Treatment Action Campaign

Staff and Volunteers Policy

Updated - 30 June 2006

1. GENERAL

1.1. This policy guides the work and conduct of TAC and TAC Treatment Project staff, including members of the National Executive Committee (NEC), and volunteers. It is the responsibility of all TAC staff and volunteers to read this document and to abide by its regulations.

1.2. Wherever TAC is referred to in this document, the TAC Treatment Project is included unless an explicit exception is made.

1.3. An office coordinator, as used in this document, designates the staff member responsible for each office. The national manager is the office coordinator for the national office. Except in special circumstances, the provincial coordinator is the coordinator for the provincial office, and the district organiser is usually (but not always) the coordinator for the district. In provinces where TAC has an office without a provincial coordinator, the provincial organiser takes these responsibilities.

1.4. This document is occasionally updated, either through a completely new release of the entire document or through a letter or email sent by or with the approval of the TAC secretariat or National Executive Committee. The guidelines contained in this policy document are not exhaustive. When needed, further guidelines may be added after approval by the NEC. These policies are issued in terms of the TAC Constitution.

2. HIV/AIDS

2.1. Issues relating to HIV/AIDS are at the core of TAC's work and objectives. It is crucial that TAC's values and objectives apply in all interactions between all members of TAC, both staff and volunteers. TAC supports non-discrimination, the right to privacy, dignity, equality and the promotion of openness in the HIV/AIDS epidemic. These principles apply to the TAC workplace and branches.

2.2. TAC subscribes to the NEDLAC Code of Good Practice on Key Aspects of HIV/AIDS and Employment. This Code is available from: http://www.nedlac.org.za/docs/agreements/code_aids.html.
If or where it differs from the spirit or letter of the TAC Constitution, the TAC Constitution takes precedence.

2.3. People who contact the organisation asking for assistance with regard to personal HIV/AIDS issues (i.e. the person, a friend, or family member are living with HIV, concerned about becoming HIV-positive or personally discriminated against because of HIV status), must be assisted as much as possible. They must be given appropriate advice and referred to knowledgeable people to provide additional advice where the person dealing with them cannot help them further. This does not mean financial assistance.

3. VOLUNTEER MEMBERS

3.1. TAC will assist in the development and education of volunteers within the field of HIV/AIDS.

3.2. Where possible, TAC will pay for skills development and training of volunteers in a strategic and organised manner, but not on an ad-hoc basis. It is th responsibility of the provincial coordinator to design a volunteer skills development programme.

3.3. All volunteers must be registered on the TAC membership database.

3.4. Unemployed volunteers must be remunerated for lunch and travel when doing TAC work agreed to by the provincial co-ordinator or appropriate national staff. It is preferable that transport and food be paid for directly by TAC and given to the volunteer.

3.5. Volunteers should be encouraged to come to the TAC offices, but will not be remunerated unless they are working on clearly allocated tasks. However, offices are encouraged to provide basic food (e.g. bread and tea) to dedicated volunteers who are just visiting the TAC office at lunch time. This can be paid for out of petty-cash.

3.6. International volunteers are invited at the discretion of the organization and may be dismissed prior to scheduled date of departure for just cause and following due process.

3.7. International volunteers do not receive reimbursement for living expenses, travel, meals or local transport unless a special arrangement has been made with the National Manager.

4. OFFICE ADMINISTRATION

4.1. *Planning and Reporting*

4.1.1. In the last week of each month, the office co-ordinator must organize a planning meeting. All staff should participate in the planning meeting. The co-ordinator can invite volunteers to participate as well. At the meeting:

4.1.1.1. A review must be conducted of each of the past month's activities. The office staff and key volunteers should use this as an opportunity to make constructive suggestions to each other for improving activities. It is critical that the meeting remains constructive throughout and that all staff members or volunteers are dealt with respectfully.

4.1.1.2. The coming month's activities must be planned. When deciding on what activities to implement, the staff should consider NEC and PEC instructions as well as the targets that staff have set themselves. For each activity:

4.1.1.2.1. Dates on which the activity is taking place must be established.

4.1.1.2.2. The objective(s) of that activity must be stated.

4.1.1.2.3. A person must be assigned primary responsibility for the activity.

4.1.1.2.4. Where relevant people must be identified who can assist the person with primary responsibility.

4.1.1.2.5. A budget must be developed based on previous experience.

4.1.1.3. The administrator must keep notes of the meeting.

4.1.1.4. The plan for the next month (including activities, budgets, and responsible persons) and the completed activities of the past month must be sent to management@tac.org.za, before or on the last day of that month.

4.1.1.5. Based on this meeting, the coordinator must complete a report or the previous month and a plan for the coming month (Using the standard template for monthly reporting and planning).

4.2. *Teleconferences*

4.2.1. Teleconferences are useful for conveying information to groups of people. Regular staff and NEC teleconferences should be held.

4.2.2. All teleconferences organised using TAC phones or charged to TAC phones must be for TAC-related work.

4.2.3. The national manager must authorise all national teleconferences and the provincial co-ordinator must authorise any provincial teleconference.

4.2.4. The national administrator must be notified of all teleconferences in advance.

4.2.5. Teleconferences must be charged to the national office telephone number.

4.2.6. Cell phones use should be avoided on teleconferences.

4.2.7. Reports and outcomes of all teleconferences must be sent to management@tac.org.za

4.3. *Office Equipment*

4.3.1. Office coordinators are responsible for all equipment in the office and their safe-keeping.

4.3.2. It is the responsibility of the administrator of an office to notify the national financial manager of any new equipment that has been purchased.

4.3.3. It is the financial administrator's responsibility in co-operation with appropriate staff and NEC members to ensure that the asset register is kept up to date.

4.3.4. The national administrative manager is responsible for ensuring that all office equipment above R2000 is insured if possible.

4.3.5. Office equipment must not be removed from the office unless prior arrangements have been made with the co-ordinator. If the co-ordinator wishes to take office equipment out of the office, he or she must notify the national office. If someone from the national office wishes to take equipment home, he or she must notify the other national staff members including the national manager and national administrator.

4.3.6. Laptops and other portable equipment owned by TAC are the responsibility of the person to whom they are assigned. Laptops owned by TAC must be insured.

4.3.7. TAC nor its Staff members are not responsible for any volunteers' valuables nor is TAC responsible for any staff member's valuables.

4.3.8. If the valuables of any staff member or volunteer exceeding R400 go missing (with the exception of cell-phones), the provincial co-ordinator should conduct an enquiry into the matter. If the co-ordinator is a potential witness in the incident, then an objective party agreed to by the office staff should be nominated to conduct the enquiry.

4.3.9. The above does not limit a provincial coordinator's authority to conduct an investigation in the case of valuables worth less than R400.

4.4. Telephone, Email and Fax Lines

4.4.1. The office co-ordinator has overall responsibility for the proper use of telephones. If lines are being misused, the co-ordinator is obliged to take steps to end the abuse.

4.4.2. Each office must have itemised telephone billing.

4.4.3. Each office staff member should have a unique private telephone code to make phone calls. It must be possible to get an itemised bill for each telephone code.

4.4.4. In exceptional cases only, volunteers may be given unique private telephone code.

4.4.5. It is the responsibility of staff members to keep their telephone codes private.

4.4.6. All offices lines must have an itemised billing feature (including the fax line).

4.4.7. Excessive personal telephone or fax calls or excessive use of the telephone or fax for work unrelated to TAC's activities will be regarded as serious misconduct. It is accepted that staff and volunteers occasionally need to make important personal calls. On this basis, staff and volunteers must refund TAC for non-TAC related calls exceeding R10 per month per person.

4.4.8. It is the co-ordinator's responsibility to ensure that the office has working telephone, fax and email systems.

4.5. Facsimile Cover Sheet:

4.5.1. When faxing documents or correspondence to companies please use a fax cover sheet.

4.6. Stationery

4.6.1. Stationery purchased by TAC is for the sole purpose of TAC work.

4.6.2. All large stationery purchases or any purchase done through the Waltons account must be approved by the national manager.

4.6.3. The office stationery stock must be looked after by the office administrator.

4.6.4. Staff and volunteers should sign for stationery they take from the stationery stock.

4.7. Plane Tickets

4.7.1. When requesting plane travel, a request for travel must be faxed or emailed to the National office for approval and booking and include an e-mail or letter stating the reasons for the travel. Forms should be completed well in advance to avoid delays or panic when travelling.

4.7.2. Plane tickets must be purchased through the official TAC travel agent via the national office. In rare exceptions, with the approved by the national manager or the treasurer, people may be reimbursed for directly buying tickets.

4.8. TAC Car Assistance Plan

4.8.1. TAC can only assist certain category of its staff members in purchasing a car. Only Provincial Coordinators and Treatment Literacy Coordinators qualify for this, as their work requires them to travel extensively in their respective provinces and with TAC materials. Other exceptions can only be made through consultation with the TAC treasure and national manager.

4.8.2. Copies of the TAC Car assistance policy can be obtained from the Human resources office.

4.9. Hired Cars

4.9.1. When requesting a hired car, Hired Car forms must be filled out. Forms must be faxed to National office for approval.

4.9.2. Cars must be hired through the official TAC travel agent via the national office.

4.9.3. Any abuse of hired cars will be regarded as serious misconduct.

4.9.4. Any fines incurred while using a hired car must be paid by the driver responsible.

4.10. Petrol Remuneration

4.10.1. When hiring a car for TAC work, petrol will be reimbursed if receipts are presented. A staff member or volunteer using his or her car for TAC work (not driving to and from work) may claim R2.15 per kilometre without producing receipts. Alternatively, petrol receipts may be claimed. The travel must be agreed beforehand with the staff member's supervisor, provincial co-ordinator, national manager or financial manager. They must record the petrol claim on the appropriate TAC documentation. The financial manager or treasurer may at their discretion refuse such claims if they have good reason to believe that they are unreasonable.

4.11. International Travel

4.11.1. TAC staff and volunteers are only to embark on international travel as representatives of TAC is such a trip would be useful to the objectives of TAC or the Pan-African Treatment Access Movement.

4.11.2. TAC representatives must distribute a memo for discussion to their supervisor and the executive outlining ways in which they will use the trip to advance TAC's objectives before travel. On return they should similarly send a brief report on the experience outlining lessons learned and identifying follow-up items.

4.11.3. All international travel related to TAC work must be authorised by the TAC secretariat in consultation with the international co-ordinator.

4.11.4. TAC representatives should not travel if all arrangements including accommodation, per diems and air-fare(s) are not finalized at least 2 days prior to the proposed departure date.

4.11.5. If TAC staff are invited to travel by a sponsoring organisation and such travel is approved, then the staff member is responsible for ensuring that the expenses of the trip are covered entirely by the sponsoring organisation.

5. FINANCES

5.1. General

5.1.1. TAC strives for the highest standards of financial accountability. Fraud, theft and financial mismanagement will not be tolerated and are dismissible offences.

5.2. Budgets

5.2.1. Each and every province is allocated a budget for the current financial year and they are expected to be guided by that budget throughout the year.

5.2.2. The budget consists of Operational Expenses (daily running of the office), Programs Expenditure (Treatment Literacy, Organizing) and other extra activities that TAC facilitates occasionally e.g. Pickets.

5.2.3. Provincial offices hold a meeting once per month, preferably in the last week, to discuss their budget for the coming month. This budget consists of Operational Expenses, Programs, PEC Meetings and any other event that is planned for that particular month.

5.2.4. Once the budget has been prepared it must be sent to budgets@tac.org.za for approval.

5.2.5. The daily operating budget i.e. rent, telephone, etc., is approved by the Financial Manager, but the work plans are approved by Programme Coordinators.

5.2.6. During this period you may be asked to provide more information or clarity regarding your budget. In some circumstances you will be asked to cut down your budget.

5.2.7. After approval the Financial Manager will transfer funds into your province's bank account and notify both the Coordinator and your outside administrators of the transfer. Please do not bank cheques until you have received notice that the money has been transferred into the account.

5.2.8. The office administrator will then prepare cheque requisitions that will be signed by the Coordinator. Cheque requisitions are then passed on to outside administrators who will prepare cheques, check invoices and sign them. Outside administrators must not prepare cheques if the Coordinator has not signed the cheque requisition. Coordinators must not sign blank cheque requisitions.

5.2.9. All cheques are to be crossed unless specifically asked for and a reason given with the exception of cash advances to staff members.

5.2.10. The office administrator will collect the cheques and copy them together with the relevant documents. These will either be deposited into a bank account or if it is a cash advance, this will be put in an A5 envelope for the relevant staff member. On top of the envelope will be written: Name and Surname, Amount, Cheque number, Details or reason for the cheque. The staff member is expected to bring back that envelope with invoices and a schedule of expenses inside and a bank deposit slip if the money was over budgeted. The invoices must specify what the purchase is for e.g. workshop refreshments, volunteers travel, etc. The administrator needs to keep a book with details of all cheques issued. In this book the staff member should sign for the cheque to say he received it with the date and when bringing back invoices to the administrator he/she must sign the book again with the date to prove that these invoices have been returned. Following these procedures ensures there will be no arguments as to whether the invoices were returned or not.

5.2.11. Cash advances may not exceed R5,000. Only one cash advance at a time will be issued to a staff member. This will only be replaced once the previous cash advance is accounted for to the last cent.

5.3. Cash Advance

5.3.1. This is a cash cheque in someone's name, which is only given when payments cannot be made to suppliers by cheque. Cash advances are only given if all previous monies are accounted for, e.g. if cash has already been taken out in a staff/volunteers' name, it will not be replaced until the last amount of cash is accounted for.

5.3.2. Cash advances may be given to a staff member for paying for items such as taxis and buses. In all cases, we prefer staff to use cheques as much as possible.

5.3.3. After a staff member has used the whole amount this must be accounted for by means of receipts, taxi forms or any other invoices which are appropriate. Any money not spent must be redeposited into the bank account.

5.3.4. It is unacceptable for Coordinators to write cheques in other people's names if those staff members are not going to be responsible for using that money.

5.4. Accountability

5.4.1. The office administrator must have a book in order to record all the cheques issued to staff members. Each time a staff member receives a cheque it must be written down and the staff member must sign for it. When turning invoices in to Administrators, both staff members must sign that the invoice has been received. For all the money spent, there should be an invoice attached to a Petty Cash Voucher explaining exactly how the money was spent and signed by the person who used the money. These invoices have to be handed in to the outside administrators for rechecking. When it comes to travel and casual labour TAC has developed the following forms - Taxi Form; Travel Expense Claim form; Casual Labour forms; Volunteers Transport form.

5.4.2. *Taxi Form:*

5.4.2.1. Taxi Forms must be filled in by the taxi driver/owner in writing; date, name and surname, taxi registration number, ID number, contact telephone and amount paid for services rendered. The driver must sign to say that he agrees with what is written on the form.

5.4.2.2. Once the form has been completed the Provincial Coordinator must sign to verify that the expenditure is correct.

5.4.3. *Travel Expense Claim Form:*

5.4.3.1. Travel Expense Claim Forms are used by staff members and volunteers who use their cars for TAC related work. They are not for travel to and from the office on a daily basis.

5.4.3.2. The travel expense claim form must be completed by the person claiming the kilometres by giving their name and surname where it reads Name of Claimant, date, place of travel and the purpose of the trip. The kilometres travelled must be recorded. The form must be signed by the person claiming the travel and by the Provincial Coordinator.

5.4.4. *Casual Labour Form:*

5.4.4.1. These forms are used for volunteers who come to the office on daily basis and are given lunch and transport money for the day unless it is already provided.

5.4.4.2. Forms must be signed by the volunteer and the coordinator. Reason for the claim must be provided.

5.4.5. *Volunteers Transport Form:*

5.4.5.1. These forms are used for individuals who come to the office as a once off or when we have events.

5.4.5.2. Forms must be signed and approved by the Provincial Coordinator.

5.4.6. Catering Invoices:

5.4.6.1. Three quotations for catering services must be obtained before a decision is made. Look for cheaper and reasonable prices without sacrificing people's health.

5.4.6.2. The invoice must be specific. For example, it should give the specific menu (Pap, gravy, vegetables x3, for 36 people at R25.00 per head for 3 days).

5.4.6.3. The invoice must indicate clearly the purpose of the workshop, e.g. Treatment Literacy Workshop, Treatment Literacy Practitioners Workshop.

5.4.6.4. Please attach a workshop register with the invoice, so we can ensure the correct amount is paid for the catering provided.

5.5. Stationery

5.5.1. During budget meeting the amount of stationery needed for the office should be decided. Once the stationery is delivered, the person receiving the stationery must check the invoice and write what project it was used for e.g. office stationery, Treatment Literacy Practitioners workshop etc. This assists the administration department to allocate the expenditure to the appropriate budget. All stationery orders must be sent to the National Administrator for approval before an order for Walton's is prepared.

5.6. Postage and Courier:

5.6.1. When you courier documents you must indicate what documents are being couriered e.g. Treatment Literacy Fact Sheets. Please use 24 hour shipping instead of overnight as it is cheaper.

5.6.2. An exercise book must be kept for all postage sent from the office and any documents collected by hand. When posting documents, record the date, to whom it was sent, and details e.g. T/L docs, office administration, etc. If documents are delivered by hand they must be signed for by the person receiving the package. The name should be written as well as signed so documents that go missing can be traced. All important documents should be sent by courier or registered mail. Registered slips should be pasted in the postage book in order to keep a record if the post gets lost.

5.7. Filing:

5.7.1. All copies of invoices should be filed on top of the file in alphabetical and date order with a copy of the cheque paid. This makes it easy to prove payment to suppliers. The original invoice should be attached to the original cheque requisition and given to the financial administrators. These are then sent to the finance department in Gauteng on a monthly basis.

5.8. Bank Deposit Slips:

5.8.1. Deposit slips should be filled in properly with a reference e.g. P Cash F Tshabalala/Donation. All deposit slips must be given to the outside administrator to go in the file for the finance department.

5.8.2. Deposit slips must be written out in full with description and petty cash slip reference (if relevant) on the reference e.g. *Donation from S Jones, CD sale, Congress registration, petty cash slip #53*. The deposit slip must be given to the administrator.

5.9. Cheque Requisitions

5.9.1. No cheques can be written without a corresponding cheque requisition.

5.9.2. The office administrator must complete cheque requisitions and get them approved by the office co-ordinator.

5.9.3. Cheque requisitions must be completed in detail giving an exact description and the reason for the purchase, e.g. stationery for office/Treatment Literacy workshop materials /office telephone, etc. From March 2004, the budget line item field must be filled in.

5.9.4. Cheque requisitions must be signed by two signatories and the office co-ordinator.

5.9.5. Cheque requisitions must be accompanied by an original invoice or receipt.

5.9.6. Caution must also be taken when cashing cheques at the bank. Two members of staff should go to the bank and, if a large amount of cash is withdrawn, the cash must be split between two or more people for security.

5.9.7. No cheques are to be issued as "Cash". A cheque must always be in a staff member's name, unless it is a reimbursement to a volunteer. There are no exceptions to this rule.

5.9.8. If a staff member is awaiting an invoice, a copy of the cheque requisition must be kept by the administrator as a record that an invoice is outstanding. This must be followed up by month end.

5.9.9. The office administrator must ensure that all deposit slips, Walton's invoices, and other financial documents are given to the independent financial assistant.

5.10. Petty Cash

5.10.1. Office Petty Cash is taken out by the office administrator to ensure that all small expenses are covered e.g. milk for the office, volunteers travel, coffee and milk. Petty cash is to be used only for small amounts. Large purchases (greater than R1000) must be completed by cheque. Staff may not use petty cash as an easy alternative to organising cheques. Wherever possible, cheques must be used to pay suppliers, even for small amounts (above R100).

5.10.2. Petty Cash may also be used for emergency purposes.

5.10.3. Staff members who receive a petty cash cheque in their name are solely responsible for the proper accounting of the cheque.

5.10.4. In cases where a staff member loses money or receipts through his or her own negligence, he or she must reimburse TAC.

5.10.5. Petty cash per staff member is limited to R2,000. Permission to exceed this amount must be sought from the national manager or financial manager. In no circumstances can staff members use or borrow petty cash for their own purposes, nor can petty cash be used as loans to volunteers. It is a dismissable offence to borrow money for non-TAC related use from petty cash.

5.10.6. Petty cash cheques must be put in an A5 envelope with the following information: cheque no., date, amount, reason for payment and name of the person receiving the cheque. The staff member receiving the envelope must put all receipts in the envelope with expenditures listed on the form. Slips must be numbered and correspond with the description on the form. All petty cash cheques must be written out in a staff member's name. That person is then responsible for ensuring that all the money is accounted for. Any money not spent for must be redeposited into the bank with a description on the deposit slip indicating which petty cash cheque the deposit was for.

5.10.7. Old phone cards will not be accepted as a receipt for petty cash. Phone cards must be accompanied by an original receipt as proof of purchase.

5.10.8. A petty cash cheque should be accounted for within 30 days of its receipt.

5.10.9. The office administrator is responsible for checking all petty cash documentation and money before it is given to the independent financial assistant.

5.10.10. Caution must be taken when paying with cash and an invoice must be issued. All cash received must be signed for. A Croxley invoice book must only be used when it is impossible to get a receipt for a purchase. The invoice must be signed by at least one staff member.

5.10.11. Whenever petty cash is handed over to another staff member (or volunteer), it is critical the person handing over the money gets a signed receipt from the person receiving the money. If a dispute arises over who owes petty cash back to TAC, the documented paper trail will be used to determine with whom responsibility lies.

5.10.12. If using petty cash for events, organisers should pay minibus drivers directly and not leave this in the hands of volunteers (though volunteers may and should do the price negotiations where convenient).

5.11. Monetary Transaction Limits

5.11.1. The treasurer has to explicitly approve in writing any transaction not in the approved budget which is greater than R20,000, after seeking authorisation from the secretariat.

5.12. Finance Management

5.12.1. Finances will be handled only by the provincial administrator unless under special circumstances (such as if the administrator is sick or suspended). The Provincial Co-ordinator will provide oversight of all financial work performed by the administrator and will be held accountable if there are any problems with the finances.

5.12.2. It is the responsibility of the provincial administrator and provincial Co-ordinator as well as any other staff member, who is having difficulties in properly accounting for finances, or who does not understand any of the necessary procedures, to communicate this with the provincial treasurer or bookkeeper, and the national financial manager. Incompetence or ignorance will not be an excuse for the poor management of finances.

5.12.3. It is very important that the office administrator and provincial co-ordinator work closely together to ensure proper financial management. During public events, it is the office administrator's responsibility to co-ordinate any payments and ensure that receipts are kept. This will help to alleviate some of the pressure on the provincial co-ordinators and organisers.

5.12.4. Financial mismanagement of any kind will be regarded as serious misconduct and is a dismissible offence. The following is a list of actions for which staff members may be summarily dismissed following the outcome of a disciplinary hearing:

5.12.4.1. Stealing money from TAC, TAC staff, volunteers or members of the public.

5.12.4.2. Staff members collecting commission from suppliers on transactions for TAC, TAC events or events that TAC is associated with, without the prior written approval signed by at least two members of the TAC secretariat, the financial manager and the national manager accompanied with a clear explanation as to why an exception has been made. This clause does not preclude TAC from paying a staff member or volunteer on a commission basis.

5.12.4.3. Making false per diem or expense claims.

5.12.4.4. Submitting false claims to the TAC medical scheme.

5.12.4.5. Committing a fraudulent financial transaction while in the employment of TAC irrespective of whether or not the transaction is relevant to TAC.

5.12.4.6. Borrowing or stealing money for non-TAC related use from petty cash.

5.12.4.7. This list is not, nor is it intended to be, exhaustive.

5.13. Payment of bills

5.13.1. Payment of the office bills is the responsibility of the provincial co-ordinator and a task of the administrator. In the national office, this is the responsibility of the manager.

5.13.2. Bills shall only be paid on presentation of proper invoices by the billing company.

5.14. Per Diems

5.14.1. A per diem is meant to cover additional expenses incurred while out-of-town for TAC related travel. Per diems are not a means for supplementing one's salary.

5.14.2. Per diems cannot be claimed by staff or volunteers attending TAC NEC, staff and Congress meetings. However, for staff or volunteers who have to travel to such meetings in advance to plan them or to stay longer after they have finished to ensure that logistics are sorted out, per diems can be claimed ONLY for the nights on which the meetings are not running.

5.14.3. Per diems for travel need to be completed and authorized by the Provincial Coordinator. For international travel it is far better for per diems to be prepared well in advance.

5.14.4. A per diem can only be claimed if at least one night is spent out of town. Nights spent travelling on aircrafts for international travel cannot be claimed, since no additional cost is incurred by the traveller.

5.14.5. Per Diem Rates – Domestic Travel

5.14.5.1. Breakfast - (maximum R35 per day)

5.14.5.2. Lunch - (maximum R30 per day)

5.14.5.3. Supper - (maximum R60 per day)

5.14.5.4. An additional R50 per day may be claimed for incidentals e.g. taxi, telephone for people travelling for TAC work. Slips do not need to be produced for this, but must be shown on the Per Diem form.

5.14.5.5. We encourage all TAC staff to find alternative accommodation with family/friends when travelling. If this is not possible, bed and breakfast accommodation is preferred to hotels.

5.14.6. Per Diem Rates – International Travel

5.14.6.1. As a principle we should get other organisations to pay per diems when our staff and volunteers travel. In this case no per diem should be paid, except a $100 emergency amount. Accommodation must always be sorted out in advance for travel outside SA.

5.14.6.2. Breakfast - (maximum US$ 10 per day)

5.14.6.3. Lunch - (maximum US$10 per day)

5.14.6.4. Supper - (maximum US$10 per day)

5.14.6.5. An additional US$ 10 day may be claimed for incidentals e.g. taxi, telephone for people travelling for TAC work. Slips do not need to be produced for this, but must be shown on the Per Diem form.

5.15. Staff Loans

5.15.1. TAC will consider giving loans to staff members of up to 50% of one month's salary where the staff member can show that the loan is for a very important personal need e.g., to cover medical expenses. No interest will be charged.

5.15.2. Applications for staff loans must be emailed to the secretariat with a reason for the request. If the loan is approved an acknowledgement of debt form must be completed. This will be negotiated with the Human Resources Manager stating the amount of the loan and how and when it will be repaid.

5.15.3. Repayment terms must be agreed upon with the financial manager and human resources manager. In general, staff loans must be repaid at a set rate within a six month period, or more quickly if the staff member prefers to do so. In extreme circumstances, when repayment is not possible within 6 months due to a large amount of money owed, the repayment rate must be agreed to by the financial manager prior to loan dispersement.

5.15.4. TAC management may refuse to grant a loan on the grounds that it is for an unessential expense, the staff member is unlikely to repay the loan, or because TAC has too few funds available.

5.15.5. Where there is a dispute between the TAC management and the TAC secretariat over the granting of a loan, the matter will be referred to the secretariat to make a final decision in the matter.

6. LEAVE, ABSENCE, AND CONDUCT

6.1. Leave

6.1.1. Leave is calculated from January to December every year, and on a pro rata basis if staff members are hired during the year. If a person joins TAC staff their leave is calculated at 1 day of leave for every 17 days worked.

6.1.2. Leave that has not been taken from the previous year, must be taken in the first six months of the new year.

6.1.3. *Annual leave* – Each staff member is entitled to 11 days of paid vacation leave each year excluding the period at the end of the year, when TAC offices close for a minimum of 10 working days, or longer at the discretion of the NEC. Staff are paid for the end of the year leave period.

6.1.4. *Maternity leave* – If a staff member is pregnant, she can, by law, take 4 months paid maternity leave. Preferably, leave is taken one month before and 3 months after the child is born. The mother is expected to work for at least 4 months after returning from leave, ie. not quit her job after the maternity leave. Staff are required to apply for maternity leave to the HR manager four weeks before they wish to take it.

6.1.5. *Compassionate leave* – Staff are entitled to three days paid compassionate or family responsibility leave per year when the employee's child is born or sick, or in the event of the death of the employee's spouse, life partner, parent, adoptive parent, grandparent, child, adopted child, grandchild, or sibling. If possible, leave should be requested beforehand, though this is not required.

6.1.6. *Study leave* – Staff are entitled to 2 days study leave per year, provided they can prove they are actually enrolled in a course and are studying.

6.1.7. *Sick leave* – a maximum of 12 days of paid sick leave may be taken each year. If a staff member is ill for more than two days and cannot be in the office, a medical certificate must be produced and sent to the human resources manager when the staff member returns to work.

6.1.8. Leave must be applied for at least one week in advance and should only be taken at an appropriate time in the operation of the office, at the discretion of the coordinator. Leave should be noted when each office plans for the forthcoming month. Staff that are already committed to activities must reschedule their leave.

6.1.9. Written application for all leave must be sent to the human resource manager. Records of annual and other leave are kept by the human resources manager. In provinces, the Provincial Coordinator is responsible for approving leave. A staff member who is intending to take leave is responsible for submitting his/her leave form or to write an e-mail to that effect.

6.2. Absence and Timeliness

6.2.1. In cases where a staff member needs to leave the office during working hours, the coordinator's permission should be sought and/or the administrator should be informed. Where appropriate, other colleagues should be informed out of consideration.

6.2.2. Staff members are expected to arrive at the office between 08h00 and 09h00. They are expected to leave the office between 16h00 and 17h00. Each staff member is entitled to a 30 minute voluntary lunch hour, starting between 12h00 and 14h00 and ending no later than 14h30. The TAC workday is 7.5 hours. At least one staff member should be in the office at all times.

6.2.3. When staff members work overtime, they may claim comp-time. Comp-time should be negotiated with the provincial co-ordinator and where appropriate the national manager. Comp-time cannot exceed 3 days and can only be taken within 3 weeks of the overtime worked.

6.2.4. As much as possible, staff should work only on weekdays. On occasion, it may be necessary to work on weekends, especially since many TAC events can only take place on weekends. Where such work is voluntary rather than compulsory, comp-time cannot be claimed.

6.3. Conduct

6.3.1. Staff members are expected to arrive on time to appointments.

6.3.2. Staff members are expected to be presentable during office hours.

6.3.3. Offices must be kept clean at all times.

6.3.4. Visitors during office hours should be minimised.

6.3.5. Staff should be working at all times while in the office.

6.3.6. Every staff member must keep an appointment diary.

6.3.7. Every staff member must keep an address book or list of contacts that includes phone numbers and email addresses.

6.3.8. All staff members, volunteers, PEC and NEC members must show respect towards each other in and outside of the office.

6.3.9. No staff volunteer, PEC or NEC member of TAC may use the resources (financial or other resources) for their own benefit.

6.3.10. Any conduct that brings TAC into disrepute, including drunkenness, is subject to disciplinary action.

6.3.11. This section should be read together with the code of ethics which is being developed for TAC staff and volunteers.

6.4. Human Resources System

6.4.1. Recruitment - All recruitment of staff members must be facilitated by the national office.

6.4.1.1. The TAC secretariat and management must be consulted in the creation of any new position and when a job is being offered to a particular person.

6.4.1.2. All available positions will be advertised by electronic communication and / or through placing an advert in a newspaper and / or be means of a notice placed in TAC offices.

6.4.1.3. Induction – The human resources department is responsible for facilitating the induction of new staff members and providing new staff members with material to orientate them to the organisation.

6.4.2. Staff evaluation – Staff evaluations will be conducted on an ongoing basis. The purpose of these evaluations is to assist our staff members to carry out the mission of the organisation and to make staff members accountable to the organisation. Provincial Coordinators are responsible for monitoring provincial staff members. Staff members provide feedback about their work to Provincial Coordinators or to Program Coordinators in the case of National staff members. These feedbacks and the performance management and evaluation system (PMES) will be used to determine staff promotion, demotion and/or dismissal.

6.4.3. This section must be read with the Performance Management and Evaluation System (PMES) document. A copy of this PMES policy can be obtained from the human resources department.

6.4.4. As an employer, TAC has the right to dismiss or terminate any employment contract with a staff member, fairly and in accordance line with the relevant labour legislation of the country.

6.4.5. Guidelines for disciplinary hearings and dismissals for misconduct are outlined in section 6.8 below.

6.5. Computer Policy

6.5.1. Computer equipment (including keyboards, monitors, case, printers, mice, drives, scanners etc.) is expensive. Staff and volunteers must look after equipment while using it.

6.5.2. The administrator and co-ordinator of each office must ensure that there is fair access to computers in the office, but that this is balanced against the need to ensure that computers are properly looked after.

6.5.3. TAC work has priority over any other computer use. Staff and volunteers may use the computers for internet browsing, typing and email use if and only if they have permission from the office co-ordinator and such usage is not resulting in computer maintenance problems.

6.5.4. Intentionally sending a virus or causing any other damage intentionally to a computer, computer network or computer user's electronic work, whether that facility belongs to TAC or not, is a dismissible offence.

6.5.5. Intentionally breaching the privacy of another computer user (e.g. intentionally reading their email) without the prior permission of at least two members of staff including the office co-ordinator is a dismissible offence.

6.5.6. Permission to read email of another staff member or volunteer may only be given with good reason.

6.5.7. Emails should be kept as small as possible and staff and volunteers should keep frivolous emails to a minimum.

6.5.8. Staff members may not misuse the internet or computer facilities, including playing games or viewing pornography during working hours or viewing pornography after hours on TAC computers.

6.5.9. Users may not eat or drink in the vicinity of computers.

6.5.10. Computers must be loaded with anti-virus software.

6.5.11. Users may not download any software onto TAC computers without the permission of the national manager or an appointee of the national manager. This applies especially to MP3 or other music files, large images and executable files.

6.5.12. Login passwords should be kept secret. This applies particularly to email logins and the TAC dial-up network login.

6.5.13. Important data should be backed up regularly.

6.5.14. The cost of internet access and for email are expensive if on-line for a long period of time. Staff must dial-up, download emails and then disconnect as quickly as possible, except where the work demands they do internet research.

6.5.15. Every staff member is responsible for keeping up-to-date with emails. A suggested method of doing this is as follows:

6.5.16. The administrator should print import ant emails regarding TAC (eg. the electronic newsletter and put these up in the office for volunteers and staff to read. Where possible, copies of important emails and documents can be made for TAC volunteers, especially NEC and PEC members and branches.

6.5.17. Confidential work-related information must remain private. Any confidential email or other correspondence should only be passed to the person/s concerned. Violation of privacy rights constitutes serious misconduct.

6.6. **Sexual Harassment**

6.6.1. The objective of this policy is to eliminate sexual harassment in the organisation, and to provide guidelines for management, staff and volunteer members to handle cases of sexual harrassment that occur.

6.6.2. This policy outlines principles and procedures that will lead to the creation of a work environment free of sexual harassment, where TAC staff and members respect one another's integrity and dignity, their privacy, and their right to equity in the organisation.

6.6.3. The perpetrators and victims of sexual harassment may include:

- TAC staff members, including national management and administration, provincial coordinators, administrators, organisers and programme coordinators.
- Members of the TAC National Executive Committee
- Members of Provincial Executive Committees
- TAC branch based members
- Community members at a TAC workshop or event
- Treatment Literacy Practitioners, and Trainers.

6.6.4. Definition of Sexual harassment: Sexual Harassment is any form of unwanted sexual advance, and can include physical, verbal or non-verbal behaviour. The unwanted nature of sexual harassment distinguishes it from behaviour that is welcome and mutual. Sexual harrassment can range from rape and sexual assault to unwanted touching, indecent exposure, rude gestures, comments of a sexual nature, jokes, insults, or innuendos.

6.6.5. Quid pro quo sexual harassment occurs where a staff member, volunteer or elected leader undertakes or attempts to influence the process of employment, promotion, training, discipline, dismissal, salary increment or other benefit of an employee, volunteer or job applicant, in exchange for sexual favours.

6.6.6. Sexual attention becomes sexual harassment if:

- The behaviour is persisted in, although a single incident of harassment can constitute sexual harassment; and/or
- The recipient has made it clear that the behaviour is considered offensive; and/or
- The perpetrator should have known that the behaviour is regarded as unacceptable.
- Sexual favouritism exists where a person who is in a position of authority rewards only those who respond to his/her sexual advances, whilst other deserving employees who do not submit themselves to any sexual advances are denied promotions, merit rating or salary increases.

- Sexual harassment can also include situations where a bystander to a sexually explicit conversation or joke is made to feel uncomfortable by those jokes or comments especially but not exclusively if those comments are being made with the purpose of making the 3rd party uncomfortable.

6.6.7. Principles and Responsibilities:

6.6.7.1. Members of management, coordinators, staff, elected leaders and volunteer members are required to refrain from committing acts of sexual harassment.

6.6.7.2. All staff and volunteer members have a role to play in contributing towards creating and maintaining a working environment in which sexual harassment is unacceptable. They should ensure that their standards of conduct do not cause offence and they should discourage unacceptable behaviour on the part of others. In the spirit of TAC's commitment to social justice, the organization encourages people to take action to confront sexual harassment when they witness or suspect it.

6.6.7.3. In line with the organizations commitment to gender equality and to engaging men in promoting gender equality, the organization encourages men to take a stand against sexual harassment and not treat it as a woman's issue (as men have historically done).

6.6.7.4. Management, staff and volunteers should attempt to ensure that persons such as customers, suppliers, job applicants and others who have dealings with the business, are not subjected to sexual harassment by the employer or its employees.

6.6.7.5. Management, staff and volunteers must ensure that grievances about sexual harassment are investigated and handled in a manner that ensures that the identities of the persons involved are kept confidential. In cases of sexual harassment, all parties concerned must endeavour to ensure confidentiality in the disciplinary enquiry. Only appropriate members of management as well as the aggrieved person, representative, alleged perpetrator, witnesses and interpreter if required, who must be present in the disciplinary enquiry.

6.6.8. Procedures in handling sexual harrassment cases:

6.6.8.1. For a person who has been sexually harassed - Keep a written record of all the incidents of sexual harassment, describing the incident(s), the type of behaviour(s), the dates, times, places and any witnesses who may have seen or heard the incident(s). These records must be kept strictly confidential. They are helpful in proving the harassment, if necessary in the future. Also keep any evidence, for example notes left by the harasser. Seek advice and support.

6.6.8.2. TAC must make available a person who can offer any grievant of sexual harrassment appropriate advice and support. Sexual harassment is a sensitive issue and a victim may feel unable to approach the perpetrator, lodge a formal grievance or turn to colleagues for support. For TAC this person is the human resources manager or the national organiser.

6.6.8.3. In seeking help, there are two options open to the grievant – these are by an attempt to resolve the problem in an informal way or a formal procedure can be embarked upon. The grievant should be under no duress to accept one or the other option.

6.6.8.4. Informal procedure: It may be sufficient for the employee concerned to have an opportunity where she/he can explain to the person engaging in the unwanted conduct that the behaviour in question is not welcome, that it offends them or makes them uncomfortable, and that it interferes with their work. This should be done in the presence of a third party, who should be a member of national management or a provincial coordinator, or someone delegated by them. If the informal approach has not provided a satisfactory outcome, if the case is severe or if the conduct continues, it may be more appropriate to embark upon a formal procedure. Severe cases may include: sexual assault, rape, a strip search and quid pro quo harassment.

6.6.8.5. Formal procedure: Where a formal procedure has been chosen by the aggrieved, the formal procedure resolving the grievance is as follows:

a) The staff member or volunteer member should report the matter in writing to the TAC human. resources manager or national organiser.

b) The human resources manager or national organiser must acknowledge receipt of the grievance by communicating with the grievant and communicate the matter to TAC national management and secretariat.

c) This matter needs to be addressed within 30 days of this grievance.

d) Management must conduct an investigation of the matter and confront the alleged perpetrator of the harassment.

e) Depending on the seriousness of the harassment, management may conduct a disciplinary hearing for the alleged perpetrator of the harassment. The terms and process of this hearing are the same as any other disciplinary hearing as outlined in the TAC staff and volunteer policy.

6.6.8.6. Investigation and disciplinary action:

6.6.8.6.1. Care should be taken during any investigation of a grievance of sexual harassment that the aggrieved person is not disadvantaged, and that the position of other alleged perpetrator is not prejudiced if the grievance is found to be unwarranted.

6.6.8.6.2. Serious incidents of sexual harassment or continued harassment after warnings are dismissable offences. In cases of persistent harassment or single incidents of serious misconduct, TAC will dismiss that staff member or expel that volunteer member, following due procedure as outlined above.

6.6.8.6.3. Any attempts to retaliate against an employee who in good faith lodges a grievance of sexual harassment or to lodge a complaint against a person without any foundation will not be tolerated and will be dealt with by disciplinary action.

6.6.8.6.4. Criminal and civil charges - a victim of sexual assault has the right to press separate criminal and/or civil charges against an alleged perpetrator.

6.7. Grievance Procedures

6.7.1. A grievance is any dissatisfaction or sense of injustice, or unfairness felt by an employee or volunteer in connection with his or her work or association with TAC that is brought to the attention of the person or persons supervising the staff member or volunteer. For employees this does not relate to matters in the conditions of service. For both employees and volunteers, this does not relate to matters arising from disciplinary action.

6.7.2. The aim of the grievance procedure is to resolve grievances as speedily, effectively and fairly as possible by establishing the facts and issues at stake with those directly involved. It should be done in such a way that the grievant does not fear discrimination or victimization.

6.7.3. The parties are required to follow this procedure:

6.7.3.1. The grievant must report the grievance to the person immediately in charge of him or her. If this person is the subject of the grievance, the grievance may be made to the next person up in the hierarchy. If this is not possible, the grievance should be made to an NEC member.

6.7.3.2. This should if possible, be done within 3 working days following the event which gave rise to the grievance.

6.7.3.3. The grievant should (a) describe the grievance, (b) describe what caused the grievance to arise and (c) suggest a possible solution to the grievance.

6.7.3.4. It is advisable for both parties to keep notes for their own use.

6.7.3.5. The supervisor of the grievant should make an effort to resolve the grievance. If the grievance cannot be solved by the supervisor or agreement is not reached on the resolution, the matter should be referred to the TAC management committee for resolution. If no resolution or agreement between parties is reached at this stage, the grievant must write a formal note to either the TAC Executive or the TAC Secretariat.

6.7.3.6. Within 5 days of receiving the formal grievance, the Secretariat must establish a grievance hearing. The committee hearing the grievance should be comprised of at least one member of the management committee, but not one against whom the grievance in question has been made.

6.7.3.7. The grievance committee shall consist of two or three people. None of them may be grievants or have the relevant grievance made against them.

6.7.3.8. The management committee may attend the grievance procedure.

6.7.3.9. Both the grievant and the person or people against whom the grievance has been made must be given ample notice of the grievance hearing. Both parties should be invited to the hearing and both should have an opportunity to present their side.

6.7.3.10. A Grievance Committee has the power to refer a matter for disciplinary action and/or when the grievance is particularly serious to the police or any other relevant authority.

6.8. Disciplinary Procedures

6.8.1. This Disciplinary Procedure makes every effort to conform to the Code of Good Practice: Dismissal in the Labour Relations Act. It applies to both volunteers and employees.

6.8.2. Formal disciplinary action does not have to be invoked every time a rule is broken or a standard is not met. Informal advice and correction is usually the most effective way of dealing with minor violations of work discipline. Formal disciplinary action will however be invoked for repeated or serious offences.

6.8.3. Assault, threats of violence, fraud, theft, serious financial mismanagement and sexual harassment, unfair discrimination on the grounds of gender, race, class, HIV status or sexual orientation are all subject to disciplinary action and unless extenuating circumstances are found, will result in the dismissal of staff and a long suspension or expulsion for volunteers.

6.8.4. The secretariat in consultation with the national manager and/or human resources manager shall decide if disciplinary action is warranted. In this case:

6.8.5. The person against whom the disciplinary action is being taken (from now on, the accused) shall be informed clearly in writing and verbally of the charges against him or her.

6.8.6. A date for a disciplinary hearing shall be set.

6.8.7. The accused shall be informed of his or her rights which are:

6.8.7.1. He or she must be given adequate time to prepare for the disciplinary hearing.

6.8.7.2. He or she may and should attend the disciplinary hearing.

6.8.7.3. He or she may bring a union representative or colleague to the disciplinary hearing. However, this person cannot be a lawyer acting in his or her capacity as a lawyer.

6.8.7.4. He or she may present evidence at the disciplinary hearing.

6.8.7.5. He or she may bring witnesses to give evidence at the disciplinary hearing.

6.8.7.6. He or she may conduct the proceedings in a language of his or her choice through a translator.

6.8.8. A disciplinary committee will be established and will be composed of two or three people, at least one of whom is on the TAC management team or a member of the NEC or local PEC. The Disciplinary Committee will have a chair. No-one with direct involvement (e.g. the person assaulted in an assault hearing) in the accusations may sit on this committee, which should act in a disinterested and unbiased manner.

6.8.9. Postponements of the hearing should be allowed if the accused requests it and the request is reasonable. However, delaying tactics will not be tolerated. If the accused fails to show to the hearing without giving notice that he or she would not attend, it is best to postpone it the first time this happens. However, if it happens a second time, the hearing should proceed without the accused.

6.8.10. One person, not on the disciplinary committee, will be given the task of presenting the evidence against the accused.

6.8.11. The hearing must be minuted by a member of the disciplinary committee.

6.8.12. First, evidence is presented to demonstrate the allegations against the accused then the accused makes representations. Both sides may call witnesses and both sides may question the other sides witnesses. The committee may also interrogate witnesses, the person presenting evidence against the accused and the accused. Only the written allegations presented to the accused are subject to discussion and consideration.

6.8.13. At the end of the hearing, the committee will confer and reach a decision of guilty or not guilty or not proven on each of the accusations. These decisions will immediately be conveyed to the accused. In the case of a guilty decision, the person presenting the evidence of the allegations may present an argument for a particular disciplinary action. The accused may then respond.

6.8.14. The decision and where relevant, the prescribed disciplinary action, will be recommended to the NEC and the national manager (except where the national manager is the accused).

6.8.15. The NEC and the national manager will consider the decision. It may only be amended or referred back to the disciplinary committee where a serious violation of procedure has taken place. Once the decision is ratified, notice of it must be given to the accused in writing and verbally.

6.8.16. If the accused is found guilty of the offence, he or she will be given three working days to appeal the disciplinary action taken. This must be done by writing a formal letter to the national manager and the NEC. Appeals are only granted in a situation where the original proceeding was procedurally flawed. During this time the accused may also write a letter of resignation, which may or may not be accepted by the NEC.

6.8.17. The national manager must ensure that the disciplinary procedure and outcome is documented and distributed to at least the national executive.

6.8.18. At the discretion of the NEC, disciplinary actions may be documented in the TAC newsletter.

6.8.19. Where a disciplinary offence is also a crime, the police will be notified.

6.8.20. Possible disciplinary action for employees and volunteers include one or more of the following:

- 6.8.20.1. Written warning.
- 6.8.20.2. Final written warning.
- 6.8.20.3. Suspension (for both volunteers and staff).
- 6.8.20.4. Expulsion (volunteers).
- 6.8.20.5. Dismissal (staff).
- 6.8.20.6. Demand for a formal apology.
- 6.8.20.7. Suspension until formal counselling has been undergone.
- 6.8.20.8. An appropriate community service.
- 6.8.20.9. No staff may be dismissed without a fair disciplinary hearing as described above.

Declaration by TAC members of staff

I have read and understood all 16 pages of the TAC Staff and Volunteers Policy dated 30 June 2006. I agree to abide by the procedures and regulations therein. I will keep a copy of the Staff and Volunteers Policy for my own reference.

Employee name: ____

Signature: ____

Date: ____

If you have any questions or comments, or proposed changes to the above contact the TAC human resources office.
This document will be periodically updated.