

BRETHREN IN CHRIST CHURCH

IN

ZIMBABWE

HUMAN RESOURCES POLICIES

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BRETHREN IN CHRIST CHURCH -ZIMBABWE

MAIN SECTION	HUMAN RESOURCES POLICIES	SECTION	2
SUB SECTION	EMPLOYEE BENEFITS	NO	1
POLICY TITLE	CONDITIONS OF LEAVE	NO	1
SUPERSEDING POLICY		IMPLEMENTATION DATE: 1 JANUARY 2008	

1. **Scope**

This policy applies to all Brethren In Christ Church employees.

2. **Purpose**

To detail procedures covering employee leave.

3. **Policy**

It is the Church's policy that:

- 3.1 All employees must take annual leave due to them during each year.
- 3.2 All employees with a continuous period of service of at least one year are entitled to annual leave of twenty-two (22) working days.
- 3.3 Each BICC Station or Operation may prescribe periods where leave is strictly forbidden due to the nature of the operation.
- 3.4 Industrial holidays to which the employee is entitled, and falling within any leave period, will not be counted as leave.

All public holidays are industrial holidays and these at present are:

- | | |
|-------------------------|---------------------------|
| <i>New Year's Day</i> | <i>Africa Day</i> |
| <i>Independence Day</i> | <i>Heroes' Day</i> |
| <i>Good Friday</i> | <i>Defence Forces Day</i> |
| <i>Easter Saturday</i> | <i>Unity Day</i> |
| <i>Easter Monday</i> | <i>Christmas Day</i> |
| <i>Worker's Day</i> | <i>Public Holiday</i> |

- 3.5 The leave cycle runs from 1 January through to 31 December.
- 3.6 Employees leaving the Organisation (BICC) will be paid for any leave, calculated up to the date of termination.
- 3.7 Leave will not be permitted during a period of notice to leave.

4. **Procedure**

- 4.1 Before an employee proceeds on annual leave, an official BICC Leave Application Form must be completed, in duplicate, and submitted to the Remuneration Department not later than one (1) month in advance of intended leave and not later than one (1) week for casual leave.
- 4.2 Remuneration Department will indicate on the application form the amount of leave due to the applicant and the Department leave situation and submit the application form to the Departmental Head concerned for approval.
- 4.3 Annual leave in excess of that accumulated will not be granted unless ratified by the appropriate Station Head.
- 4.4 After approval the Departmental Head will return application forms to the Remuneration Department for recording.
- 4.5 Leave should only be considered granted when Section 'D' of the leave application form has been returned to the applicant by the Remuneration Department.
- 4.6 Annual leave may be taken at any convenient time during the year and need not necessarily be for a continuous period, but it must be recognised that:
 - a) There are times when certain Departments cannot afford to have employees away on annual and accumulated leave, and leave dates are to be negotiated.
 - b) At least ten (10) consecutive working days should be taken by each employee in any one leave cycle.

5. **Compassionate Leave**

Each employee will be entitled to a maximum of five (5) days compassionate leave per annum in the event of deaths in the immediate family. The immediate family being classified as a spouse, the children, the parents and the blood brothers and sisters. This leave is non-cumulative and non-commutable.

Any compassionate leave requirement which exceeds this entitlement will be deducted from normal annual leave. Applicants may be required to supply proof in respect of deaths in the family.

6. **Study Leave** (BICC Human Resources Committee approved courses)

One (1) day on full pay before each exam day except if exam takes place on a Monday.

In specialised cases, extra time may be given to students subject to approval by the Station Head concerned.

Procedure

- a) Employees should submit some form of proof, together with an official BICC Leave Application Form in duplicate, approved by their Departmental head, to the Remuneration Department well in advance of the leave date applied for.
- b) Leave of absence should only be considered granted when Section 'D' of the leave application form has been returned to the applicant by the Remuneration Department.
- c) Industrial holidays to which the employee is entitled and falling within the leave of absence period, will not be counted as leave of absence.

7. **Maternity Leave**

Maternity leave conditions will be as per the Labour Relations Act 1985, (Section 18 or Part iv) and any subsequent legislation made thereafter.

8. **Sick Leave**

8.1 Conditions as laid down in SI22 of 2001 shall apply.

8.2 In summary, SI22 states that employees are entitled to twenty-six (26) working days of sick leave in any one year of service at full pay and twenty-six (26) working days at half pay in the same year of service, thereafter the employer shall be entitled to terminate the contract on due notice.

If the accident or illness is self inflicted or induced such benefits shall not apply.

8.3 **Procedure**

- a) In the event of absence due to illness, please inform your Department Head as soon as possible, stating the estimated duration of your absence.
- b) In the case of absence lasting more than two (2) working days, a Doctor's certificate must be produced and handed to the Remuneration Department.
- c) On your return to work a leave application form should be made out in duplicate and handed to the Remuneration Department, if this is not done, there is a likelihood of the days being deducted from salary.
- d) As per Section 4.5 and 4.6 of the General Health Care Policy (2.8.1), in the event of Sick Leave taken beyond a total of twenty-six (26) working days for the service year, on return to work, the employee will under-go an examination by the appointed Medical Practitioner. Failure on the part of the employee to undergo such examination will preclude any possible extension of full or half pay for periods of Sick Leave in excess of the statutory days.

The Medical Practitioner will record an opinion as to whether the illness or injury was occasioned by negligence or not, and whether the Sick Leave taken in excess of the statutory days was unavoidable, and submit a written report to this effect to the appropriate Station Head. The appropriate Station Head will forward the report, together with recommendations in respect of Clause 8.5 (e) of this Policy for the granting or otherwise of continuance of full or half pay beyond the statutory working days to the Chief Executive. Any continuance of full or half pay in excess of the statutory days will only be granted in exceptional circumstances and

when in the interests of the BICC The Chief Executive's decision will be regarded as final.

- e) The Remunerations Department is to receive a copy of all sick leave forms and are to pay out according to the above policy.
- f) Any exceptions to this policy must be authorised by the Executive Board.

9. **Accumulation of Leave**

9.1 Leave may be accumulated to a maximum of the equivalent of leave entitlement. e.g - up to twenty-two (22) working days may be accumulated from the annual leave entitlement.

9.2 Leave is accumulated subject to the proviso that at least eleven working days leave will be taken each year.

9.3 If an employee's leave exceeds what is allowable in terms of this policy, such leave will be forfeited, unless prior authority to accumulate leave in excess of that due has been granted by the appropriate Station Head.

In the case of senior managers authorization will be required from the Executive Board.

9.4 Accumulated leave in excess of the stated accrual limit will be forfeited on resignation and will not be encashed unless prior authority has been obtained from the Executive Board who will only grant this in exceptional circumstances.

9.5 Leave will not be permitted during a period of notice to leave.

10. **Exception**

Any exception to this policy must be approved by the Executive Board

SECRETARY – EXECUTIVE BOARD

DATE

Item	Amendment

BIC CHURCH IN ZIMBABWE

MAIN SECTION	HUMAN RESOURCES POLICIES	SECTION 2
SUB SECTION	STAFF MOVEMENT & CHANGE IN STATUS	NO 2
POLICY TITLE	RELOCATION POLICY (TRANSFER OF PEOPLE ALREADY EMPLOYED BY THE CHURCH)	NO 5
SUPERSEDING POLICY		IMPLEMENTATION DATE: 1 JANUARY 2008

1. **Scope**

All employees who are relocated as a result of being transferred within The Church and if applicable, with Companies and new employees with whom it has been agreed that specific relocation expenses will be paid.

2. **Policy**

It is the policy of the Church that:

- 2.1 An employee shall within reasonable limits, as set out in the procedure below, neither be out of pocket nor profit, as a result of being relocated at the Church's request.
- 2.2 Relocation cost and relocation cost control shall be the responsibility of the Treasurer. The Executive Board or its nominee should be consulted prior to commitment to expenditure, to ensure uniform application of the policy.
- 2.3 Relocation plans should minimise relocation costs, particularly variable expenses such as temporary establishment.
- 2.4 The onus rests with the relocated employee to obtain the maximum tax exemption allowable and amounts that are tax refundable will not be reimbursed.
- 2.5 Employees transferring at their own request will not be reimbursed for any relocation expenses.
- 2.6 Relocation cost shall not include compensation for differences in the market value of residential properties in different geographic areas.

3. **Procedure**

3.1 **Moving Expenses**

- 3.1.1 The Church will pay for the movement of normal household furnishings including packing, crating, van transportation, unpacking, insurance coverage and storage charges not in excess of ninety days, including insurance extension. Expenses are limited to those associated with one pick up and one delivery and one access to storage.

At least three competitive quotes must be submitted.

3.1.2 The Church will also cover expenses of reconnecting telephone, electricity, and water services and the connection of stove. Expenses of alteration to the dwelling and extensions of utility lines are not reimbursable.

3.2 Cost of Transportation

3.2.1 The Church will pay for the transportation of the employee and family by car from the former place of residence to the new place of residence, based on the appropriate AA rate.

3.2.2 In the event of an individual owning a second car, the Church will pay an allowance for the transportation of this vehicle, based on half of the above rate.

3.2.3 In the event the employee does not travel by car, and the cost of transporting the car is not paid by the Church, the Church will pay for the cost of air or rail tickets for the employee and family from the former place of residence to the new place of residence.

3.2.4 In cases where the transferee requests to travel in his private motor car, permission may be granted on the clear understanding that:-

- a) The Church has no legal liability in respect of the car, property or any person travelling therein or third persons or other property injured thereby.
- b) It is an expressed condition of permission being granted that the vehicle is insured under a Comprehensive Private Motor Car Policy and a certificate to the effect must be furnished from a reputable insurance Company.
- c) The transferee concerned must sign a letter addressed to the Treasurer, with the following content:-

"As I will be travelling in my own car to commencing the journey on or about the..... and the Church will reimburse me for the cost of transportation for the journey by car, which is being undertaken at my own request and for my own convenience, this serves to record that I shall have no claim against the Church in respect of any damage, loss or expense incurred or suffered on the said journey, whether to or in connection with the motor car, persons travelling therein or damaged thereby. Any liability incurred under any such heads will be borne by me personally.

I hereby certify that my motor car is insured under a comprehensive private motor car policy, and I annex a certificate from the insurance Company to that effect".

Where an employee is given permission to travel by Church transport, he will not be paid an amount in lieu of an airfare.

When the family accompanies the employee travelling in a Church car, no indemnity is necessary as the Church motor vehicle insurance gives adequate cover.

- d) The Church will pay daily (but not in excess of the number of days required for the trip at 600 kilometres per day), room and reasonable meal expenses for the employee and family en route at a hotel which will not exceed a three star hotel board rating.

3.3 Where an employee is required to sell his home and buy a new home as a result of being transferred, the employee will be reimbursed, net of any tax relief that is claimable, for:

3.3.1 Estate agent's fees payable for the sale of the employee's old home.

3.3.2 Transfer costs, stamp duties and bond registration costs for the purchase of the employee's new home, with a maximum payment based on the value of the employee's old home.

NB: All payments under 3.3 are calculated net of estimated tax relief, as determined by the Salaries Department of the Church. Any discrepancies between this estimate and actual tax relief will be reconciled after the employee's tax for that tax period has been finally determined by the Receiver of Revenue.

3.4 Home Finding Visits

The Church will pay for one round trip, and air ticket or rail ticket for an employee and wife (not children), if applicable, covering travel from the employee's present area to the prospective area and the cost of a rental automobile for up to three days for the purpose of finding a new home. The Church will pay daily hotel and reasonable meal expenses for not more than three days at a hotel which will not exceed a three star hotel board rating.

3.5 Temporary Establishment

If the employee is delayed in obtaining possession of a new home, the Church will pay lodging and reasonable meal expenses for a period of up to 60 days for the employee and family at a three star hotel or at a comparable furnished accommodation, plus reasonable laundry expenses.

Bar accounts and telephone accounts are not covered.

Such expenses will be disallowed, however, if the employee's best efforts are not used to obtain possession of a new home.

3.6 Bridging Loan

The Church appreciates that it is not always possible to sell an existing house before a new house is purchased at the place to which an employee is transferred.

In these cases, the Church is prepared to provide a bridging loan, at current Building Society rates, not exceeding six months. Although each case must be considered on its merits, it would be unusual for a loan in excess of Z\$30 000 to be granted. The loan granted must be repaid immediately the proceeds from the sale of the existing house are received. The amount of the loan granted will be determined by assessing the following points:

3.6.1 The value of the property to be sold and any amount owing on this property.

3.6.2 Detailed investigation of the applicant's circumstances relating to the need for the loan and ability to repay.

3.7 Legal Requirements

An agreement will be signed between the Church and the employee setting out the terms under which the loans are granted.

3.8 Curtaining and Settling-In Allowance

When a transferee moves into a permanent house or flat accommodation, the Church accepts that the transferee will have incurred expenses in refurnishing and/or re-schooling. The Church will pay a curtaining and settling-in allowance as follows:

3.8.1 In the case of a married employee, living in a house or flat, his/her month's salary (the salary effective from the date of taking up new appointment).

3.8.2 The allowance for a single person will be 50% of one month's salary.

4. Relocation Procedure

4.1 Relocation Expenses Estimate and Claim Procedure

Details of the agreement reached between the Church and the employee concerned should be reduced to writing and retained on file.

5. Exception

Any exception to this policy must be approved by the Executive Board.

Secretary –Executive Board

DATE

MAIN SECTION	HUMAN RESOURCES	SECTION 2
SUB SECTION	INDUSTRIAL RELATIONS	NO 4
POLICY TITLE	INTERNAL & EXTERNAL LABOUR RELATIONS	NO 1
SUPERSEDING POLICY		IMPLEMENTATION DATE; 1 JANUARY 2008

1. Scope

This policy applies to all employees of BIC Church who:-

- 1.1 Fall within designations of 'employee' or 'managerial employee,' as set out in the Labour Relations Act of 1985, the Labour Amendment Act of 1992 and the Labour Act (Chapter 28.01) of 2003.
- 1.2 Are covered by the relevant Collective Bargaining Agreements for the respective commercial undertakings of the Church and other non-commercial NECs.

2. Purpose

To contribute to the sustained harmony within the Church and the ultimate benefit and welfare of all employees through good internal and external Labour Relations.

3. Policy

To recognise and protect the fundamental rights of all employees set out in the relevant Acts and Collective Bargaining agreements, and act according to the dictates of the relevant elements of the Church's Mission Statement:-

- 3.1 Protect worker rights to democracy and participation in the work-place and the active promotion of good relations with and among all employees.
- 3.2 Protect employees' rights to fair labour practices.
- 3.3 Protect the individual employee against discrimination and unfair labour practice between the employer, Trade Unions or Workers' Council.
- 3.4 Ensure Conditions of Employment are implemented according to the relevant Statutory Instruments.
- 3.5 Wages and Salaries are implemented as per Collective Bargaining agreements.
- 3.6 Total commitment to the development, safety, welfare and well being of employees in safe, acceptable working conditions.
- 3.7 Ensure the legitimacy of Workers' Committee and Works Council and recognition of the right of the registered applicable Trade Union to have reasonable access to its members.

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- 3.8 To permit members to become members of Trade Union and Workers' Committee, through recognised procedural channels.

- 3.9 To pursue harmonious relationship with external employee and employer organisations.
- 3.10 To be actively involved in all matters pertaining to legislative formation and amendments relevant to the maintenance of good industrial relations, both internally and with external or Government organisations.
- 3.11 Ensure all employees are adequately and timeously informed on all matters pertaining to Labour legislation and amendments as and when they are published, and are aware of employee benefits as set out in relevant Church policies.
- 3.12 Maintain and implement the Church Code of Conduct, registered with and accepted by the Ministry of Public Service, Labour and Social Welfare.

4. Procedure

- 4.1 All grievances and disputes as interpreted by the relevant Labour Relations Act to follow procedures as laid down in the BIC Church Code of Conduct as read with all supporting statutory instruments.
- 4.2 Workers' Committee and Works Councils to be instituted with regular meetings and conforming to regulations as laid down in relevant Constitutions.
- 4.3 Training, Development, Career and Succession Planning Programme and Job evaluation to be maintained..
- 4.4 Harmonious working relations with Employer organisation Representatives and Trade Union Officials, Designated Agents (Employment Council) and the Ministry of Labour Officials to be established through Senior Human Resources Personnel and Senior Management.

5. Exceptions

- 5.1 Any exceptions to this policy must be approved by the Executive Board

Secretary - Executive Board

DATE

BRETHREN IN CHRIST CHURCH IN ZIMBABWE**CONSTITUTION****WORKERS' COMMITTEE****1. Workers' Committee : Definition**

A Workers' Committee is essentially a Committee created and elected by the workers to represent themselves in discussions/negotiations with members of Management.

A Workers' Committee therefore consists entirely of employees as described in the Statutory Instrument 66 of 1994 and the Labour Relations Amendment Act, 2003.

Members of the Workers' Committee are free to discuss such matters as they may wish to debate, without interference by Management.

If a trade union is registered to represent the interests of no less than fifty per centum of the employees at the work place where a workers committee is to be established, every member of the workers committee shall be a member of the trade union concerned.

2. Aims and Objectives

- (a) To act as a direct link and means of communication between management and employees at shop floor levels
- (b) To provide a means for the presentation of and discussion with management of employees' requirements and grievances.
- (c) To promote stability and good employee/management relationships, and to encourage the settlement of differences and disputes by conciliatory methods.
- (d) To promote productivity by generating a stable and good atmosphere within the Company, and especially within the working environment.
- (e) To promote the interests of the employees whom they represent by maintaining regular contacts with them.
- (f) To ensure that if a fellow worker seeks their advice in respect of any grievance or disciplinary matter, that at least one member of the Committee is available to render such advice and assistance, as may be required.
- (g) To co-operate with the established Trade Union in ensuring, where applicable, that the Industrial Agreement or the Industrial Regulations for the Industry are observed to the mutual benefit of all employees and management.
- (h) To elect some of its members to represent employees on the Works Council.

3. Composition of the Workers' Committee

- (a) The Workers' Committee shall consist of eight members elected from amongst the Company's employees.
- (b) There shall be one Chairman, one Vice Chairman, one Secretary, and one Assistant Secretary nominated by the Committee from time to time from amongst the eight representatives.
- (c) Members of the Workers' Committee shall not be favoured (with the exception of the provision in Section 7) or prejudiced in any way in the pursuit of their responsibilities as members of the Committee.

4. Nomination and Election Procedures

Election of the Workers committee shall be in accordance with the following rules:-

- a) An employee who is confirmed in his appointment is eligible to propose or second a candidate for election to the Committee. The proposed candidate shall indicate his/her consent to stand for election. No candidate is eligible to stand for election unless he/she has been proposed and seconded by confirmed employees.
- b) Only those employees who are permanent employees of the company may stand as a candidate.
- c) Election of members to the Committee will be by ballot vote of all confirmed employees from within the company.
- d) The counting of votes will be carried out after elections by the Industrial Relations Officer, the Chairman and Secretary of the Workers Committee and two other outgoing members of the Committee.
- e) The eight candidates receiving the highest number of votes will be deemed elected as the employee's representatives to the Committee.
- f) Results of elections will be publicised on all Company noticeboards within one working day after votes have been counted.

5. Term of Officer

- a) The term of office of a Workers' Committee shall be two years after which new elections will have to take place.
- b) On the death of, or vacation of office by a member, the workers shall appoint or elect a person to fill the vacancy, provided that if the Workers Committee would have continued to exist for less than three months, the employees need not appoint or elect a person to fill the vacancy.

- c) A member of the Committee shall vacate office if he/she:-
 - i) Ceases to be employed by the Company;
 - ii) Absents himself/herself from three consecutive Committee meetings without proper leave from the Committee;
 - iii) He/She resigns his/her seat by giving one month's written notice to the Committee;
 - iv) Is considered by twenty or more employees to be unsuited for continuation of office, provided their written signed application to this effect receives the unanimous agreement of all other Committee members.
- d) Any member of the Committee is eligible for election for further term of office.

6. Matters Which Fall Within the Portfolio of the Workers' Committee

- a) All matters of mutual interest of employees and management.
- b) Prevention of accidents, elimination of health hazards.
- c) Provision of welfare and community services.
- d) Improvement of working conditions.
- e) Implementation of agreements reached between management and the workers' committee.
- f) The avoidance of disputes and other acts which are not conducive to productivity or good relationships
- g) The prompt settlement of disputes at the lowest possible level.
- h) The explanation and clarification of work place rules and regulations to co-worker.

7. Conduct of Meetings of the Workers' Committee

- a) The Workers' Committee shall meet once a month on such dates and at such times as the Committee shall from time to time determine, and at such times as the Chairman or fifty percent of the representatives so request.
- b) Meetings may be held during working hours.
- c) Members of the Committee who are required to investigate matters falling under their jurisdiction may be allowed reasonable time off with the consent of the Departmental Head.
- d) Members of the Workers' Committee shall have reasonable access to Departmental Heads and Management.

Should this necessitate leaving the job in hand or the normal work place, prior permission should be obtained from the individual's immediate superior.

- e) The Company shall provide a suitable place for Meetings.
- f) Should the Workers' Committee require some training and guidance in the conduct of Meetings, taking of Minutes, etc, Management are prepared to assist if required to do so in providing such training and guidance.

8. Meetings with Management

As laid down in Section 8 of the Works Council Constitution.

9. Attendance by Other Persons

As laid down in Section 9 (a) and (b) of the Works Council Constitution.

10 Committee Recommendations

As laid down in Section 11 (a) and (b) of the Works Council Constitution

11 Privileged Information

As laid down in Section 12 (a) and (b) of the Works Council Constitution

12 Modification of Constitution

The Constitution shall only be amended by unanimous agreement of the full Committee.

CHAIRMAN

SECRETARY

DATE

BISHOP

BRETHREN IN CHRIST CHURCH**CONSTITUTION****WORKS COUNCIL****10. Works Council : Definition**

Works Council means a Council composed of an equal number of employer representatives and employee representatives who are members of a Workers' Committee.

Consultation

A Works Council shall be entitled to be consulted by the employer about proposals relating to any of the following matters:-

- (a) the restructuring of the work place caused by the introduction of new technology and work methods.
- (b) Product development plans, job grading and training and education schemes affecting employees.
- (c) Partial or total plant closures and mergers and transfers of ownership.
- (d) Implementation of a Code of Conduct.
- (e) The criteria for merit increases or payment of discretionary bonuses whether voluntary or compulsory.
- (f) The retrenchment of employees, whether voluntary or compulsory.

Before any proposals are implemented the employer shall afford the members of the Works Council reasonable opportunity to make representations and to advance alternative proposals and such proposals shall be considered by the employer and where not acceptable, reasons for not agreeing shall be advanced.

11. Aims and Objectives of the Council

- (i) To provide and maintain a continuous exchange of information and ideas, and to establish understanding between the Church and its employees with a view to reducing the dimension of problem areas, and to prevent misunderstandings which would result in unofficial strikes.
- (j) To enable employees to gain better insight to the various aspects of the Church's operations so that appreciation of the Church's productive capacity, developments and service to the community will be duly achieved.
- (k) To focus the joint interests of the Church and its employees on the best possible use of the Church's manpower, capital equipment and other resources so that maximum productivity and optimum standards are attained.
- (l) To foster, encourage and maintain good relations between employees at all levels, and to understand and seek solutions to their common problems.
- (m) To promote employment security, safety and health and general work satisfaction.
- (n) To promote the general and common interest and welfare of both the Church and its employees.

- (o) In general, to promote and maintain the effective participation of employees in the undertaking for which the Council is established, and to secure the mutual co-operation and trust of employees, management and the Trade unions in the interests of industrial peace, improved working conditions, greater efficiency and increased productivity.

12. Areas of Discussion by the Council

- (d) General conditions of employment, provided that no final decision can be taken on any matter that is subject to the provisions of the relevant Collective Bargaining Agreement, Industrial Regulations or other legislation currently in force.
- (e) Individual grievances shall be dealt with in accordance with the Church's Grievance Procedure and the Labour Relations Act. Otherwise, grievances relating to the interpretation or implementation of industrial Agreements shall be dealt with by the appropriate designated agent or in the case of regulations, an Industrial Relations Officer (Hence, such matters will not be dealt with by the Council).
- (f) Promotion of occupational health and safety measures and their enforcements.
- (g) All matters related to employee welfare must be dealt with by the Council except where these are subject to the relevant Industrial Agreement.
- (h) Methods to raise productivity.
- (i) Ways to avoid wastage or manpower, raw materials and capital equipment.
- (j) Methods to improve morale, general work attitudes, motivation and loyalty to the Church.
- (k) General discipline and conduct, provided that any specific cases of misconduct shall be dealt with in accordance with normal practice, and shall not be subject for discussion by the Council – however, either the Chairman or the Secretary of the Worker's Committee must be informed of any disciplinary measures to be taken against an employee and where possible, such measure should be carried out in the presence of either of these officials.
- (l) Other issues having the objective of improving relations between the Church and its employees, provided such issues are not covered by any Industrial Regulations.

13. Consultation

- 14. A Works Council shall be entitled to be consulted by the employer about proposals relating to any of the following matters:
 - a) the restructuring of the work place caused by the introduction of new technology and work methods.
 - b) Product development plans, job grading and training and education schemes affecting employees.
 - c) partial or total plant closures and mergers and transfers of ownership.
 - d) implementation of Code of Conduct.
 - e) the criteria for merit increases or payment of discretionary bonuses whether voluntary or compulsory.

INTERNAL & EXTERNAL LABOUR RELATIONS 2.4.1

ADDENDUM 11

- f) the retrenchment of employees, whether voluntary or compulsory.
- 15. Before any proposals are implemented the employer shall afford the members of the Works Council reasonable opportunity to make representations and to advance alternative proposals and such proposals shall be considered by the employer and where not acceptable, reasons for not agreeing shall be advanced.'

16. Composition of the Council

- (a) The Council shall consist of an equal number of employer representatives and employee representatives elected from amongst the members of the Workers' Committee.
- (b) There shall be one Chairman elected by the Council from amongst its total representatives.
- (c) There shall be one Secretary in attendance for recording the Minutes only.
- (d) The Secretary shall not form part of the Council and will not be eligible to vote.
- (e) Membership in the Council may be increased/decreased from time to time whenever the need arises.

- (f) The employer and employee representatives shall register from among their ranks at least two alternative members who shall attend meetings in the absence of substantive members.

17. Nomination and Election Procedures

- (a) Management shall nominate its representatives. These representatives may be changed from time to time according to Management's discretion.
- (b) Employee's representatives shall be elected from amongst the Workers Committee members.

18. Terms of Office

- (a) The term of office of the Committee is one full calendar year.
- (b) Where a vacancy occurs from amongst the employees' representative for any reason whatever, such vacancy shall be filled by due nomination and election provided for in Section 4, subsection (b) and (c) of the Workers Committee Constitution.

19. Meetings

- a) The Council shall meet once a month on such dates and at such times as the Committee shall from time to time determine, and at such times as the Chairman or fifty percent of the representatives so request.
- b) Meetings shall be held during working hours.
- c) A quorum of any meeting shall consist of fifty percent of the representatives from each side.
- d) Items proposed for discussion shall be submitted in writing to the Secretary not later than seven days before each Council meeting. The Secretary shall then prepr/bvvf/dvb6u/rwr□□N□nead9b6/6n ad/9bf9g,naaubp,/u/nnadp6bfv

- b) The Chairman shall have one vote, and in the case of a tie, a casting vote. However, no Industrial Relations Personnel holding this position may vote.
- c) The Church shall as far as possible endeavour to accept and implement Council recommendations.

In cases of non-acceptance of Council recommendations, the Church shall endeavour to communicate to the Council its reasons for such rejection, unless such reasons involve confidential matters relating to Church policy, financial structure of staff members.

13 Privileged Information

- a) All proceedings of the Council are confidential
- b) No member is permitted to disclose any information arising out of, or during the course of Council's proceedings to any person who is not a Council member unless the Chairman so approves.
- c) The Church and the Chairman are not bound, or obliged to supply information which, in their opinion, will jeopardise the Church's business, or disrupt the harmony among employees and/or the good relationship between management and employees.

INTERNAL & EXTERNAL LABOUR RELATIONS

2.4.1

ADDENDUM 11

14 Modification of Constitution

The Constitution shall only be amended by unanimous agreement of the full Council.

**CHAIRMAN
(WORKS COUNCIL)**

**CHAIRMAN
(WORKERS' COMMITTEE)**

SECRETARY (WORKERS' COMMITTEE)

BISHOP

DATE

BIC CHURCH IN ZIMBABWE

MAIN SECTION	HUMAN RESOURCES POLICIES	SECTION 2
SUB SECTION	EMPLOYEE BENEFITS	NO 1
POLICY TITLE	EMPLOYEE LOANS	NO 14
SUPERSEDING POLICY		IMPLEMENTATION DATE; 1 JANUARY 2008

6. Scope

This policy applies to all permanent employees, in good standing, with BIC Church in Zimbabwe

7. Policy Intent

The aim of this Policy is to provide limited financial assistance for small short term loans for incidental purposes only as and when requested by individual employees. Employees intending to make major purchases and who require finance, should do so through the relevant financial institutions of Zimbabwe.

8. Definition

Loans in the context of this policy, are minor short term loans granted outside of any other existing employee loan scheme and are to assist employees cover incidental expenses.

9. Policy

It is the policy of the Church that:

- 9.1 The granting of any loan to an employee is never a condition of employment or entitlement, but is a privilege.
- 9.2 Loans shall be granted entirely at the discretion of the Church, but shall not be unreasonably withheld.
- 9.3 The maximum total value of outstanding loans to the Church shall not exceed 10% of the total monthly basic salary and wages bill.
- 9.4 Interest will be charged on loans granted, at a rate which is determined by the statutory rate for Income Tax purposes.
- 9.5 The repayment period shall be a maximum of ten (10) months.
- 9.6 The maximum value of any one loan to an individual shall be determined by:-

- the value of an individual's personal Pension fund contributions after taking into account other existing obligations to the company.
- the Executive Board from time to time
- compliance with any or all relevant and applicable statutory provisions as is found in the current Labour Act of 2003 which provides that the sum total of all loan deductions should not exceed 25% of the employee's basic salary.

9.7 Loans will be limited to a maximum of two loans per calendar year, per individual, and no new loans will be granted to an individual unless all previous loans have been repaid in full.

9.8 Where a loan request falls outside the scope of this policy, the Departmental Manager will refer the application together with his recommendation, if considered necessary, to the Bishop.

9.9 An employee applying for a loan shall authorise the company to recover any outstanding money from such loan from his or her terminal benefits and pension should the employee leave the company before fully repaying the loan.

10. Procedure

10.1 When an employee wishes to apply for a loan, he/she raises the request with the relevant Departmental Head. If need be, the employee may be directed to the Treasurer for advice.

10.2 A loan application form (Appendix 1) will be completed and signed by the applicant, his/her Departmental Head and the Treasurer.

10.3 The loan application will then be submitted to the Bishop for consideration.

10.4 If approved, the signed application form will then be submitted to the Remunerations Administrator who will ensure that all necessary documentation is completed and then make arrangements to pay out the loan.

10.5 At the end of each month, the Remunerations office will prepare and issue the Bishop a schedule detailing all loans outstanding, together with a total of these loans.

11. Exception

Any exception to this policy must be approved by the Executive Board.

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Secretary - Executive Board

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DATE

BICC in ZIMBABWE

MAIN SECTION	HUMAN RESOURCES POLICIES	SECTION 2
SUB SECTION	EMPLOYEE BENEFITS	NO 1
POLICY TITLE	FUNERAL ASSISTANCE	NO 11
SUPERSEDING POLICY		IMPLEMENTATION DATE; 1 JANUARY 2008

12. Scope

This Policy applies to all employees of Brethren in Christ Church in Zimbabwe.

13. Purpose

To detail procedures covering the Organisation's assistance in times of death of an employee.

14. Policy

14.1 It is the Policy of the BICC to give financial assistance in times of bereavement, within the restraints of the financial viability of the Church.

14.2 The granting of any assistance in the event of a death of an employee is never a condition of employment or entitlement, but is a privilege.

14.3 Assistance shall be granted entirely at the discretion of the BICC but shall not be unreasonably withheld.

15. Procedure

15.1 The Church contribution will be decided by the Executive Board.

15.2 The contribution rate will be reviewed in January of each year. Such review will be based on:

15.2.1 Number of deaths (past and projected)

15.2.2 Inflation levels

15.2.3 Financial viability of the Church

15.2.4 Only permanent employees shall qualify for such Funeral Expense Assistance. Those employees on fixed term or casual contracts shall be granted assistance at the discretion of the Executive Board

NB:- Fixed term contractors and casual employees, where granted assistance, will not necessarily be treated at the same level as permanent employees.

15.3 Financial assistance will be based solely on the principle of providing a part sum of money towards the funeral costs for the deceased employee.

15.4 The Executive Board will be empowered each year to reduce or increase the Church's contribution as deemed necessary.

15.5 Financial assistance will be paid to the person responsible for the funeral arrangements and shall be signed for and such records filed.

The Church Treasurer or his appointee will coordinate the distribution of such funds to be bereaved family. However in the absence of the Church Treasurer or his appointee the relevant head of department shall coordinate the distribution of such funds.

Exceptions

Any exceptions to this policy must be approved by the Executive Board.

Secretary – Executive Board

DATE

BRETHREN IN CHRIST CHURCH IN ZIMBABWE

MAIN SECTION	HUMAN RESOURCES POLICIES	SECTION
SUB SECTION	EMPLOYEE BENEFITS	NO
POLICY TITLE	RESPONSIBILITY ALLOWANCE	NO
SUPERSEDING POLICY		IMPLEMENTATION DATE: January 2008

16. Scope

This Policy applies to all employees of the Brethren In Christ Church.

17. Purpose

To ensure fair treatment of employees by recognizing extra effort made while doing work normally done by a more senior colleague i.e doing duties associated with a higher grade than their own in the absence of the senior colleague.

To detail procedure to be followed in respect of awarding Responsibility Allowances.

18. Policy

It is the policy of the Church to:

- 18.1 Provide a responsibility allowance to those employees who on instruction from Departmental Manager / Head of Station or his nominee carry out the responsibilities and duties associated with a grade higher than their own grade.
- 18.2 Pay the starting salary applicable to the higher grade, providing the employee performs such work for more than one full day in the higher grade.
- 18.3 In the event of his/her salary being more than the starting salary in the higher grade, pay a responsibility allowance of up to 10% of his/her salary, provided the allowance is not more than the salary/wage of the person carrying out duties and responsibilities in the higher grade.
- 18.4 Provide a responsibility allowance at the discretion of the Executive Board, for employees other than those whose responsibility allowance guide is covered in their respective N E C Collective Bargaining Agreements, except in instances where the employee takes over the responsibilities and duties of a person in a higher grade, who has proceeded on normal leave, and provided he/she takes over the responsibilities and duties of an employee in a higher grade for a period of not less than 30 days.
- 18.5 Pay the starting salary applicable to the higher grade to those employees not covered by any Collective Bargaining Agreement or ensure the allowance is at least 10% more than the employee's salary in the event of his/her salary being more than the starting salary in the higher grade, provided the allowance is not more than the salary of the person who normally carries out the duties and responsibilities in the higher grade. (see 3.2 and 3.3 above)

19. Procedure

19.1 As soon as the need for a responsibility allowance arises, the Departmental Manager concerned shall make application to the Treasurer for such an allowance, giving reasons and justification, and indicate wherever possible, for how long a period the allowance is to be required.

19.2 Following receipt of an application for a responsibility allowance, the Treasurer will make recommendation to the Bishop, who in turn, will notify the appropriate Head of Unit of his decision.

19.3 When a responsibility allowance has been ratified, the Church Treasurer shall be advised in writing and such decision will in turn be passed on to the Remunerations Administrator to effect the necessary salary adjustment.

19.4 The Departmental Manager shall confirm in writing the date of termination of the responsibility allowance at the earliest opportunity, with the Church Treasurer and/or Remunerations Administrator.

5. Exceptions

Any exceptions to this policy must be approved by the Executive Board.

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Secretary –Executive Board

DATE

BICC in ZIMBABWE

MAIN SECTION	HUMAN RESOURCES POLICIES	SECTION 2
SUB SECTION	RECRUITMENT AND SELECTION	NO 5
POLICY TITLE	STAFF REQUISITION/RECRUITMENT & SELECTION	NO 1
SUPERSEDING POLICY		IMPLEMENTATION DATE: 1 JANUARY 2008

20. Scope

This Policy applies to all personnel, whether in full time, part time or temporary employment with Brethren in Christ Church in Zimbabwe as well as attachment students.

21. Policy

It is the policy of the Church:

- 21.1 That no vacancy be filled until a Staff Requisition for the vacancy has been duly authorized as set out in the procedure below.
- 21.2 To appoint personnel to a post solely on their ability to meet the requirements of that post, provided such appointment is not contrary to the Church's overall Human Resources plan.
- 21.3 Not to fill vacancies purely because they have occurred, but to re-examine carefully each vacancy that occurs to establish whether the position is still required or whether the job content has changed.

22. Procedure

When a vacancy or a new position is required:-

- 22.1 The Church Station Head submits a completed and signed Staff Requisition Form to the Treasurer.
- 22.2 On receipt, the Treasurer:
 - 22.2.1 Evaluates the request as per paragraph 2.1 and 2.2 above.
 - 22.2.2 Ensures Position Charters/Job Descriptions are updated or formulated accordingly.
 - 22.2.3 Once all the above points have been complied with, sign the Requisition form.
 - 22.2.4 Once the Staff Requisition has been completed, the Treasurer is to seek approval from the Executive Board.
 - 22.2.5 Ensures the post requisitioned for is advertised internally and if necessary externally, taking into account that whenever possible, it is the Church policy to fill positions from within the Church.

23. Application

- 23.1 Any employee can make an application for an advertised post, at the same time, informing their Departmental Manager of their intentions.
- 23.2 The Treasurer will ensure all applicants are screened, check all qualifications and references and compile a short list of suitable applicants.
- 23.3 Departmental Managers may participate in or seek details of the initial screening process, should they so wish.
- 23.4 Interviews will be arranged by the Treasurer.

24. Recruitment Interviews and Selection

- 24.1 The interviewing panel must include the Departmental Manager and the Treasurer or their nominees.
- 24.2 The Departmental Manager is responsible for the final selection recommendation, with the Treasurer advising on all matters pertaining to interviews and selection procedures.
- 24.3 The Treasurer will complete an interview analysis form for the records.
- 24.4 The Departmental Manager will ensure that all records pertaining to recruitment, interviewing and selection are returned to the Treasurer.
- 24.5 Once a candidate has been selected and relevant interview information collected, the Departmental Manager shall submit a report to the Departmental Station Head for approval. In the case of managerial positions, the Departmental Station Head shall submit such report to the Executive Board for approval. No job offer is to be made until this approval is obtained.
- 24.6 A three month probationary period will be required in respect of new employees.
- 24.7 The Departmental Manager will issue an updated Job Description/Position Charter to the successful applicant and ensure all responsibilities and duties are understood and agreed with.
- 24.8 The Treasurer will arrange with the Remunerations Administrator for the completion and signing of a Personnel Change form, countersigned by the appropriate Station Head, authorizing payment of salary/wages.
- 24.9 The Treasurer or his nominee will arrange meetings with all unsuccessfully internal applicants and advise them on any specific reasons as to why they were unsuccessful and discuss developmental needs with them.
- 24.10 Unsuccessful external applicants will be advised accordingly.

25. New Employees

- 25.1 New employees will be required to successfully meet the requirements of a medical examination as set out in the Church Medical Examination Form before commencement of employment.
- 25.2 New employees will be required to undergo the Church Induction Programme, as and when this can be arranged, as soon as possible after commencement of employment.
- 25.3 As far a possible all new employees and successful internal applicants will commence duties on the first of the month.

26. General

- 26.1 In all instances, the Treasurer will request for a monthly progress report from the Departmental Manager up to the end of the probationary period.
- 26.2 If the third month report is satisfactory and on the recommendation of the Departmental Manager the new employee will be placed on the permanent staff register.
- 26.3 Staff announcements pertaining to new recruits and internal appointments, for distribution to all Departmental/Branch/Section Heads, will be arranged by the Treasurer.
- 26.4 The Church will, wherever possible, endeavour to fill vacancies arising from time to time with employees from within the Church provided that such employees have the relevant experience, qualification and ability to do the relevant work. It is therefore necessary to ensure that we have a wide base of employees who are capable of promotion within the Church. The Church will wherever possible employ external applicants with a minimum of five (5) 'O' levels save in exceptional cases where the applicant might have special skills not available in the Church. This requirement will not apply to employees who are already employed as such employees may still apply for vacancies within the Church and be considered on merit. The entry requirements will also apply to any contract employee whose contract period is more than three months.
- 26.5 The selection of new employees and contract employees will be handled in accordance with the Policy.

27. Exceptions

Any exceptions to this policy must be approved by the Executive Board.

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Secretary - Executive Board

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DATE

BICC in ZIMBABWE

MAIN SECTION	HUMAN RESOURCES POLICIES	SECTION	2
SUB SECTION	EMPLOYEE BENEFITS	NO	1
POLICY TITLE	JOB GRADE & SKILLS EVALUATION	NO	9
SUPERSEDING POLICY		IMPLEMENTATION DATE: 1 JANUARY 2008	

1. **Scope**

This policy applies to all employees of Brethren in Christ Church in Zimbabwe.

2. **Policy**

This Church is committed to an unbiased dynamic system of Grade, Skill Block and Skill level evaluation, remuneration and reward. The system is based on concepts of the National Institute of Personnel Research - "Q" Method, that determines regardless of personalities, the worth of one job relative to another, in such a way as to remove pay inequities and anomalies; that rewards individual merit/productivity and skill accomplishment; is understood by all Church employees, and which enables them to identify job and career advancement through the Skill Block/Skill level system.

3. **Purpose**

To ensure through a Human Resources Committee -Skills Subcommittee, a process exists to analyse and assess the content of all jobs within the Church and rate them in an acceptable order, which can be used as a basis for a rational and dynamic pay structure.

4. **Procedure**

- 4.1 All new jobs, or changes and additions to an existing job will require Job Grade and Skill Block/Skill level evaluation by the Human Resources Committee -Skills Subcommittee.
- 4.2 The Treasurer is to ensure that the job incumbent, in liaison with his/her immediate superior, completes the appropriate Job Description or Position Charter format for Grade and Skill Block rating purposes.
- 4.3 On completion of the format, the Treasurer, his deputy or any designated job analyst will then interview the job incumbent and prepare a Job Description or Position Charter for the purpose of Job Grade and Skill Block rating.

The Job Description or Position Charter is to outline what the job incumbent does, how it is done, together with a systematic analysis of the incumbent's work, as set out in the appropriate format.

- i.e.
- Nature of Work
 - Type of Problems
 - Background required
 - Nature of Controls
 - Results of Decisions
 - Nature of Contacts

Skill Block allocation is to be based on Job Grades as follows:

- | <u>Grade</u>
Pending | <u>Skill Block</u>
pending | <u>Skill Levels</u>
pending |
|-------------------------|-------------------------------|--------------------------------|
|-------------------------|-------------------------------|--------------------------------|
- 4.4 On completion of the Job Description or Position Charter and agreement on their content, they are to be signed as being correct by:-
- a) The Job Incumbent
 - b) The immediate Superior
 - c) The Departmental Head
 - d) The Treasurer, his deputy or designated analyst.
- 4.5 The Treasurer, as Secretary to the Human Resources Committee -Skills Subcommittee shall, following the above procedure, convene a meeting of the Board for Job Grade and Skill Block/Skill level evaluation.
- 4.6 Evaluation of additional Skill levels is to be undertaken by the Human Resources Committee -Skills Subcommittee.
- Departmental Heads will submit application for Skill level awards through the Treasurer on the appropriate application and Skills Analysis forms. Such awards shall be as per set skill award system.
- The Treasurer, on receipt of such applications, shall convene a meeting of the Human Resources Committee -Skills Subcommittee for Skill level evaluation and reward purposes.
- 4.7 Evaluation of Job Grades, Skill Block placement and Skill levels shall be undertaken by the Human Resources Committee -Skills Subcommittee either as and when sufficient applications are at hand to constitute a full half day's evaluation activity.
- The Human Resources Committee -Skills Subcommittee will meet at least once every three months.

5. **Human Resources Committee -Skills Subcommittee**

- 5.1 The Human Resources Committee -Skills Subcommittee is to consist of:-
- a) BICC HR Committee Chair - Chairman
 - b) Treasurer
 - c) Departmental Head -Management Rep
 - d) Worker representatives x 2
 - e) HR Committee Reps x 2
- 5.2 Management representation on the Human Resources Committee -Skills Subcommittee is to consist of the Head of Department of the position
- 5.3 The Workers representatives shall be elected by the worker through the offices of the Workers' Committee, for a period of not less than two years.
- 5.4 All members of the Human Resources Committee -Skills Subcommittee, including the Chairman, but excluding the Secretary, shall participate in Grade, Skill Block and Skill level ratings, and be entitled to a single vote each.

-
- 5.5 The Secretary to the Committee shall ensure copies of all relevant documents, Job Descriptions, Position Charters and skills analysis charts are available for Committee members at the commencement of each meeting.
 - 5.6 A quorum of at least four members (representative of all parties), excluding the Secretary, shall be required for evaluation purposes.
 - 5.7 In the absence of the Chairman, members of the Human Resources Committee - Skills Subcommittee shall elect an acting Chairman from among themselves.
 - 5.8 Job Grades, Skill Blocks and Skill levels shall be first evaluated by individual members of the Board as set out in the Job Grade, Skill Block and Skills Evaluation formats.
 - 5.9 The Board shall endeavour to achieve unanimity in evaluating Grades, Skill Blocks and Skill levels. Otherwise a simple majority shall be required to effect a rating decision.
 - 5.10 The Secretary to the Board shall notify Grade, Skill Block and Skill level ratings as evaluated by the Board to the job incumbent, the immediate superior and the departmental head.
 - 5.11 The Secretary to the Board shall carry out any other duties and responsibilities in pursuance of Grades and Skill ratings as directed by the Board.
 - 5.12 In the event of the job incumbent or the relevant Departmental Head not being in agreement with the Board rating, the following procedure shall be followed :-
 - i) The Job Description and/or Task/Skill areas shall be reviewed by the Secretary to the Board and the Departmental head, to ascertain correctness.
 - ii) If correct, no further appeal shall be considered by the Board.
 - iii) If incorrect, the Secretary shall ensure the Job Description/Position Charter/Skills evaluation chart is rewritten and an appeal for a further review shall be lodged with the Board.
 - iv) No appeal shall be considered if submitted later than ten working days after receipt of the Board's evaluation.
 - v) The Board shall, on receipt of an appeal, review the Job Description, Position Charter/Skills Evaluation Chart and re-rate accordingly.
 - vi) In the event of ongoing disagreement, either the Chairman of the Board or the concerned Departmental Head may appeal direct to the Executive Board whose decision will be final.

6. **Exception**

Any exception to this policy must be approved by the Executive Board.

Secretary –Executive Board

DATE

Enclosure

COMPETENCY LEVELS

SKILL LEVELS

APPLICATION FOR SKILL LEVEL AWARD

DEPARTMENT :

REFERENCE :

JOB TITLE :

JOB INCUMBENT :

SKILL BLOCK :

DATE :

APPLICATION FOR A SKILL LEVEL AWARD IS HEREWITH MADE IN RESPECT OF
.....WHO UP TO THIS DATE HAS SKILL AWARDS TO
HIS / HER CREDIT

DEPARTMENTAL HEAD :

DOCUMENTATION ATTACHED :-

- a) Copy of Position Charter/Job Description (signed by Subordinate/ Branch/ Section/ Departmental Head).
- b) Skills Analysis Chart.
- c) Additional qualification gained (state relevance to the departmental function and advancement within the Church of the individual).
- d) Training and methodology used to assess and measure additional Skill level attained.
- e) Value of Key Task in terms of its essentiality for achieving Department/Area objectives.

N.B In the event of more detail being required, the Secretary to the Board (Treasurer) will notify Department Head accordingly, prior to any Skill Block/Skill level evaluation.

Applications to be forwarded direct to the Secretary to the Board.

SKILLS ANALYSIS CHART

NAME :

DEPARTMENT :

ANALYST :

SUPERVISOR :

JOB / TASK :

DATE :

SKILL SEQUENCE	1	2	3	4	5	6	7	8	9	10	
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											
11											
12											
13											
14											
15											
16											
17											
18											
19											
20											
21											
22											

On attainment of required Proficiency / Competency levels - place an "X" in the

Proficiency levels at each stage have to be verified by the Supervisor and the Branch/Section/Dept Head.

SUPERVISOR : _____

SECTION /BRANCH HEAD :

HEAD OF DEPARTMENT :

SKILL LEVEL EVALUATION

JOB TITLE :

REFERENCE :

SKILL LEVEL PRE-EVALUATION :

DEPARTMENT :

ANALYST :

SECTION :

DATE INTERVIEWED :

JOB INCUMBENT :

SKILL COLUMNS	A Grade 1 - 3	B Grade 4 - 5	C Grade 6 - 8
JOB			
KEY TASK □			
KEY TASK □□			
KEY TASK □□□			
Qualified for Entry			
Point to Next Block			

FACTOR RATING :

DATE :

MINIMAL WAGE/SALARY (NEC) :

COMMENTS :

JOB GRADES & SKILLS EVALUATION 2.1.9

SKILL BLOCKS REGISTER

FUNCTIONAL AREA	A (Horizontal Skilling)			B (Horizontal & Cross Skilling)		C (Horizontal, Cross Skilling)	
	1 Operative	2 Basic	3 Service	4 Supervisory	5 Technical	6 Technical Professional	7 I
	(Basic Task Areas)			(Discretionary Task Areas)		(Specialised Task Areas)	

JOB GRADES & SKILLS EVALUATION 2.1.9

MAIN SECTION	HUMAN RESOURCES POLICIES	SECTION
SUB SECTION	EMPLOYEE BENEFITS	NO
POLICY TITLE	ANNUAL BONUS PAYMENTS	NO
SUPERSEDING POLICY	New	IMPLEMENTATION DATE: January 2008

1. **Scope**

This policy applies to all employees of the Brethren In Christ Church and excludes those employees whose salaries are paid by the Government of Zimbabwe (e.g teachers and nurses) and any incentive schemes that the business arms of the Church may have in place.

2. **Policy**

It is the policy of the Church that:

- 2.1 The receipt of a bonus by an employee is never a condition of service, but a privilege.
- 2.2 Bonuses are always paid entirely at the discretion of the Church.
- 2.3 Bonus scheme arrangements are not automatically carried forward from year to year, but are subject to annual review, entirely at the discretion of the Church or the relevant business units.

3. **Procedure**

- 3.1 The management of the Church will decide whether to pay a bonus and the method of calculation.
- 3.2 The Church will have the right to withhold or reduce any individual employee's bonus payment if circumstances dictate.
- 3.3 Bonuses will only be paid after auditing and verification of the results on which the bonus calculations are based.
- 3.4 The recipient of the bonus must be in the Church's employ at the time of payment.
- 3.5 The recipient of the bonus must not be under notice of termination of employment at the time of payment of the bonus.
- 3.6 If an employee has not been in service for a full year, the payment shall be on a pro rata basis.
- 3.7 Periods of maternity leave will not disqualify an employee from getting a bonus payment.
- 3.8 Long unpaid study leave will not qualify for bonus payment, i.e an employee eligible period will be reduced by the duration of the unpaid study leave.
- 3.9 An employee serving a current final warning or having served one during the bonus cycle of January to December shall not be eligible for a bonus payment.

JOB GRADES & SKILLS EVALUATION 2.1.9

4.0 Annual bonus payment, if to be paid, will be paid in December.

5. **Exception**

Any exception to this policy must be approved by the Executive Board.

Secretary – Executive Board

DATE

JOB GRADES & SKILLS EVALUATION 2.1.9

MAIN SECTION	HUMAN RESOURCES POLICIES	SECTION 2
SUB SECTION	STAFF MOVEMENT & CHANGE OF STATUS	NO 2
POLICY TITLE	COMPULSORY RETIREMENT AGE	NO 7
SUPERSEDING POLICY		IMPLEMENTATION DATE: 1 JANUARY 2008

1. **Scope**

This policy applies to all grades of compulsory employees.

2. **Policy**

The compulsory retirement age for all employees is 60 years, except for those employees that joined the pension fund before 31 December 2000 whose retirement age shall be 65.

The services of an employee will be retained after retirement age only under exceptional circumstances, subject to a written motivation approved by the Executive Board, the prime criterion being the unavailability of a suitable replacement.

Employment after retirement is on the basis of a temporary contract renewable not less frequently than the maximal period permissible by the current Collective Bargaining Statutory Instrument, and subject to a satisfactory medical examination which shall be for the Church's account.

3. **Procedure**

3.1 The Treasurer will advise the relevant Head of Department of the pending retirement at least six months prior to the retirement date.

3.2 The Head of Department will then communicate his/her position in writing to the Executive Board after which the Departmental position will be communicated to the Treasurer in writing.

3.3 Should there be no need to retain the services of the employee after the normal retirement date, such employee shall be advised of the pending retirement date by the Treasurer in writing.

3.3.1 The Treasurer shall provide counselling to the said employee e.g documents to be submitted to facilitate the processing of the pension, investment opportunities e.t.c.

3.4 In cases where a need to retain the services of the employee have been noted, the relevant Head of Department , in liaison with the Treasurer, shall seek such authority from the Bishop.

3.4.1 In the event of such authority being granted, the relevant employee shall then be approached by the Head of Department.

3.4.2 Should the employee be willing to work beyond his/her normal retirement age the Treasurer shall confirm this in writing stating, among other things, the period of extension and salary.

JOB GRADES & SKILLS EVALUATION 2.1.9

4. **Exception**

Any exception to this policy must be approved by the Executive Board.

Secretary – Executive Board

DATE

JOB GRADES & SKILLS EVALUATION 2.1.9

MAIN SECTION	HUMAN RESOURCES POLICIES	SECTION	2
SUB SECTION	STAFF MOVEMENT & CHANGE IN STATUS	NO	2
POLICY TITLE	EMPLOYEE DEVELOPMENT & ADVANCEMENT	NO	2
SUPERSEDING POLICY		IMPLEMENTATION DATE:	1 JANUARY 2008

1. **Purpose**

To ensure a programme of development and advancement for all Church employees, in terms of the Church's Key Objectives. The programme is to be based on a result orientated set of procedures, carried out in good faith free of bias, favouritism and with fair and equal opportunity being afforded to every employee, regardless of sex, race, tribe or religion.

2. **Scope**

This policy applies to all employees of Brethren in Christ Church in Zimbabwe.

3. **Policy**

3.1 This Church is committed to:

3.1.1 Generating a Culture in which all employees are motivated to perform well and where promotion is on the basis of natural and acquired skills, qualification, ability, measurable potential and merit.

3.1.2 The transfer of Church employees only when such transfer leads to better utilization of the employee concerned, and is not considered to be detrimental to the employees ongoing development, except when there are clearly established reasons such as ongoing poor health, persistent sub-standard work, competency levels and required disciplinary measures that are deemed to be necessary for the overall good of the Church and of the individual.

4. **Procedure**

4.1 All relevant Job Descriptions are to be reviewed at least once annually.

4.2 Job Descriptions are to be fully explained to the employee and agreed to, at the commencement of employment with the Church or prior to change of job, by the Departmental Head.

4.3 Set specific, measurable, advancement and promotion goals with time scales are to be perused in all areas of Church employment, through a performance appraisal system.

4.4 Performance Appraisals are to be carried out at least once annually on dates to be set by the Human Resources Committee.

4.5 The main objective of performance appraisal is the attainment of mutual agreement by both the appraiser and appraisee on the performance appraisal assessment.

JOB GRADES & SKILLS EVALUATION 2.1.9

- 4.6 The agreed Performance Appraisal assessment is then to be reviewed by the appraisers' senior. Any changes the review wishes to introduce into the assessment are to be communicated to both the appraiser and the appraisee, discussed and signed by all parties. The Appraisee or the Appraiser may however, indicate their disagreement with any changes.
- 4.7 All employees in Managerial positions will also have Interim Progress Reviews and Potential Guidance Reviews during the course of each year, as laid down by the Bishop.
- 4.8 It is incumbent on all Managers and Supervisors to be fully aware of the prevailing and desired organisational climate; their own capabilities and needs in terms of people management skills and the availability of the Church's employee development programme in order for them to effectively fulfil their responsibilities and accept accountability for the ongoing development of their subordinates.
- 4.9 Manpower programmes are to be formulated annually (based on Church and individual needs as reflected in Performance Appraisals and specific Progress and Potential Guidance reviews) by the relevant Departmental Head and the Human Resources Committee, for ratification by the Bishop.
- 4.10 The key objective of Development programmes is to ensure an adequate supply of skilled and committed employees willing to contribute to the Church's growth as well as meeting and achieving their own developmental needs.
- 4.11 Evaluation of key staff positions and the incumbents of these positions is to be undertaken annually by the Bishop and a Manpower Succession Programme based on a Skills inventory of senior personnel maintained as part of Strategic Human Resources Planning (Short and Long Term).
- 4.12 All vacant positions shall be advertised by the Human Resources Committee who shall initially advertise internally to give employees a chance for promotion.
- 4.13 All employment policies and procedures are to be reviewed at least once a year, and revised when necessary to ensure they do not have discriminatory effects and that they contribute fully to the effectiveness of the purpose, philosophy and functions of this Policy.
5. **Exception**
- Any exception to this policy must be approved by the Executive Board.

Secretary – Executive Board

DATE

BIC CHURCH IN ZIMBABWE

MAIN SECTION	HUMAN RESOURCES POLICIES	SECTION	2
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JOB GRADES & SKILLS EVALUATION 2.1.9

SUB SECTION	STAFF MOVEMENT & CHANGE OF STATUS	NO	2
POLICY TITLE	EMPLOYEE MOVEMENT	NO	3
SUPERSEDING POLICY		IMPLEMENTATION DATE:	1 JANUARY 2008

1. **Scope**

All employees on being employed and thereafter, in respect of change of status and on resignation or dismissal.

2. **Policy**

It is the policy of the Church that all relevant initial information in respect of employment and all changes in employee status thereafter are timeously and accurately recorded, and approved by the Departmental Head, and countersigned where applicable by the Treasurer.

3. **Procedure**

3.1 The Treasurer or designated Officer will obtain the necessary detail and complete the Personnel and the detailed information Change Forms (appended) which will be signed where applicable, by the Departmental Head.

3.2 On resignation or dismissal, the Personnel change form and detailed information form will be retained in the Treasurer's Offices.

3.3 In the case of annual or special salary reviews, increases will be on a schedule and authorised by the Bishop.

3.4 For reasons of security and confidentiality the Personnel Change Forms and all detailed information will be retained in the Remunerations Department.

4. **Exception**

Any exception to this policy must be approved by the Executive Board.

SECRETARY –EXECUTIVE BOARD

DATE

BIC CHURCH IN ZIMBABWE

JOB GRADES & SKILLS EVALUATION 2.1.9

MAIN SECTION	HUMAN RESOURCES POLICIES	SECTION 2
SUB SECTION	COMPANY HEALTH CARE	NO 8
POLICY TITLE	HIV/AIDS	NO 1.1
SUPERSEDING POLICY		IMPLEMENTATION DATE: 1 JANUARY 2008

1. **Purpose**

- 1.1 To support the physical and emotional health of all employees, minimise disruptions to productivity and morale caused by the presence of a worker or workers who may contract HIV/AIDS, and demonstrate the Church's continued commitment to promotion of Christian values among its employees
- 1.2 To assure all employees who may contract HIV infection and develop AIDS Related Complex (ARC) and Opportunistic Diseases that they will receive the same consideration and opportunity for treatment that would be given to employees with other illnesses.

2. **Scope**

This Policy applies to all employees at all levels in the Church.

3. **Policy**

- 3.1 The management of BIC Church recognises that there is a wide range of medical, social and psychological problems associated with the pandemic of HIV/Aids disease which can affect an employee's work performance.
- 3.2 It is important that all employees realise the seriousness of this disease, that it has no race or class barriers and that it can have an effect on all employees either directly or indirectly.
- 3.3 In line with the World health Organisation principles and the Ministry of Health recommendations, management realise the need for all employees' to be adequately informed of all eventualities which can affect them as individuals, collectively and the Church as a whole.

4. **General**

- 4.1 There shall be no compulsory screening on HIV either pre-employment or already in employment, unless requested by the insurer for insurance purposes.
- 4.2 There shall be continued employment of healthy infected workers and no differentiation between them and any other healthy worker.
- 4.3 There shall be treatment available for any workers developing HIV/Aids related complications in the same way as workers with any other chronic life-threatening ill health, including the same occupational benefits of sick leave, insurance and pension rights.
- 4.4 Treatment for infected workers, as for any other illness, will include, should it be necessary for health reasons, job modification or resiting to other work areas

JOB GRADES & SKILLS EVALUATION 2.1.9

where the environment and work requirements are conducive to, and necessary for the maintenance of the health of the individual..

4.6 There shall be maximisation of health education, counselling and support, so that all employees are informed about HIV to protect themselves, and to accept and support others with HIV or AIDS.

4.7 Every reasonable effort will be made to safeguard confidentiality.

5. Education

5.1 Ongoing information is to be given on HIV infection and AIDS itself, on the scale of the epidemic, on modes of transmission and prevention, and on the needs of those already infected.

5.2 Unfounded fears, myths and ignorance are to be dispelled.

5.3 Surveys are to be conducted to evaluate levels of existing knowledge and attitudes.

5.4 Information is to be disseminated in a wide variety of ways and on a daily basis wherever possible.

5.5 All managers, supervisors and employees should strive to create an atmosphere conducive to caring for and promoting the health of the total workforce.

5.6 Individual counselling is to be provided for those in need, in conditions of maximum confidentiality.

6. Protective Measures

6.1 To ensure safety of people with HIV or AIDS and those working with them by providing adequate clinic and protective clothing facilities.

6.2 Blood spills are to be treated carefully. Employees are to wear protective gloves and clothing to minimise skin contact, and large spills adequately cleared with suitable antiseptic detergents.

6.3 Good standards of hygiene and first aid procedures are to be adhered to.

6.4 Stress is to be reduced and infection avoided by, whenever possible, encouraging workers to avoid infection latent environments (other employees with influenza, coryza, etc.) and to ensure job modification where failing acuity is evident.

7. Counselling

7.1 Counselling will be to help HIV/AIDS infected employees to accept their diagnosis, to lead as full and productive lives as possible, to maximise their fitness and to prevent spread of HIV/AIDS to others.

7.2 Counselling shall be provided by health staff or trained personnel or by any other credible trained person.

7.3 External organisations will be utilised for advice and assistance in supportive counselling and training.

JOB GRADES & SKILLS EVALUATION 2.1.9

7.4 Trust is to be generated between employees and management to a degree where the diagnosis can be revealed by mutual agreement, a limited degree when sympathy and understanding is vital to the psychological welfare of the individual.

8. Manpower Needs

8.1 In the absence of precise date and prognostic indication of the effects of HIV/AIDS on manpower resources, the following will apply.

8.2 Training and development programmes will be applied without discrimination unless the ill health of the individual is such that the job acuity indicates this to be of no benefit to the individual or the Church

8.3 Economic and Social costs of HIV/AIDS in terms of loss productivity are to be monitored and acted upon as they relate to the well being of the Church.

9. Definitions/Classifications

9.1 HIV - Human Immuno-deficiency virus

9.2 AIDS - Acquired Immuno-deficiency syndrome

9.3 Syndrome - A characteristic pattern or group of symptoms of a disease

9.4 HIV related complications - These may be divided into two categories:

9.4.1 ARC - AIDS related complex - includes persistent diarrhoea, influenza type symptoms, swollen glands, fever, weight loss, rashes, night sweats.

9.4.2 Opportunistic Diseases - Cancer, tuberculosis, pneumonia, cardiac diseases, neurological disorders.

NOTE: A person developing the above-mentioned does not necessarily automatically indicate that HIV infection is the cause as they can occur during the normal course of events.

9.5 External Organisations - AIDS councils, Samaritans, Island Hospice, hospitals, Government and private practitioners, psychiatrists, social and welfare personnel and organisations including religious organisations.

9.6 Pandemic - is a term applied to a disease which affects a large number of people in a particular locality at one time.

10. Exception

Any exception to this policy must be approved by the Executive Board.

SECRETARY – EXECUTIVE BOARD

DATE

JOB GRADES & SKILLS EVALUATION 2.1.9

SIGNED

DATE

STUDY ASSISTANCE
POLICY NO 2.1.7

15 FORM PD 20

BRETHREN IN CHRIST CHURCH IN ZIMBABWE

16

STUDY LOAN SCHEME REMBURSEMENT CLAIM FORM

NAME OF EMPLOYEE : _____ CO NO. : _____

DEPARTMENT _____

ORIGINAL COURSES APPROVED:

- | | |
|----------|-----------|
| 1. _____ | 6. _____ |
| 2. _____ | 7. _____ |
| 3. _____ | 8. _____ |
| 4. _____ | 9. _____ |
| 5. _____ | 10. _____ |

ORIGINAL LOAN APPROVED

REGISTRATION FEES	\$ _____
TUITION FEES	\$ _____
EXAMINATION FEES	\$ _____
TEXT BOOKS (To remain as Church property)	\$ _____
OTHER COSTS (Specify)	\$ _____
TOTAL	\$ _____

REIMBURSEMENT CLAIM VALUE MADE UP AS FOLLOWS (attach relevant documents of proof):

DETAIL	VALUE
<i>TOTAL</i>	\$ _____

EMPLOYEE'S SIGNATURE

DATE

VERIFICATION

TREASURER

PAYMENT APPROVAL

DEPARTMENTAL MANAGER

BISHOP

FORM PD 17

PAGE 1 OF 4

BRETHREN IN CHRIST CHURCH IN ZIMBABWE

APPLICATION FOR REFUNDABLE STUDY ASSISTANCE

NAME OF
EMPLOYEE: _____ DEPARTMENT: _____

CO.NO.: _____ JOB TITLE: _____ DATE OF BIRTH :

DESCRIPTION OF PROPOSED COURSE:

ENTRY LEVEL
QUALIFICATIONS: _____

COMMENCEMENT DATE & DURATION OF COURSE: _____

EDUCATIONAL INSTITUTION CONDUCTING THE
COURSE: _____

SUBJECTS TO BE TAKEN TO COMPLETE THE COURSE :

- | | |
|----------|-----------|
| 1. _____ | 6. _____ |
| 2. _____ | 7. _____ |
| 3. _____ | 8. _____ |
| 4. _____ | 9. _____ |
| 5. _____ | 10. _____ |

ANTICIPATED DATE OF COMPLETION OF THE COURSE :

COST OF COURSE : (Supporting documents to be attached)

REGISTRATION FEES \$

TUITION FEES \$

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EXAMINATION FEES	\$
TEXT BOOKS (To remain as Church property)	\$
OTHER COSTS (Specify)	\$
TOTAL	_____ \$ _____

ANY ADDITIONAL COMMENTS (ie to whom must the course cost be paid) :

EMPLOYEE'S SIGNATURE
DATE

STUDY ASSISTANCE
2.1.7

POLICY

FORM PD 17
of 4

page 2

SECTION TO BE COMPLETED BY THE APPLICANT'S DEPARTMENTAL MANAGER

1. Is the proposed Study Programme relevant to the applicant's current job? If no, what justification is there for approving the application?

2. In what specific ways will the Church benefit as a result of the applicant successfully completing the proposed course of study?

3. What opportunities will the applicant be given on completing the Study Programme to utilise the new skills / knowledge acquired?

JOB GRADES & SKILLS EVALUATION 2.1.9

4. Does the applicant meet the required entry level qualifications for the proposed Study Programme? If not, what is the likelihood of the individual successfully completing the Programme?

5. Is the cost of this training covered within the provisions of the Departmental budget?

6. Is there any evidence in the applicant's Record of Service to suggest a sub-standard level of commitment to the Church? If so, elaborate.

I, _____ (Name) RECOMMEND / DO NOT RECOMMENDED THAT THIS APPLICATION FOR STUDY ASSISTANCE BE APPROVED.

(Signature of Applicant's Department Manager)

(Date)

SECTION TO BE COMPLETED BY THE TREASURER

1. HAS THE APPLICANT BEEN AWARDED ANY PREVIOUS STUDY ASSISTANCE? (Specify :.....) YES /NO

JOB GRADES & SKILLS EVALUATION 2.1.9

2. IF YES, WERE THE STUDIES SUCCESSFULLY COMPLETED ON TIME ?
YES/NO/NA

3. DOES THE APPLICANT HAVE ANY OUTSTANDING DEBTS WITH THE
YES/NO
CHURCH? (Specify:)

4. HAS THE APPLICANT BEEN ACCEPTED ON THE COURSE?
YES/NO

5. HAVE THE COSTS BEEN VERIFIED?
YES/NO

6. HAVE THE DETAILS OF THE STUDY ASSISTANCE POLICY BEEN
YES/NO
FULLY EXPLAINED TO THE APPLICANT?

ANY ADDITIONAL COMMENTS :

SIGNATURE: TREASURER

DATE

REFUNDABLE LOAN APPROVAL

SIGNATURE – DEPARTMENTAL MANAGER

DATE

SIGNATURE – TREASURER

DATE

SIGNATURE – BISHOP

DATE

JOB GRADES & SKILLS EVALUATION 2.1.9

MAIN SECTION	HUMAN RESOURCES POLICIES	SECTION 2
SUB SECTION	CHANGE IN STATUS	NO 2
POLICY TITLE	TERMINATION OF EMPLOYMENT	NO 6
SUPERSEDING POLICY		IMPLEMENTATION DATE: 1 JANUARY 2008

1. **Scope**

This policy applies to all employees of Brethren in Christ Church in Zimbabwe.

2. **Policy**

It is the policy of the Church to ensure that when employees terminate their employment with the Church, this is done in a manner which:

- i) Does not expose the Church to any form of risk, loss or embarrassment in terms of the staff undertaking signed by the employee at the time of taking up employment with the Church.
- ii) Good relations are maintained.

3. **Procedure**

3.1 All resignations must be made in writing by the employee, who will be required to give the correct amount of notice in terms of Government Regulations as follows:

All Staff

- not less than three calendar month's notice, termination being on the last day of a calendar month unless alternative arrangements are approved by the Chief Executive
- must be sent to the relevant Station Head either directly or via the relevant Departmental Manager.

NB:- In cases where an employee is unable to serve three months notice, the employee shall be expected to apply for a waiver through the Head of Department but such waiver shall not permit an employee to serve less than one calendar month's notice. In the event that an employee fails to serve at least one calendar month's notice such employee shall be expected to compensate/pay the Employer for the three months in lieu of notice as provided for in the Labour Relations Act, 2003.

3.2 The Treasurer and the employee's Departmental Station Head, will discuss the resignation, and no approach is to be made to the employee concerned regarding possible withdrawal of the resignation until completion of discussions between Treasurer and Departmental Station Head in consultation with the Chief Executive Officer.

3.3 The Treasurer's Department will commence a Termination Check List (Form PD 20) and will be responsible for the following:

3.3.1 Letter of acceptance of resignation to the employee.

3.3.2 Staff announcement to all Station Heads, Departmental Managers and Church notice boards.

JOB GRADES & SKILLS EVALUATION 2.1.9

- 3.3.3 Personnel Change Form to Remunerations Clerks to action final monies.
 - 3.3.4 Completion of pension Fund Termination Forms.
 - 3.3.5 Supply of Record of Service in terms of Government Regulations to the employee.
 - 3.3.6 Exit Interview (Form PD 21).
 - 3.4 All terminating employees will have an Exit Interview in the Treasurer's Department, which will be recorded on Exit Interview Form (Form PD 21).
 - 3.5 On the employees last working day, the Treasurer's Department will forward the Termination Check List (Form PD 20) to the Departmental Manager concerned, who will be required to carry out withdrawal of items listed in Section 'B' on the Check List and indicate so by signing Section 'B' and returning the Check List to the Treasurer's Department.
 - 3.6 If the employee has a Company Car, then Section 'C' of the Termination Check List (Form PD 20) will be completed as well.
 - 3.7 The Head of Department will be required to ensure the handover of all Church material e.g tools, manuals, office stationery and where applicable office keys, that would have been allocated to the employee in the pursuance of his normal duties.
 - 3.8 The completed Termination Check List (Form PD 20) will then be filed on the employee's Record of Service in the Treasurer's Department.
 - 3.9 The Remuneration Department will advise the employee where and when to collect his/her final pay cheque/pay and papers.
4. **Exception**
- Any exception to this policy must be approved by the Executive Board.

SECRETARY –EXECUTIVE BOARD

DATE