will be advised to return at the employee's lunch break or after working hours.