

KAMUZU  **ACADEMY**



SCHOOL'S (KAMUZU ACADEMY) CONDITIONS OF SERVICE

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Welcome

Congratulations on your appointment and welcome to Kamuzu Academy! We are excited that you have decided to join us and look forward to a long, happy and successful partnership together. Our business is primarily about provision of high-quality and exceptional service in the education of students in Malawi.

You have been hired because we believe you will help us deliver on and make a contribution towards this endeavor. We want to ensure that your interactions with other Kamuzu Academy employees and our students will reflect the value that Kamuzu Academy places on its mission and vision which is an active pursuit of excellence and provision of classical education in a modern world.

The purpose of this Manual is to introduce you to the Academy, give you some information about your terms and conditions of employment, our expectations around your behavior and our policies regarding the management of our Human Resources. This manual should be read in conjunction with the conditions of your employment as stated in your offer letter and/or contract.

This Manual is by no means an exhaustive guide to your employment with us. It has been developed to act as a resource and reference for you.

The policies within this Manual are easily listed and easily accessed via the contents page. This Manual will be updated as and when required from time to time. You will be notified of any changes as they occur. If you have any questions about the contents, please do not hesitate to contact your Head of Department or the Human Resources manager or indeed the Headmaster.

Definition of Terms

In these Conditions of Service unless the context otherwise requires: -

“THE BOARD” Means the Board of Governors of Kamuzu Academy including Trustees acting through their duly authorised agent the Headmaster of Kamuzu Academy

“PERMANENT STAFF” shall mean staff who do not have a predetermined end date to their contract of employment.

“CONTRACT STAFF” shall mean staff employed for a predetermined period of time under a written contract.

“TEMPORARY STAFF” shall mean staff employed other than on a permanent or contract basis and shall include all staff on probation.

“PROBATIONARY STAFF” shall mean an employee serving such a period of probation as the Headmaster will determine in each case prior to being considered for permanent appointment.

“STAFF” shall mean all employees appointed by the Academy either on a permanent or contract basis.

“EMPLOYEE” shall include both staff and temporary employees.

“SERVICE” shall mean, in relation to staff, the period which has elapsed since the date of first engagement and shall include any probationary period.

“APPROVED DUTY” in relation to payment of an allowance, shall mean work carried out in pursuance of duties assigned by the Head of a department with prior approval from Management.

“MISCONDUCT” shall mean any act of omission, a conduct of nature prejudicial to the good running of the Academy.

“DISMISSAL” shall mean the dispensing with the service of an employee to the Academy as a result of misconduct.

“TERMINATION” shall mean the dispensing with the service of an employee by means other than dismissal or retirement.

“SUSPENSION” shall mean the temporary removal from a position of an employee as a result of misconduct.

Personal Protective Equipment and Wear

In this policy PPE means “all equipment (including clothing affording protection against the weather) which is intended to be worn or held by a person at work and which protects him/her against one or more risks to his/her health or safety, and any additional or accessory designed to meet that objective.”

Chapter 1: General Principles of Employment with Kamuzu Academy

1.0 Introduction

Employment with Kamuzu Academy is essentially governed by the Terms and Conditions of employment (as stated in the offer letter or contract) and the Kamuzu Academy's human resource management policies and guidelines as stated in this Manual. The following section provides general information regarding your conditions of service and our expectations of you.

1.1 Hours of Work

- a) Office/Business hours are generally between 7:30 am to 5:00 pm Monday to Friday with a lunch break from 12:00 pm to 1:30 pm, teachers 12.10pm – 1.30pm, and for some departments from 7:30 am to 12:00 noon on Saturdays.
- b) Exception is given to employees who work in shifts who cannot follow the stated pattern but have to work according to the shift patterns of their departments and sections.
- c) Another exception is for Academic and Pastoral staff who are required to be on duty beyond the stated normal working hours and during odd hours during school sessions
- d) Working hours will depend on the demands of the position and the requirements of the work assigned and that will be specifically highlighted in the offer letter.
- e) Heads of Department and Supervisors are encouraged to liaise with the Human Resource Management Section to establish the standard hours of work for each position.

1.2 Overtime and Additional Hours (NOT applicable to academic staff)

- a) Overtime is work that is performed at the direction of the immediate supervisor and which is in excess of the stated hours of work.
- b) Prior authorisation must be sought from management before embarking on overtime.
- c) Those employees whose salaries have a **duty allowance** will not be entitled to overtime pay as the duty allowance covers that.
- d) **Duty allowance:** Where the duties of a particular post require an employee to work unusual, intermittent or irregular hours causing their working day to bear little resemblance to a normal working day, management may authorise the payment of a

monthly duty allowance to the post at the rate of up to 25% of the employee's basic salary

- e) The rate of duty allowance shall be decided based on the importance and level of involvement of the position and the Human Resource Manager shall make a recommendation to management on the rate of duty allowance to be awarded to each position.

1.3 Travelling on appointment and termination of services

- a) The Academy shall endeavour to provide transport to a member of staff and family members both on appointment and termination of services.
- b) Where transport has not been provided, the Academy shall pay or reimburse **reasonable** transport expenses for a member of staff and family members travelling to Kamuzu Academy after being offered a job or when services have been terminated on mutual understanding and also as outlined in the employment contract.
- c) However, when a member of staff has been summarily dismissed from employment due to gross misconduct, the Academy shall have no obligation to provide transport or pay for transport expenses.

1.4 Pay

- a) The pay cycle is monthly and runs from the first to the last day of the month and salaries are processed between the 25th and 29th of every month.
- b) Salaries shall be accessed from the bank by the last day of every month and as much as possible shall be deposited into the employee's bank accounts
- c) Staff shall ensure that they have a working bank account and have provided details of the accounts to the accounts department for processing and payment of salaries.
- d) Statutory deductions such as taxes and pensions are automatically deducted from your salary before payment is affected.

1.5 Allowances and other benefits

The Academy shall pay the following allowances:

- a) **Settling - in allowance**

On the first appointment, an employee shall be entitled to a settling-in allowance as stipulated in the allowance schedule that will be shared with members of staff by the Human Resource Manager from time to time.

b) Bereavement allowance

This shall be paid to any staff who has lost a member of their immediate family (e.g., wife and biological or legally adopted child and biological or proven adoptive parents).

c) Education allowance

All senior members of staff are entitled to educational support for their children's primary and secondary school studies at Kamuzu Academy. Those entitled to this facility shall be informed in writing. Where this facility is applicable, the following conditions shall apply:

- (i) The education support will fully cover primary and secondary school studies for the children of teachers and selected Senior Support Staff at Kamuzu Academy. Only under special circumstances and at the discretion of the Headmaster shall this provision extend to schools other than Kamuzu Academy.
- (ii) Where a child of an eligible member is sent to a school other than Kamuzu Academy, an education allowance determined by the Headmaster from time to time shall be paid directly to the school or reimbursement to the member shall be made on production of evidence of payment to the school.
- (iii) Heads of Support Departments shall not automatically be entitled to send their children to Kamuzu Academy Primary or Secondary Schools, instead they shall be entitled to an education allowance to be determined by the Headmaster from time to time. Only under special circumstances and at the discretion of the Headmaster shall a child(ren) be enrolled at Kamuzu Academy. This may happen at a discounted rate of fees.
- (iv) The Academy shall sponsor a maximum of two children per member of staff;
- (v) Birth certificate (s) or certificate of legal adoption for the child/children to be sponsored may have to be submitted to management through the human resources manager before sponsorship is approved;
- (vi) The Academy shall not pay for students to repeat a class unless otherwise especially approved by the Headmaster.

- (vii) The Academy shall not be responsible for Tertiary education or studies, for children of any member of the staff.

d) Travel Expenses/Allowances

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

i. Cost of Public Transport

This will be based on prevailing prices of public transport for a particular distance to be travelled by the employee and shall be reviewed from time to time by management

ii. Meal allowances;

- Meal allowances will be paid to members of staff traveling on duty outside Kasungu and will be based on rates for each grade as set out and approved by management from time to time.
- Lunch allowance shall be paid to a member of staff who has travelled on duty and will be away from their residence for the whole day.
- Supper allowance shall be paid to a member of staff who has travelled on duty and is spending the night away from their residence.

iii. Bed and breakfast allowance;

This allowance shall be paid to an employee travelling on duty and spending their night away from their duty station and residence. The rates will be based on grades and will be reviewed and approved by management from time to time.

NOTE: Travel expenses shall only be paid or reimbursed where transport has not been provided or is not available for use by the member of staff travelling on duty.

e) Reimbursement of Expenses

- i. Kamuzu Academy will provide or reimburse employees for pre-approved expenses or expenses approved at the headmaster's discretion, that are properly incurred by employees in the performance of their duties.
- ii. Reimbursement will be subject to employees providing the Academy with receipts or other evidence of payment and of the purpose of each expense, in a form reasonably acceptable by the Academy.

- iii. Employees will also be required to complete a Claim Form with which to submit their claim for expenses.

f) Travel outside Malawi

Applicable rates for allowances to be paid to members of staff travelling on duty outside Malawi shall be determined by management from time to time.

1.6 Housing

In occupying houses at the Academy rent-free, members of senior staff accept certain obligations.

- a) The Academy shall, on appointment or during employment, provide a house to a member of staff to accommodate them and their family subject to section 1.6 subsection (d) below.
- b) A member of staff allocated a house shall ensure that both the interior and exterior of the house are kept in good condition and this literally means maintaining in good all woodworks, painted surfaces, floors (tiles), window glasses, door handles etc and also keeping the surrounding gardens tidy and well adorned with flowers.
- c) Kamuzu Academy reserves the right to enforce charges on residents where maintenance/repair is needed on the house due to negligence.
- d) The staff member assigned to an institutional house shall be responsible for the utility bills.
- e) Take care of the premises, fittings, contents and garden
- f) Behave so as to cause no inconvenience or nuisance to other residents
- g) Keep any pets under control
- h) A house shall be allocated to a member of staff based on the following considerations:
 - i. Job category (priority to be given to those whose job requires them to stay close to the Academy).
 - ii. Seniority of position and length of service
 - iii. Family size.
 - iv. Availability of houses.
- i) The Headmaster shall be responsible for assigning institutional houses to teaching staff and senior members of the support staff while an appointed committee shall assist the Headmaster in assigning institutional houses to the rest of the junior staff.
- j) An institutional house may be withdrawn from a member of staff for the following reasons:

- i. failure to take reasonable care of the assigned house.
- ii. failure to pay legitimate utility bills.

More information and expectations:

The House

All houses should be in good decorative order when handed over to staff. Any deterioration other than fair wear and tear may be charged to the resident. Residents must make sure that the paintwork, electrical fittings, etc. are kept clean, and no breakage (e.g., to windows, locks, plumbing or electrical fittings) is reported at once to the Maintenance department. If there is evidence of abuse, the cost of repairs may be recovered by charging the resident. Lost keys may require replacement of the lock for which a charge may also be made. Picture hooks are acceptable, but ordinary nails must not be driven into plasterwork. It is appreciated that many fireplaces smoke badly and this spoils the decoration, so it is essential that only well-seasoned wood is burnt. Staff should be aware of the scarcity of firewood and be conservative in its use. KA will arrange chimney sweeping on application.

Outside

Residents are expected to keep gutters and drainage clear of debris. This is especially important in the rainy season when blocked gutters can cause damage to walls. A ladder can be borrowed from maintenance to enable the gutter to be cleaned. Residents are asked to refrain from climbing on roofs, as the clay tiles are brittle and easily damaged.

Garden fences and gates must be kept in good repair and hedges kept trimmed. Flower and vegetable gardens should be kept reasonably free of weeds. The areas around domestic staff quarters must be kept tidy and free of litter. A charge may be made to the resident if excessive work by the Landscape department is required in the garden, due to prolonged neglect during occupancy.

Residents are responsible for cutting grass and lawns on the property and on the roadside verge next to their property. It is important to keep long grasses cut to minimize the risk of fire in the dry season.

Indigenous trees must not be cut down without approval and this can only be granted in exceptional circumstances, i.e., for safety and to prevent diseases. However, residents are expected to trim tree branches which may cause damage to the buildings and should not allow self-set trees to grow close to the buildings. Landscape can be requested to help cut branches that are damaging the property.

Growing and processing crops

Residents may keep a vegetable garden for their domestic use, within the boundaries of the property which has been allocated to them. However, residents are not allowed to grow crops such as maize, in the woodland or other common areas, within the boundaries of the Academy. Residents may wish to grow crops outside the boundaries of the Academy. If these crops are transported into the Academy for processing or storage, residents must ensure that this does not cause nuisance to their neighbours, due to excessive movement of trucks, noisy machinery used to shell maize etc. In addition, the resident must ensure that any waste material generated by the processing of crops is disposed of off-site at their own expense. Soya waste, maize cobs and groundnut shells should not be left out with garden waste and should not be left in gardens. If waste from the processing of crops is not disposed of off-site, the Academy may remove the waste and charge the resident for the cost of doing so.

Crops may be stored within the outbuildings, such as the garage or store rooms, but may not be stored within the main house or quarters. Crops are stored at the occupier's risk and it is the occupier's responsibility to fit additional locks in order to ensure that storage rooms are secure.

1.7 Dress Code

- a) The dress code for the staff of Kamuzu Academy shall be determined by its stand on upholding the highest standards of discipline, etiquette, moral values and good behaviour amongst others.
- b) The staff of Kamuzu Academy shall be expected to wear clothing that reflect the Academy's mission of creating respectable future leaders of Malawi and beyond.
- c) Teachers and all office staff shall be expected to dress smartly, including:
 - I. Wearing clean and well-ironed pair of trousers/dresses/skirts that fit appropriately
 - II. Wearing clean and well-ironed shirt/blouses with a matching with tie (where possible).
 - III. Wearing clean and well-ironed jacket or coat that is a good fit.
 - IV. Suits are even more appropriate if they are tailor made.
 - V. Revealing and inappropriate clothing are not acceptable.
- d) Other members of staff shall wear appropriate uniforms in line with their trades.

1.8 Use of Information Technology, Internet, And social media

The Academy acknowledges and appreciates the emergence of advanced information technologies, including internet, email and other social media platforms as ways of facilitating the exchange of information. However, there is also the realisation that these have brought about negative impacts in societies if not well managed and used responsibly.

- a) The Academy shall expect its staff to make use of technology, the internet, and social media responsibly and with a sense of discipline.
- b) If any of Kamuzu Academy staff shall use any of the social platforms to abuse students or other staff, they shall be disciplined accordingly.

Please refer to the “Acceptable use Policy for Digital Devices” and the “Social Media Policy”. All staff are required to sign the social media policy and send it to HR.

Chapter 2: Policy on Management of Entry and Exit Points.

2.0 Introduction

This policy is a guide to staff on how entry and exit points of the Academy shall be managed. The aim of this policy is fundamentally to ensure that all members of staff report for duties at the right time and have proper documentation that authorizes them to exit the Academy premises during working hours. The policy is also meant to help in guiding how visitors for students, staff and other general visitors are to be handled.

2.1 Attendance Registers

- a) All members of staff who reside off-campus shall be required to register the time they report for work and the time they exit in the morning and afternoon. Registers for this purpose will be placed at the main gate of the Academy for different departments. Department heads may enhance this policy at their discretion by introducing additional registers at the departmental level to further monitor the time that staff members arrive at their duty stations.
- b) The Security department shall designate one security guard who will monitor and ensure that every member of staff entering or leaving the Academy premises has entered and signed against their name in the attendance sheet for their department.
- c) The human resources management section shall ensure that there is an adequate daily supply of attendance report sheets for each department and section at all designated entry points and that filled-up sheets are collected for checking and filing.
- d) For departments whose members of staff reside within the campus, a sheet shall be sent to their respective departments for signing.

2.2 Gate Pass

- a) Every member of staff shall be required to obtain a signed gate pass to exit the Academy premises during working hours (i.e., 7:30 am to 12.10pm and 1:30 pm to 3:30 pm for Academic staff) and (7:30 am to 12 noon and 1:30 pm to 5:00 pm for Support staff)
- b) Members of the Academic staff shall seek permission from either of the Deputy Headmasters (Academic or Pastoral) if they have to leave the campus before the normal hours of work have elapsed and all Support staff shall seek permission to leave the campus during work hours from the Bursar.

- c) All members of staff shall first obtain a written clearance from their respective heads of department or section which shall be presented to either of the Deputy Headmasters or the Bursar before a gate pass is granted.
- d) All signatories to gate passes shall maintain a chronological record of all gate passes issued which shall be submitted to the Headmaster at the end of every month.
- e) The security personnel responsible for the main exit gates shall always ensure that every member of staff leaving the Academy premises during working hours has a duly approved gate pass in accordance with section 2.2 subsection (b).
- f) The security personnel shall properly keep and file all gate passes before submitting them to the HRM's office at the end of each month.

2.3 Absence and Late Reporting for Work

- a) Any absence or late arrival at work due to illness, injury or any other valid reason must be personally reported to the immediate supervisor as soon as practicable.
- b) If a member of staff is unable to promptly inform their supervisor about their inability to report for work or that they would report late for duties, they shall have to telephone or send a message or written note on their behalf and ensure that the head of department and the HR's Section are kept informed of progress in the case of illness or injury.
- c) As much as possible members of staff are encouraged to make dental, medical, business or any other appointments outside the normal working hours.
- d) In the case of absence due to illness or injury, a medical report shall be presented to the HRM's Office
- e) Appropriate disciplinary measures shall be taken against unauthorized absences.

2.4 Requirement to Conduct Searches

In order to better protect and secure the property of Kamuzu Academy, its students, employees, and guests, and uphold the Kamuzu Academy's drug-free workplace policy, Kamuzu Academy establishes the right to question and conduct searches on employees (and all other persons entering and leaving the premises) to help prevent the possession, sale, and use of illegal drugs, and maintain a safe and efficient workplace free from threats, intimidation, harassment, and discrimination. The Academy reserves the right to search any member of staff if there are reasonable grounds for suspecting inappropriate, unethical, or unlawful conduct on their part.

- a) To avoid suspicion, members of staff entering the Academy's premises are advised to declare personal belongings such as laptops and other items that closely match Academy property.

- b) No property belonging to Kamuzu Academy shall be taken outside of the premises or transferred from the duty station for unauthorised use unless with written authorisation from management.
- c) Members of staff residing within Kamuzu Academy shall be required to issue a note to their dependents, domestic workers, or any other person who may leave the Academy with valuable items from their residence.

2.5 Visitors to the Academy

- a) Visitors to the Academy should ensure they have prior authorisation to enter the Academy's premises.
- b) No visitor shall be allowed entry into the Academy unless they have stated their business and have indicated the member of staff or resident hosting them.
- c) Security personnel shall always endeavour to confirm with the mentioned host if they are expecting the visitor or if the visitor is known to them.
- d) All visitors must wear a Lanyard when entering the campus.
- e) Groups visiting the Academy for sightseeing or video shooting shall communicate and seek approval of their intentions in advance from the Headmaster or his delegate.
- f) Parents/guardians intending to visit a student or students shall be required to pre-arrange with the Deputy Headmaster (pastoral) and the security personnel will have to confirm this arrangement before allowing them entry into the school.

Chapter 3: Policy on Recruitment, Selection and Placement/Grading of Staff Positions

3.0 Introduction

This recruitment and selection policy provides basic guidance on how Kamuzu Academy will fill vacant positions. Vacant positions may arise due to retirements, deaths, resignations, dismissals or the creation of new positions due to restructuring (expansional or operational). Management of Kamuzu Academy reserves the right to approve the filling of any vacant position through internal sourcing or external recruitment and shall ensure that all positions are filled through a competitive and transparent process of selection and recruitment.

3.1 Authority for Appointment

The authority to appoint, discipline, and terminate the services of an employee is vested in the Board of Governors of Kamuzu Academy, acting through their delegate, the Headmaster.

3.2 Staff Establishment and Grading

- a) Every position shall be graded based on a thorough and systematic job evaluation process and positions will be placed in grades with other positions of a similar level of
- b) Each grade has a salary attached to it and a salary scale is laid down alongside the grade to create a salary structure.
- c) Salary scales within a grade are made at intervals or 'notches' and employees filling a position may receive salary increments based on notches in accordance with years of service and performance as their knowledge, experience and skills increase in that position.

3.3 Recruitment

- a) All appointments shall be made through a comprehensive process that involves interviews in accordance with the appropriate selection procedures except in exceptional circumstances as determined and approved by management.
- b) The following shall be considered when carrying out a recruitment process:
 - i. Appointments shall be made on merit and purely on the basis of qualifications, level of experience, skills, and performance and capability as displayed during interviews.
 - ii. Kamuzu Academy is an equal opportunity employer and recruitment of staff shall be made regardless of race, gender, age, skin colour, political and/or religious affiliations, ethnicity, disability and any other status.

- iii. Any attempts by any individual to unduly influence the recruitment process in favour of anyone shall result in the disqualification of that particular candidate.
- c) There shall be three ways of recruiting employees and these are:
- i. Internal recruitment
 - ii. External recruitment – (within Malawi)
 - iii. External recruitment – (outside Malawi)
- d) Management shall have the right to decide whether a position or vacancy should be filled by any of the three ways of recruitment in section (c).
- e) Vacancies shall be advertised:
- i. Internally as a way of facilitating personnel career development, promotion and departmental transfers and
 - ii. Externally (within Malawi) to bring in new talent and skills to enhance performance of duties when it has been assessed that such skills cannot be found amongst existing staff.
 - iii. External (outside Malawi) to bring in a dimension of talent and skills to enhance performance of certain duties when it has been assessed that such talents and skills cannot be found within Malawi at a given point in time.
- f) The procedures before recruitment are carried out shall be as follows:
- i. Heads of department shall discuss their staffing needs with their line managers. For example, support Heads of Department shall discuss their staffing needs with the Bursar, the Academic Heads of Department shall discuss their staffing needs with the Deputy Headmaster Academic and Heads of the Pastoral Department shall discuss their staffing needs with the Deputy Headmaster Pastoral.
 - ii. The line Management Managers shall present their staffing needs for discussion and seek approval thereof at an SMT meeting.
 - iii. Any staffing need approved by the SMT shall become a vacancy which shall be reported to the Human Resources Manager in writing together with job details, including a brief job description.
 - iv. Management shall grant authorization for recruitment to commence providing guidance on whether the vacancy should be filled through internal or external recruitment processes.

- g) The process of Internal Recruitment shall be as follows:
 - i. An advertisement for a vacancy shall be circulated through the HRM's office in all departments.
 - ii. Interested members of staff shall submit their applications to the office of the HRM and these shall accordingly be shortlisted with the support of the Head of Department from which the vacancy arises.
 - iii. The HRM shall facilitate the interview process.

- h) The process of External Recruitment shall be as follows:
 - i. The HRM office shall come up with a draft advertisement for a vacancy that shall be forwarded to senior management for approval.
 - ii. An approved advertisement shall be given the necessary media coverage as recommended by management from time to time.
 - iii. An advertisement to recruit externally shall follow a local advertisement on the same position. It is then advertised internationally if it is established that no suitable candidate can be found locally.
 - iv. Application forms shall be received by the HRM's office and the shortlisting process shall be done with the support of the Heads of Department concerned.
 - v. The HRM shall facilitate the interview process in terms of logistics depending on the seniority of the post and the nature of the interview (virtual or face-to-face).

- i) Interview process
 - i. An interviewing panel shall select one person to chair the interview.
 - ii. Candidates shall be requested to fill out an interview data form on the day of the interviews or in advance through email
 - iii. Each member of the panel shall have a rating form that shall be used to grade each candidate based on their performance during the interviews
 - iv. All documents and paperwork used for the interviews shall be deposited with the HRM office for safekeeping and shall be considered confidential.
 - v. The HRM or any appointed member of the panel shall produce an interview report to be submitted to senior management for approval or further guidance.
 - vi. Senior Management reserves the right to approve or make an alternative choice based on an interview report submitted by the interviewing panel.

3.4 Probation

- a) In general, all new members of staff shall undergo a probation period to ascertain their suitability for the position they have been recruited for.
- b) During this period, the immediate supervisor shall critically review every aspect of the employee including job performance, learning and adaptation levels, personal conduct and discipline and reliability.
- c) The period for probation shall range from 1 to 12 months (depending on seniority and importance of post) from the time an employee reports for work.
- d) During the probation period they can be given a month's notice to leave at any time.
- e) At the expiry of the probation period, an assessment shall be carried out and the report thereof shall lead to one of the following decisions:
 - i. Recommendation for confirmation of the employee in employment after which they shall be allowed to enjoy all privileges of a confirmed member of staff.
 - ii. Recommendation for an extension of the probation period.
 - iii. Recommendation not to confirm the employee which leads to termination of the employment.

Chapter 4: Policy on Staff Conduct and Discipline

4.0 Introduction

The Academy shall ensure that discipline is maintained at all times and that members of staff conduct themselves in an acceptable manner towards members of management, fellow members of staff, students and the general public at large. Management shall strive to ensure that there is consistency and fairness in handling processes of disciplining members of staff.

4.1 Acts of Misconduct

An employee shall be deemed guilty of misconduct if they: -

- a) Absent themselves from duty during the prescribed hours of duty without leave or valid excuse or is habitually unpunctual.
- b) Perform their duty in an unsatisfactory or inefficient manner and neglects or omits to perform the same.
- c) Refuse to obey lawful and reasonable orders and instructions of their superiors or show insubordination by word or conduct.
- d) Are discourteous to such superiors or their fellow employees or to members of the public with whom it is their duty to transact the Academy's business.
- e) Disregard standing or operating instructions relevant to their duty.
- f) Conduct themselves in any way objectionable or unbecoming to the proper discharge of their duty (this includes assault or use of foul language and spreading of false rumours against colleagues or the Academy as whole).
- g) Are under the influence of liquor or drugs during hours of duty or habitually takes intoxicating liquor or habit-forming drugs to excess.
- h) Are seriously in debt to the extent of prejudicing the satisfactory performance of their duty.
- i) Become insolvent or in the opinion of the Academy, their financial difficulties have been occasioned by unavoidable misfortune.
- j) Engage in undertaking which might, in any way, conflict with the interests of the Academy.
- k) Fail to take reasonable care of the Academy's property in their custody or charge or fails to take such steps as are within their power to ensure that reasonable care is taken of any such property.

- l) Take or convert to their own use any of the Academy's property, or wilfully or negligently causes or permits any unauthorized person to use such property.
- m) Take or convert to their own use the Academy's assets or monies.
- n) Use information for unauthorised purposes or disclose orally or in writing or gives copies of any documents, which may have been obtained in the course of their duty to unauthorised persons.
- o) Engage in fraudulent practices.
- p) Engage in political activities to the embarrassment of the Academy.
- q) Fail to comply with any of the Academy's regulations, Financial Orders or Stores Regulations as amended from time to time or commits a breach of any contract or agreement entered into with the Academy.
- r) Engage in bribery and corruption or take any form of inducement to provide advantage to other members of staff or the general public.
- s) Commit theft by false pretences, or are in receipt of stolen property knowing it to have been stolen or unlawfully obtained
- t) Bring the Academy into disrepute
- u) Do not act in accordance with the ethos of the Academy

4.2 Disciplinary Procedures

A formal disciplinary procedure is required to ensure fair treatment of employees who become liable to disciplinary action because of failure to meet acceptable standards with regard to conduct, attendance to work and job performance.

The severity of action within the procedure will be dependent on the gravity of the offenses. If it is deemed to be necessary, the employee may be suspended, pending investigation of all circumstances.

4.2.1 Disciplinary Hearing Requirement

A formal hearing shall be carried out before any disciplinary action or decision is made. A formal hearing will mostly involve the following communication to the employee:

- a) Details of the offense committed.
- b) How their action has affected the work environment.
- c) What regulation (s) has been violated.
- d) Date, time and venue of the disciplinary hearing.
- e) What documents or evidence are to be used during the disciplinary hearing,
- f) And giving the employee the right to respond in writing and bring to the hearing any witness to testify in their defence.

4.2.2 Steps in Disciplinary Process

Unless an offense is deemed gross and of serious nature, the following steps shall be taken in disciplining an employee for misconduct:

a) Verbal Warning

The procedure in the first instance of a minor breach of acceptable standards of an employee's behaviour and performance is a verbal warning from an immediate supervisor, head of department or management. It will be made clear that a verbal warning is being issued and a record will be made on the personal file of such warning, which is intended to be purely corrective.

b) Formal Written Warning

If a verbal warning does not give an employee an opportunity to improve, or an offense is of such gravity that a verbal warning is not deemed sufficient, an employee will receive a formal written warning. A record will be made giving account of the incident which gave rise to the formal warning and specify the action required to reach acceptable standards within specific time limits.

The record will be placed on the employee's personal file and a copy given to the employee, receipt of which must be acknowledged by the employee by signing a copy of the letter.

If the employee displays change within the period specified in the warning letter, the warning shall be taken off their record and they will be notified about it.

c) Final Warning

Failure to meet the standards set out in the formal written warning or an offense is of such gravity that a first warning is deemed not sufficient; an employee will receive a final warning.

A record will be made giving account of the incident, which gave rise to the final warning and the specific targets and limits to be achieved. The record will be placed on the employee's personal file and a copy given to the employee, receipt of which has to be acknowledged by signing a copy of the letter.

d) Dismissal/Termination of Services

Failure to meet the standards set out in a final warning will result in dismissal or termination of services. This will be carried out after a formal disciplinary hearing process has taken place.

The gravity and nature of offence may warrant dismissal with OR without notice. Without limiting the nature of such offenses, the following cases of misconduct may warrant dismissal

- a) Intimidating or inciting employees to violence of any form.
- b) Illegal industrial action or inciting other employees to participate in an illegal industrial action including but not limited to illegal strikes, work stoppage, boycotts, work to rule

(applying minimum effort) or any other interference with the operations of the company.

- c) Repeated refusal to carry out a supervisors/managers lawful and reasonable instructions amounting to gross insubordination.
- d) Assault or attempt assault; where one party deliberately attacks another with the intent to cause grievous bodily harm.
- e) Intentional or malicious damage to the Academy's property or private property on Academy's premises.
- f) Unauthorised/unlawful possession of Academy's property (theft).
- g) Sabotage, such as interrupting any supply of power, fuel, materials or services necessary to the efficient operation of the Academy.
- h) Dishonesty;
- i) Bribery or corruption (giving or receiving or attempting to give or receive any bribe or inducing or attempting to induce any person to perform any corrupt act).
- j) False evidence (deliberately giving untrue, erroneous or misleading information or testimony whether verbally or in writing).
- k) Forgery (falsifying or changing a document or company record with fraudulent intent or attempting to do so).
- l) Fraud
- m) Driving Academy's vehicles under the influence of alcohol or drugs.
- n) Gross negligence
- o) Gross incompetence
- p) Conviction in court proceedings, which, in the absolute opinion of the Academy, renders an employee unsuitable to continue in their capacity in which they were employed.
- q) Removal of material or other property from the Academy's premises without permission.
- r) Desertion/abscondment (absent from work for more than five (5) consecutive days without any reasonable cause).
- s) Deliberate violation of safety requirements thereby endangering the safety of fellow employees, the general public or themselves.
- t) Behaviour, speech or actions likely to stir up hostility between employees or between management and employees.
- u) Gross wastage or disregard of company property.
- v) Any other forms of misconduct.

4.3 Suspension

- (a) If it appears prejudicial to the interest of the Academy to allow an employee to continue in the execution of their duties, such an employee may be suspended from duty pending an inquiry.
- (b) Management of the Academy reserves the right to determine the type of suspension i.e., whether on full pay, half or no pay. However, where misappropriation of Academy's funds or property is suspected, an employee shall be suspended without pay.

After suspension, investigations and all processes shall be expedited to ensure that the matter is disposed of timely.

Chapter 5: Policy on Staff Training and Development

5.0 Introduction

It is Kamuzu Academy intention to have the highest quality and cost-effective training programs in order to develop the skills of its Human Resources; contribute to the achievement of business objectives; and to enable the Academy to grow and prosper and serve better its customers and the community at large.

In particular, training and development is aimed at improving educational/professional standards by developing proficiency and efficiency in staff.

Staff members should be equipped with the new skills commensurate with technological change and evolution. The Academy stresses on those aspects of training which encourages confidence-building among staff members and which enable them to adapt to changes and to discharge their duties with the highest degree of professionalism.

At Kamuzu Academy, the development of staff members is a top priority and training is a line management responsibility. The Human Resources Department will advise and supervise line management in exercising its responsibilities in the training and development of staff members.

5.1 Strategies for Staff Training and Development

In order to train and develop staff members, the Academy will employ the following strategies:

a) On-the-job Training

This will use strategies such as coaching, mentoring and deliberate process of allowing junior members of staff to play roles of their supervisors

b) Other planned in-company activity

This refers to training/learning opportunities afforded by taking part in problem discussion groups, undertaking projects through internal task forces and job rotation.

c) Planned external activity

This will include initiatives such as temporary placements to other organisations and visits to other institutions of similar nature, representing the Academy on external bodies, taking part in working parties, task forces or liaison teams.

d) External Study Courses/Training

In exceptional cases, and where the potential benefit to the Academy is adequately ascertained, the Academy will sponsor its staff to attend Workshops, Conferences, residential programs and qualification programs of study of

varying duration within and outside Malawi. External courses also cover those which can be undertaken by online learning.

These strategies will be pursued with due regard to training/learning objectives, trainee related factors, estimated likelihood of transfer of learning to the work situation, and the Academy's potential for providing training resources.

5.2 Institutions and Courses recognised by the Academy

For Training and study purposes, the Academy shall use the following criteria in recognising and approving its staff qualifications and requests to undertake studies:

- a) Institutions registered and accredited with relevant accreditation bodies.
- b) Courses approved by relevant accreditation bodies
- c) Courses that are related to the position and work of the employee
- d) Mode of learning that will cause minimal disruption to discharge of work by the employee
- e) Alternative means of study that will have minimal expenses to the Academy
- f) If the employee has not been sponsored on any training program in the last 4 years

5.3 Requests to study by members of staff

Members of staff shall follow the following steps before embarking on any training or study program regardless of the mode of sponsorship (self or employer sponsored)

- a) Have sought written permission from management through their Head of Department
- b) Have made proper arrangements to avoid disruption to discharge of duties
- c) Have submitted a detailed program of study indicating expected dates to be absent due to exams or other related issues

5.4 Staff Training and Development Assessment Criteria

Staff training and development requests fall into several categories:

- a. Support for under-graduate study
 - i. Payment or part-payment of fees
 - ii. Time-off to attend course during employed time
- b. Support for post-graduate study
 - i. Payment or part-payment of fees
 - ii. Time-off to attend a course during employed time
 - iii. Transport costs to attend course
- c. Request for subject-related or pastoral training by outside providers
 - i. In Malawi

- ii. Outside Malawi
- d. Request for time to undertake in-house training
 - i. Subject related – sharing training from outside provider
 - ii. Subject related – sharing good practice, developing new teaching schemes, moderation, lesson observations
 - iii. Pastoral – sharing training from outside provider, developing new resources
- e. Request for time to undertake in-house, whole school training
 - i. Cross-curricular training – reporting, feedback, literacy strategies
 - ii. Pastoral training – well-being, safeguarding, tutor training
- f. Induction of new staff

5.5 Process for requesting Staff Development opportunity:

The following steps shall be followed:

- a) Complete and return a Staff development request form to management through Head of department or section and HRM office
- b) The request shall be assessed against criteria prescribed in 5.2 above
- c) The HR Office shall make a recommendation to SMT for support/permission to granted for studies.
- d) Senior Management shall decide on mode of support
 - i. Cover of work (during absence)
 - ii. Fees (plus expenses)
 - iii. Part fees
 - iv. Time
 - v. Loan

5.6 Study Leave

- a) Members of staff shall be encouraged to take courses or training programs that causes minimal disruption to discharge of duties i.e., online or with partial attendance requirements
- b) Members of staff, who have registered to take professional examinations (that are recognised by the Academy) shall on request be granted 2 days per subject and a maximum of 5 working days per annum, to enable them to prepare and revise for examinations.
- c) In addition, the absence from work on actual examination days will not be counted off against the annual leave entitlement.

- d) Examination candidates will be required to apply for study leave at least one month before the first day of examinations in order to allow the management to make arrangements for cover throughout the duration of candidates' absence.
- e) Application for study leave must be submitted to the Human Resources Department through the relevant Head of Department.

5.7 Financial Assistance

- a) Financial assistance can be in the form of a salary advance or part/fully sponsored by the Academy to aid the employee during the duration of the training or study program
- b) Applications for study loans or salary advance shall be approved by the Bursar/Headmaster upon recommendation by the Head of Department and Human Resources Manager.
- c) Where a staff member fails to complete or pass the course within the prescribed period of the course for whatever reasons, management shall not be obligated to sponsor the course in any way.
- d) Management reserves the right to convert to a study grant any salary advance balance granted to a member of staff for study purposes
- e) In general, all salary advance payments towards training programs shall be released only by cheque direct to the educational institutions.
- f) Due to limited financial resources, the Academy may not be able to give education loans to all eligible applicants. Consequently, some applicants may be considered for loans at a later time when adequate financial resources are available.

Chapter 6: Policy on Leave and Holidays

6.0 Introduction

The Academy shall ensure that its members of staff are provided an opportunity to take time to rest within the operating year in order to refresh and be re-energised for optimum contribution towards work. Staff from support departments shall have a holiday year that runs from 1st December of one year to 30th November of the corresponding year.

Staff from the Academic departments shall technically take ALL their leave days during school holidays unless otherwise approved by the Headmaster.

6.1 Annual Leave and Leave Grants for Junior/support staff

- a) The Academy shall grant annual holiday to its employees which may be taken in whole or in part during a leave year.
- b) Annual leave entitlement shall be stated in an individual's letter of appointment or employment contract. However, it will generally be as follows:

Grade	Description	Leave Days Entitlement
A1 – A3	Skilled staff	18
B1 – B4	Clerical staff	21
C1 – C4	Supervisory staff	24
D1 – D4	Departmental Heads (Support Services)	24

- c) Once in each holiday year employees on permanent terms only shall be paid leave grant at prescribed rates provided that they take at least not less than ten (10) days leave at one single time to qualify for the grant.
- d) Employees on contract are entitled to leave pay at the end of a successful contract. This leave pay is calculated as one month's pay for each year completed by the employee under the terms of the contract.
- e) A member of staff employed within the year and have been confirmed in employment shall be allocated a portion of their leave entitlement.
- f) A portion to be allocated shall be one twelfth of the annual holiday for each completed month of service in the holiday year.

6.2 Commuted Holiday

- a) Unless otherwise allowed in the contract, no employee may commute the whole or part of their annual holiday.

- b) Any part of annual holiday not taken during the course of the holiday year shall be forfeited except in very exceptional circumstances and then only with the approval of the Headmaster.
- c) Depending on the stipulations outlined in an employee's contract or appointment letter, they may be allowed to apply for the commutation of all or part of their annual holiday. However, approval must be obtained from the Headmaster beforehand and the employee must provide valid reasons for being unable to take their holiday.

6.3 Off duty

If an employee is sick and cannot discharge duties, the following steps shall be taken:

- a) Inform head of department or supervisor of the inability to report for duties at the earliest opportunity to allow for timely cover arrangements.
- b) Visit the onsite clinic for medical attention as soon as possible or call the clinic if unable to attend in person.
- c) Visit any nearest medical facility for attention if away from the Academy.
- d) Fill in a leave form and accordingly tick the nature of the leave applied for, and make sure the form is approved.
- e) Present sick note or off-duty slip as evidence that sickness prevented them from discharging their duty or attending to work to Head of Department or Supervisor. This will be forwarded to the Human Resource Manager.
- f) The head of department or supervisor to follow up all reports of a sick member of staff and report to the Human Resource Manager accordingly.
- g) The Clinic to arrange a visitation to staff that are reported sick, who are not able to travel to the Clinic for medical attention.
- h) All referrals to other hospitals (during working hours and during the term) to be issued by the Clinical Officer, or their delegate at the onsite clinic.
- i) Any absence from work due to sickness which is not supported by an off-duty form or any acceptable medical evidence shall be treated as unauthorized absence from work.
- j) In case of sickness of an immediate family member, you may apply for compassionate leave (Up to 5 days in each year).

6.4 Sick Leave

- a) An employee shall be granted up to three (3) months sick leave with full pay and up to further three (3) months sick leave with half pay in any one-year period for absence due to illness or injury not occasioned by the employee's impropriety of conduct or neglect.
- b) Where the absence from duty is for continuous period of three (3) months or more, the sick leave with full pay or half pay may only be granted upon the certification from a doctor stating that the illness or injury prevented the employee from attending to his duties for the specific period.

6.5 Unpaid Leave

An employee may be granted unpaid leave in the following circumstances: -

- a) In case of a female employee who completed her maternity leave period and is still required to continue with the leave due to circumstances beyond their control, may be granted unpaid leave up to thirty (30) calendar days.
- b) Where an employee has exhausted their annual leave entitlement, but is compelled to continue on leave due to circumstances beyond their control, they may be granted unpaid leave up to maximum of twenty-two (22) working days.

Unpaid leave shall be granted and approved by the Headmaster after all investigations are carried out and it is proved that the member of staff has no control on the circumstances preventing them from reporting back to work after leave.

6.6 Sabbatical Leave of Absence

A member of staff may be granted leave in order to carry out a project or studies. The following are guidelines to be followed when granting such a leave:

- a) To be granted only for activities which directly benefit Kamuzu Academy or are in the national interest and not for those which are solely for personal career development or personal gain.
- b) Only one member of teaching staff may be on sabbatical leave of absence at any one time.
- c) Pension arrangements and contributions become the responsibility of the member of staff on sabbatical leave of absence or the organization to which they are temporarily attached.
- d) Medical Scheme arrangements and contributions become the responsibility of the member of staff on sabbatical leave of absence or the organization to which they are temporarily attached.

- e) All other benefits, including gratuities, free education places, free housing and water, which are normally provided to teaching staff, are suspended for the period of the sabbatical leave of absence.
- f) The member of staff will remain an employee of the Academy during their period of sabbatical leave of absence, however, the period of absence will not count towards their total years of service at the Academy.
- g) Applications for sabbatical leave of absence are subject to the scrutiny of a relevant Committee of the Board i.e., Teaching Appointments and Curriculum Development Committee for members of the academic department.
- h) Final approval for sabbatical leave of absence will be given by the Board of Governors.

6.7 Compassionate Leave

An employee who has lost a spouse, child or any of the dependants living in their household through death, shall be granted a compassionate leave of up to a maximum of five (5) days at any occasion.

6.8 Maternity Leave

Female employees shall be entitled within every three years to at least 8 weeks maternity leave at full pay.

6.9 Court Appearance

Depending upon circumstances, up to three (3) working days paid leave per annum may be granted to an employee required to attend court on a personal level. This shall exclude court appearances due to criminal charges levelled against the employee or detention by police.

Chapter 7: Policy on Funerals and Bereavement

7.0 Introduction

Bereavement is a state of loss resulting from death. This can include the death of a member of staff, their spouse, or immediate family members. At the Academy, we recognise the importance of providing economic and social support to our staff members when they experience a loss. The purpose of this policy is to clearly define the Academy's responsibilities in providing support to employees during the unfortunate circumstance of death.

7.1 Definitions

For the purpose of this policy, the following terms shall be defined as follows:

- Spouse shall mean a legally recognized husband or wife of member of staff. A spouse should be registered with the Academy through submission of marriage certificates or any legal documents certifying the marriage
- A child shall mean a biological or legally adopted child and the following should be observed:
 - The child must be under the age of 21 years
 - The child must be registered with the Academy as part of the employee's information and listed as a beneficiary of the employee.
 - The child must not be gainfully employed or married.
- Parents shall mean biological father and mother to the member of staff.

7.2 Procedures on occurrence of Death

On the occurrence of death of an Academy employee, a spouse or child of an employee, the parents of an employee, the following shall be followed:

- a) The Head of the Department of the concerned staff shall inform the Human Resources Manager's office as soon as possible.
- b) The Human Resources Manager's Office will then convey the sad news to the Headmaster and the SMT.
- c) The HRM shall chair a funeral committee comprising the Chaplain, the head of department of the staff bereaved and their representative to discuss funeral arrangements including details such as location and logistics of burial in collaboration with the deceased family.

- d) The Human Resources Manager shall report the arrangement proposed by the funeral committee to management for approval.
- e) The HRM office shall represent management or identify a representative for the Academy to attend the funeral.

7.3 Provisions on Occurrence of Death

Upon the death of a member of staff, a spouse, children to a member of staff, the parents of a member of staff, the Academy shall provide the following:

- a) Coffin – The choice of coffin will depend on the member of staff's seniority and the availability of different types of coffins in the local area. The HR office, accompanied by the deceased's relatives, will select a suitable coffin, considering both quality and pricing. There will be adequate consultation to ensure the right choice of coffin.
- b) Transport - The Academy will arrange a suitable vehicle to transport the deceased's body and mourners to the place of burial. The appointed representative from the Academy will be in charge of the vehicle and will report to the management through the Human Resources Manager's office upon their return.
- c) Food stuffs - Whenever the Academy's Catering department has the following in stock, members of staff and mourners shall be provided with:
 - Maize flour or rice (20 kg Max.)
 - beef/chicken (5 Kg Max.)
 - eggs (2 Trays Max.)
 - cooking oil (2 Litres Max.)
 - Tomatoes, onions and salt
 - Any vegetables

Where the school may not be in a position to provide the above-mentioned items due to unavailability, an amount of cash enough to buy the listed items may be provided.

7.4 Bereavement Allowance

The Academy shall also provide a prescribed bereavement allowance to the bereaved member of staff as stipulated in the allowance schedule that is approved by the Headmaster from time to time. HRM can provide the schedule on demand.

Chapter 8: Policy on Occupational Health and safety

8.0 Introduction

- a) This policy provides basic guidance on how Kamuzu Academy will ensure the working environment is safe for all categories of workers.
- b) It provides a prescription of proactive roles that each member of staff will undertake to aid the prevention of accidents and ensure that all forms of hazards are eliminated.
- c) The policy makes an unequivocal commitment to high standards of health and safety.
- d) Every Manager and Supervisor is responsible for implementing the policy in their area of activity.
- e) Every employee must comply with the policy and cooperate with colleagues to achieve high standards of health and safety.
- f) Failure to comply with safety requirements may lead to disciplinary action.
- g) Responsibilities of staff are outlined in this policy.

8.1 Statement of intent

Kamuzu Academy attaches greatest importance to the health, safety and wellness of its employees, students, parents, contactors and all other persons liable to be affected by its activities and will take all reasonable steps as far as is reasonable to ensure the safety of all such categories of people the general public. In our role as employer, we attach high priority to ensuring that all the operations within the school environment, both educational and support, are delivered in an appropriate manner.

8.2 Objectives

The school's objectives are, so far as is reasonably practicable:

- a) To seek to ensure that all activities are being carried out safely and without risk to health.
- b) To ensure there are procedures covering work activities.
- c) To seek to ensure that all staff are aware of and actively support the health and Safety Policy and accept their own personal responsibilities.
- d) To ensure that all new employees are made aware of the Health and Safety Policy and the appropriate health and safety procedures through the School's Induction procedure.
- e) To seek to ensure that all visitors, contractors and suppliers of goods and services comply with relevant health and safety requirements.
- f) To seek to ensure that consultative procedures facilitate the involvement and commitment of employees and their appointed representatives.

- g) To promote awareness of health and safety issues.
- h) To provide support on health and safety matters.
- i) To have and make readily available appropriate health and safety information concerning substances, materials, articles, processes, plant and equipment employed by the School.
- j) To seek to ensure that suitable and sufficient assessments are carried out of the risks to the health and safety of employees, pupils and others.
- k) To keep this policy under review and revise it as required annually.
- l) To monitor the implementation of the Health and Safety Policy.

8.3 Organisation and Responsibilities

a) Management

- i Management will exercise overall authority and oversee health, safety and welfare matters and will seek to ensure so far as is reasonably practicable that the necessary resources are provided.
- ii Management will monitor the implementation of the Policy and will receive a termly report including minutes of the Health and Safety Committee meetings.
- iii Management will specifically seek the following records from the Health and Safety Committee:
 - Health and Safety records, including a sample of risk assessments for both on site and off-site activities.
 - Accident records and reporting.
 - Any identifiable trends or issues of concern relating to accidents or incidents (including ‘near misses’).
 - Health and safety training records.
 - Agenda for, and minutes of, the termly Health and Safety Committee meeting.

b) The Health and Safety Committee

This committee shall comprise of the Human Resource Manager, the Dame, the Senior housemaster and mistress, the Hostel Matrons and all Heads of Departments for support services. The Health and Safety Committee meets termly and reports to Management and is responsible for:

- i Reviewing accident reports for staff, students and visitors, identifying any trends and patterns and ensuring that appropriate follow up actions are taken as a result.
- ii Keeping under review the provision of Health and Safety training, (including risk assessment, manual handling, accident reporting and control of hazardous

substances training) and seeking to ensure that regulatory requirements and identified training needs are met.

- iii Keeping under review the process for and practice of, safety equipment installation and testing, including fire alarms and emergency lighting.
- iv Keeping under review policies and plans relating to Health and Safety and risk assessment, and their implementation.
- v Coordinate planned campaigns to raise awareness in the workplace about health and safety matters.
- vi Review and analyse any proposed major works and projects that may have health and safety significance and develop proposed safety measures
- vii Review any upcoming large-scale event for any potential effects on health and safety and propose possible solutions.
- viii Seeking to ensure that appropriate staff are suitably and sufficiently briefed in a timely manner on all relevant changes to Health and Safety requirements and that policy and procedures are amended accordingly.
- ix Standing agenda items for the Health and Safety Committee meeting shall include:
 - Review of Accident/Incident Reports)
 - Review of Risk Assessment Register and Progress
 - Review the Health and Safety training update including inductions
 - Review departmental reports on health and safety and make appropriate recommendations to management.
 - Review site inspection reports and make necessary recommendations

c) Headmaster

The Headmaster, working closely with the Bursar and supported by the Deputy Headmasters are responsible to the Board of Governors for the safe functioning of the School's activities. They will have a particular focus on academic, pastoral and co-curricular aspects of health and safety and will seek to ensure that:

- i The Health & Safety Policy is brought to the attention of all academic staff.
- ii Relevant health and safety information is communicated to academic staff.
- iii Relevant health and safety training needs of academic staff are identified and appropriate arrangements are made for training.
- iv New academic staff receive appropriate health and safety information including details of the Health and Safety policy, fire evacuation drill procedures and other safety procedures.

- v Fire evacuation drills are carried out.

d) Deputy Headmasters (Pastoral and Academic)

The Deputy Heads are responsible for supporting the Headmaster's duties particularly in the Headmaster's absence.

e) The Bursar

The Bursar will act as the School Health and Safety Co-ordinator. The Bursar, working closely with the Deputy Headmasters and Heads of departments for support services and supported by the Human Resource Manager, is responsible for whole campus, including residential and administrative aspects of health and safety at the school. Specific duties include:

- i Establishing arrangements for dealing with health and safety matters such as:
 - The Health and Safety Policy is brought to the attention of all non-academic staff
 - The dissemination of relevant health and safety information to all staff.
 - Relevant health and safety training needs of non-academic staff are identified and appropriate arrangements are made for training.
 - New non-academic staff receive appropriate health and safety information including details of the safety policy, codes of practice, fire evacuation drill procedures and other safety procedures.
 - Identifying the First Aid requirements of the school and ensuring they are met.
 - Accident/incident reporting processes are highlighted and understood by all staff
 - Emergency evacuation procedures are reviewed and practised
 - Regular fire evacuation drills are undertaken in all areas of the school.
 - Health and safety matters raised by staff are addressed.
 - The regular review of the Health and Safety registers including accident reporting, reporting of all Health and Safety training, control of hazardous substances, maintenance of electrical, gas, ventilation and water systems, management of contractors and on-site vehicle movement risk assessments.
- ii The overall procedures for safety are monitored.
- iii That insurance covers related to safety and health are up to date and have covered all perceived risks

- iv Assessments are undertaken of all risks to health and safety as required by the Management of Health and Safety at Work Regulations and that the significant findings are recorded and recommendations are implemented

f) Human Resource Manager

The Human Resource Manager is responsible for supporting the Bursar in their health and safety responsibilities and in particular also for:

- i Ensuring that safety and health risk audits are effectively carried out and reports submitted
- ii Ensure that safety recommendations are implemented
- iii Members of staff are provided with protective wear and appropriate clothing for specific tasks
- iv That accident reports are investigated effectively and concluded
- v Ensuring that claims for injuries are properly handled and settled in conjunction with insurance companies
- vi Updates and holds the Risk registers

g) Maintenance Officer

The Maintenance Officer shall operate as the Academy's Estate Manager and shall carry out the following tasks:

- i Making safe and rectifying any identified premises and facility defects affecting health and safety.
- ii Liaising with contractors and monitoring the work to ensure that appropriate standards of health and safety are maintained.
- iii Ensuring that all relevant statutory inspections are carried out at legally required intervals and records are maintained.
- iv Ensuring that equipment is inspected and serviced at the recommended intervals and records are maintained.
- v Ensure that all reasonable steps are taken to inform contractors of risks to their employees arising out of or in connection with the operation of the school and that contractors are made aware of any special risks to students which might arise out of their work.
- vi Reporting to the Bursar and the Health and Safety Committee on all matters of Health and Safety relating to facilities and estates at the School, (including accident reporting and any trends identified, staff training, outcome of regulated

inspections, maintenance and testing, risk assessments, implementation of the Health and Safety Policy).

- vii Assisting with accident investigations where necessary and reporting notifiable accidents/incidents to the Human Resource Manager and the Bursar.
- viii Identifying and delivering Health and Safety training as appropriate, including risk assessment, manual handling and other appropriate training. Maintaining a training register, detailing the type and date undertaken.

h) Heads of Department

Heads of Department are responsible for implementing the Health and Safety policy within the work activities/area under their control. In particular, they are responsible for ensuring that:

- i Activities under their control are carried out, so far as is reasonably practicable, safely and without risk to safety and health.
- ii The implementation of the Health and Safety Policy is monitored properly in their area of responsibility; raising any concerns on safety matters with the Bursar and the Human Resource Manager.
- iii Employees are made aware of their responsibilities for health and safety.
- iv Suitable arrangements are made for consultation with employees' safety representatives.
- v Health and safety training needs of staff within the Department are identified and that staff are adequately trained, instructed and supervised.
- vi Procedures appropriate to the work activity are brought to the attention of all staff in the Department.
- vii Procedures are complied with and appropriate safety signs or notices are displayed.
- viii Relevant health and safety information is communicated to staff.
- ix First aid procedures are complied with.
- x All accidents occurring in the Department are recorded on the Accident/Incident Report Form, and the completed form is immediately forwarded to the Human Resource Manager and The Bursar.
- xi Ensure that new employees receive all appropriate health and safety information/training including departmental safety procedures and, if required, risk assessment and manual handling training.

- xii Ensuring appropriate assessments are undertaken of all risks to health and safety and that the significant findings are recorded and any recommendations are acted upon.
- xiii Ensuring departmental staff regularly read and understand those Risk Assessments relevant to their role.

i) Supervisors and Technicians

The role of Supervisors and Technicians is to support the Head of department in their responsibilities on safety and health for the department.

j) Teachers

Teachers are responsible for the safety of students in classrooms, laboratories, workshops and learning activities including sports, trips and co-curricular. In particular, they are responsible for:

- i Knowing the emergency procedures in respect of fire and first aid and the special safety measures to be adopted in their own teaching areas and to ensure that they are applied.
- ii Exercising effective supervision of students and ensuring students are aware of the general emergency procedures in respect of fire and first aid and the special safety measures of the teaching area.
- iii Giving clear instructions and warnings.
- iv Ensuring that coats, bags, cases etc. are safely stowed away, that fire escape routes are kept clear at all times and not obstructed.
- v Integrating all relevant aspects of safety into the teaching process and if necessary, giving special lessons on safety.
- vi Following safe working procedures personally.
- vii Always using appropriate protective clothing and guards and special safe working procedures when appropriate or required.
- viii Bringing to the attention of and making recommendations on safety matters to the Head of Department.
- ix Ensuring that all accidents/incidents (including 'near-misses') occurring in the class and/or during an activity are recorded on the Accident/ Incident Report form, and that the completed form is immediately forwarded to the Head of Department.

k) All Employees and Temporary Staff

It is the responsibility of all employees and temporary Staff to take reasonable care of their own health and safety and that of all persons affected by their acts or omissions at work. This includes:

- i Understanding and following those Risk Assessments relevant to their role.
- ii To co-operate with line managers so far as it is necessary to enable them to meet their responsibilities for health and safety.
- iii To use work equipment provided correctly in accordance with instructions and training.
- iv To inform their Supervisors or Head of department of any situations which may represent a serious and immediate danger to health and safety.
- v To report any accident/incident at work immediately it occurs and without delay (including a 'near-miss').

1) Students

Students are responsible for:

- i Exercising personal responsibility for the safety of themselves and others.
- ii Observing the Health & Safety rules and procedures of the School.
- iii Using and not wilfully misusing, neglecting or interfering with any item provided for safety.
- iv Reporting any Health and Safety hazards they notice to a member of staff as soon as possible.

8.4 Risk Assessment

- A. It is the responsibility of the Head of Department (both Academic and Support Services) to ensure that risk assessments are undertaken for any risks to health and safety, that significant findings are recorded and that any recommendations are acted upon.
- B. They are also responsible for ensuring departmental staff read and understand the relevant Risk Assessments on a regular basis.
- C. For school trips it is the particular responsibility of the trip organiser to ensure that Risk Assessments are undertaken, appropriate sign off is received before the event, that the significant findings are recorded and that any recommendations are acted upon.
- D. Risk Assessments must be completed before the introduction of any new activity (including any events) and reviewed and revised as appropriate whenever there is a change to an existing school activity or following an accident/incident (including a 'near miss').
- E. They are to be signed off by the Head of Department (both academic and Support services)
- F. Risk Assessments for all events need to be signed off by the Headmaster.

- G. It is the responsibility of the Head of Department (both Academic and Support Staff) to review risk assessments at regular intervals (including after any significant changes such as accidents or incidents occurring) and at least annually.
- H. Each term, the School's Health and Safety Committee reviews the records of accidents/incidents (including 'near misses') that have occurred and seeks to ensure that reasonable remedial action has been taken to reduce any future risks.

8.5 Environmental Safety Audits

As a precautionary measure, the Academy shall ensure that periodic environmental safety audits are regularly carried out. The purpose of the safety audits will be to:

- a) Identify possible hazards and put measures to eliminate them.
- b) Identify appropriate protective wear and equipment for use in every work situation.
- c) Identify appropriate skills and competencies for specific task to eliminate occurrence of accidents
- d) Inform on decision to proceed with the task or project or discontinue it.

8.6 Provision of Personal Protective Equipment (PPE)

- a) Where necessary, and following appropriate risk assessments being carried out, the Academy will provide suitable and effective Personal Protective Equipment (PPE) to members of staff carrying out specific tasks that are deemed hazardous and a risk to human health.
- b) The Academy shall ensure that certain members of staff in selected departments are provided with uniforms and personal protective wear/equipment (PPE) to ensure their safety, protection from harm, visibility and identification as they carry out their duties.
- c) The Academy will liaise with suppliers to ensure that all PPE and safety wear are of a relevant standard and will inform and train employees on the safe use of the same.
- d) Where the use of PPE has been identified as an appropriate control measure through risk assessment, it is the duty of staff to appropriately use the PPE as provided.
- e) If employees have any problems relating to the use of uniforms, PPE and any safety wear, they should immediately inform their Head of Department so that steps can be taken to promptly address the situation.

8.7 Roles and Responsibilities on Provision of PPE

The Human Resources Manager will, in consultation with Heads of Departments and Sections:

- a) Assess the provision and use of PPE which will include the assessment of suitability of the PPE provided based on the nature of work and risks involved.
- b) Carry out an assessment of if and how use of PPE affects any of the members of staff
- c) Take all reasonable steps to minimize the risks found from these assessments.
- d) Give information, instruction and training necessary to ensure the proper use and health and safety of all users of PPE.
- e) Ensure that the storage, cleaning, inspection and maintenance of PPE are carried out in accordance with manufacturers recommendations and that they are replaced at appropriate time.

8.8 Roles and Responsibilities on use of PPE

- a) It is the responsibility of employees who have been provided with PPE to make use of them at all times when engaged in the work requiring the use of PPE.
- b) Employees may only be allowed to undertake work activities requiring the use of PPE when adequate information, instruction, training and supervision has been provided.
- c) Employees must immediately report to their HOD when PPE is not fit for purpose, either through wear and tear or failure to fit properly.
- d) Employees must report to the HOD where health concerns may impact on the selection of PPE.

8.9 Responsibility of Heads of Departments and Sections on PPE

- a) Ensure that PPEs are recorded, maintained and replaced as appropriate.
- b) Ensure that there is an adequate provision of PPE and uniforms in both type, size and stock.
- c) Ensure that members of staff have signed an agreement form (Check form in appendix) confirming that they have been issued with either PPE and/or uniforms and that they will take reasonable care of the items issued to them and will comply with any order requiring them to produce the issued items for inspection.
- d) Ensure that Uniforms, safety clothing and PPEs are not used outside the workplace and for other purposes other than official use

8.10 Guidance on Scenarios Requiring use of PPEs and Types of PPEs

The following is guidance of work environment where PPE and safety wear will be required:

- a) *Head protection (e.g., helmets, bump caps)*

- i. Construction and building sites especially where work at height is taking place i.e. Roof work, scaffolding etc.
- ii. Underground work including working in trenches, ducting and low ceiling areas.

b) Eye protection (e.g., goggles)

- i. Working with abrasive wheels or any machinery likely to eject particles e.g., orthotic workshop or engineer's workshop.
- ii. During welding operations.
- iii. Handling corrosive or irritant hazardous chemical substances.
- iv. Radiation
- v. Hazardous fluids

c) Hand/wrist/arm protection (e.g., gloves, gauntlets)

- i. Where there is a risk of dermatitis or damage to skin tissues e.g., handling chemicals, hot surfaces.
- ii. Where there is a risk of cuts, abrasions or exposure to infection
- iii. Where articles maybe hot, cold or sharp
- iv. Where there is a risk of electrical shock, e.g., during maintenance work.
- v. During outdoor work, e.g., grounds maintenance.

d) Respiratory protection (e.g. disposable respirators)

- i. Where there is a risk of dust, fibers, contaminated air e.g., dusting and grinding activities.
- ii. Where there is a risk of contamination by gases or vapors
- iii. Where there is a risk of oxygen deficiency when full line breathing apparatus should be used.
- iv. Where there is a risk of contact with airborne biological hazards.

e) Foot protection (e.g., toe or mid sole protection)

- i. To prevent injury from falling objects
- ii. when working with sharps or industrial equipment
- iii. working in bushy environment with risk of bites and bruising objects

f) Body protection (e.g. body warmer, high visibility)

- i. Warm clothing when working outdoors in low temperatures or in a cold store.
- ii. Cut resistant clothing.
- iii. High visibility clothing when working near traffic
- iv. Lead coats and other forms of Radiation Protection equipment

8.11 Duty of Care for PPEs and Uniforms

- a) Members of staff issued with PPE, uniforms or any safety clothing shall have the responsibility of taking care of the same and ensuring they are in good working condition at all times
- b) Any loss or damage shall be promptly reported to the HOD who shall investigate and report the circumstance of the loss to the HRM office
- c) Process to replace the damaged or lost PPE, uniform or safety clothing should immediately commence and all replacement cost shall be charged on the member of staff who has lost the items
- d) Members of staff should be made to understand that all PPE and uniforms remain the property of the Academy and shall be returned to the HOD in situations of dismissal or termination of services

8.12 Duration of Use

Once issued, the safety wear and any uniforms shall be used for the duration as determined and agreed by management and the HOD. However, the normal period to review uniforms after issue should be 12 months

8.13 Insurance Cover and Compensation for Injury

The Academy shall at all times hold an insurance policy to cover accidental injuries suffered by members of staff in relation to carrying out their duties. However, the Human resources management office in liaison with HODs shall ensure that:

- a) All members of staff are frequently and adequately briefed on health and safety and the need to observe all safety measures when carrying out their duties
- b) HODs are aware and frequently carry out risk assessment of all work environment before assigning members of staff to carry out any work
- c) All PPE and safety wear are put into use at all times and are kept in good working condition throughout the duration of their use.

PLEASE NOTE:

In situations where it is assessed that a member of staff has been injured or exposed to harm due to negligence on the part of the HOD or the member of staff themselves, disciplinary action shall be taken and the Academy shall not be held liable for any compensation payment. Negligence shall include embarking on work without use of PPE and any appropriate safety clothing and without carrying out a risk assessment.

It is the responsibility of the Human Resources management office and Heads of Departments to ensure that actions are in place to guarantee the implementation of the policy. It is also the Responsibility of all staff to appropriately use any PPE provided based on need following a suitable and sufficient risk assessment.

Chapter 9: Policy on Grievances and Complaint Handling

9.0 Introduction

Kamuzu Academy is aware that there may be times when employees need to file an official complaint about unjust treatment, harassment, and/or health and safety concerns in the workplace. This grievance procedure policy was created to clearly outline the process for these instances to ensure that all of our employees are heard and treated equally.

9.1 Purpose

The propose of this grievance procedure policy is to

- a) Explain the scope and definition of grievances,
- b) Outline the process for reporting and closing a grievance,
- c) Define the company's confidentiality measures, and
- d) Describe the disciplinary action steps for policy violations.

9.2 Scope

This policy is applicable to all Kamuzu Academy employees, including paid temporary staff, interns, volunteers, and seasonal and part-time employees. A grievance can be filed against any Academy employee, including senior management. The Academy defines a "grievance" as a formal work-related complaint, issue, and/or objection made by an employee.

9.3 Grievance Procedure:

- a) Before filing an official grievance complaint, the Academy request that all employees review the policy that directly impacts their complaint. For example, if an employee files a sexual harassment complaint, he/she must consult the company's Sexual Harassment Policy and the Human Resource (HR) office.
- b) Kamuzu Academy encourages employees to resolve minor disputes with the help of their line managers and/or the Human Resource Manager (HRM).
- c) If the informal complaint is not *fairly and constructively* resolved within five (5) days, employees may file a formal grievance.

9.4 Guidance for Filing Grievances

- a) An employee of the Academy who is aggrieved by a decision or action of their immediate superior on matter affecting work or conditions of employment shall have the right to file a grievance.
- b) In the first place they may seek an interview with their immediate superior who will endeavour to settle the matter.

- c) If not satisfied, they may submit a complaint in writing to the Human Resources Manager through the Head of Department to assist in the matter.
- d) If they are still not satisfied, they may appeal the matter to the Headmaster through the Human Resources Manager who will try to settle the matter in liaison with the Human Resources Manager and Head of Department.
- e) Where an employee requires to appeal to the Board, his appeal shall be in writing through the Headmaster. The Headmaster will forward such appeal with his comments thereon.

9.4 Employees can file grievances when:

- a) They have been victims of workplace harassment.
- b) Their health and safety have been compromised.
- c) They've witnessed unprofessional supervisor and/or management behaviour.
- d) Policy guidelines are violated.
- e) There is a dispute between coworkers, suppliers, and/or management.

Kamuzu Academy also recognises that every case is different and this list is subject to change, depending on the definition filed in the Grievance Complaint Form. (See HRM)

9.5 Filing a Grievance

- a) When filing a grievance, employees have the option of reporting their complaints directly to their Head of Department or the HRM or both. In both cases, employees will be required to complete and file a Grievance Complaint Form.
- b) Once the complaint has been submitted to the HOD and/or HR department, the employee(s) have the right to attend meetings with a witness, appeal decisions made in response to the complaint, and must continue to attend to work until the grievance is resolved.
- c) When a grievance is filed against another employee, the accused also reserves the right to:
 - i. View and request a copy of the official grievance complaint.
 - ii. Formally respond to the complaint after necessary consultations with the HR section.

- iii. Attend all formal meetings with a witness of their choice.
- iv. Appeal the final decision.

9.6 The Academy's Responsibilities

It is the Academy's responsibility to:

- a) Accept and thoroughly investigate all Grievance Complaint Forms.
- b) Ensure that the grievance is resolved within ten (10) days, depending on the severity of each case.
- c) Treat all parties fairly throughout the grievance process.
- d) Adhere to the no-retaliation policy when employees file a complaint against management.
- e) Organize mediation meetings with the appropriate parties.
- f) Practice a high level of confidentiality throughout the grievance process.
- g) Accept and investigate all appeals.
- h) Ensure that the final decision is implemented.
- i) Maintain accurate and comprehensive records of each grievance.

9.7 Confidentiality.

- a) Kamuzu Academy employees, including the senior management and HRM, are required to sign a Confidentiality Agreement (See HRM) that limits them from discussing the grievance before and after it has been resolved.
- b) All parties are prohibited from discussing the matter with any other member of staff apart from those concerned with the complaint or grievance.

9.8 Whistle blowing.

We encourage all employees to report any suspected or observed instances of misconduct, ethical violations, or illegal activities within the organization without fear of retaliation. Reports can be made through this confidential channel, ensuring the anonymity and protection of the whistle-blower. The organisation is committed to thoroughly investigate all reports, take appropriate actions, and maintain confidentiality to the fullest extent. We prohibit any form of retaliation against employees who, in good faith, report concerns or cooperate with investigations.

9.8 Policy Violations.

- a) If an employee is found to have violated the grievance procedure policy, they will be subject to disciplinary action, up to and including termination.
- b) The severity of each case will determine the type of disciplinary action, which may include a verbal or written warning, suspension, and/or termination.

If an employee is unequivocally proven to have committed the grievance, he/she is being accused of, the Academy shall adhere to its Policy on Staff Conduct and Discipline to ensure that the matter is resolved justly and according to discipline guidelines.