



ETHIOPIA BRANCH



*Civil, Telecoms and Electrical Engineering Solutions*

# HUMAN RESOURCE POLICIES AND PROCEDURES MANUAL



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## Chapter 1 General

### 1.1 Short Title

These regulations shall be called the Fireside Communications Ltd. Ethiopia Human Resource (HR) Manual, i.e. FSCLE HR Manual as approved by the Country Manager.

### 1.2 Commencement and Application

This HR Manual shall be deemed to have come into force with effect from the date of its approval by the BOD.

Subsequent additions / deletions / amendments shall be effective from the date of approval by the Country Manager.

### 1.3 Definitions

In these regulations, unless there is anything repugnant to subject or context:

- “Absence” means being absent from duty without obtaining prior sanction of leave.
- “Allowances” mean monetary compensation other than salary.
- “Contractual” means a person hired on contract basis to render his / her specialized services to assist or expedite the functional activities of Fireside Communications Ltd. Ethiopia for fixed time or project based and on predetermined financial terms for a specified period

The total salary package of such employees will be mentioned in their contract.

- “Candidate” means an applicant for a post;
- "Close Relative" is defined as spouse, domestic partner, parents, mother in-law, father-in-law, step-parent, child, son-in-law, daughter-in-law, stepchild, brother, step-brother, brother-in-law, sister, stepsister, sister-in-law, grandchild, aunt, uncle, nephew, niece and first cousin.
- “Dependents” means the employee’s spouse, children up to the age of 18 wholly dependent on him /her.

- "Employee" means full time employee in any grade of Fireside Communications Ltd. Ethiopia.
- "Family" means parents, spouse and children.
- "Grievance" means a formal, written statement from an eligible employee concerning actions taken by the organization on one of the following items: loss of pay, written reprimand, suspension, and termination. An employee may not grieve demotions, re-classifications, transfers and reassignments unless they are a direct consequence of a disciplinary action to that employee. Performance reviews and promotions cannot be treated as grievances.
- "HR" means Human Resource while "HRD" means Human Resource Department.
- "Harassment" Any behavior that creates a hostile work environment through unwelcome words, actions or physical contact.
- "Head of Department" means the manager of an employee to whom he/she reports and who initiates his/her performance evaluation.
- "Hostile environment" applies to harassment on the basis of race, religion, sex, sexual orientation, gender identity, color, ancestry, serious medical condition, national origin, age, or disability.
- "Induction" initiation: a formal entry into the organization or position
- "Leave" means leave availed with prior approval of the sanctioning Authority.
- "Misconduct" means conduct prejudicial to the service discipline or code of conduct of Fireside Communications Ltd, Ethiopian Labor Proclamation Law or practices against policies defined in this manual.
- "Nepotism" means favoritism on the basis of family relationship or friendship;
- "Probationer" means a person employed on probation against a substantive vacancy.
- "Recruitment" means the activities undertaken in the human resource management in order to attract sufficient and competent job candidates who have the necessary potential, skills, experience and qualifications to fill job requirements to assist the Authority in achieving its objectives
- "Reference check" means the gathering of information about a candidate's past history from people with whom such candidate has been associated;

- “Retirement” means separation from Fireside Communications Ltd. Ethiopia services when an employee reaches at superannuation age (60 years) or earlier on medical grounds. “Service” means and includes the period during which an employee is on duty as well as on leave duly authorized by the Competent Authority, but does not include any period during which an employee is absent from duty without permission or overstays his leave unless specifically permitted by the Competent Authority.
- “Salary” means the gross amount paid, besides specified allowances, to the employees on a monthly basis against the services rendered by them for Fireside Communications Ltd. Ethiopia.
- “Recruitment” means the process of making decisions about the matching of candidates taking into account individual differences and the requirements of the job.
- “Transfer” means the movement of an employee, from one department/location of Fireside Communications Ltd. Ethiopia to another under orders of the Competent Authority.
- “Travelling Allowance” means an allowance granted to the employee to cover expenses that would incur while traveling (domestic or international) for official purposes.

#### 1.4 Purpose of this Manual

This Manual establishes human resource policies, procedures and service rules applicable on all categories of employees/staff of Fireside Communications Ltd. Ethiopia. The purpose of this Manual is to establish Human Resource policies and practices to govern relations between Fireside Communications Ltd. Ethiopia and its employees. This Manual does not constitute an employment contract. This Manual is to be interpreted as a whole rather than by individual sections or sentences in isolation and out of context.

#### 1.5 Issuance and Control of this Manual

This manual is the property of Fireside Communications Ltd. Ethiopia. It is distributed to the job positions/designated officials only. The HR manager is responsible for the distribution of this manual to Departmental heads. It is their responsibility to safeguard the material and keep the manual current. Although every attempt has been made to

anticipate all situations requiring formalized policies, circumstances may arise which are not covered in the manual or a situation may warrant deviations from the stated policy. In such a case, the country, Ethiopian laws/ rules shall prevail.

## 1.6 Commencement and Application

These policies shall apply to all employees of the Fireside Communications Ltd. Ethiopia in all categories. Employees from other services, other entities, provinces will also be governed by Rules of Fireside Communications Ltd. Ethiopia as long as they serve this Authority. The BOD reserves the rights to modify, cancel or amend all or any of these policies in whole or part, or subsequent rules issued in connection with these rules from time to time. All amendments and additions/deletions to these policies shall be notified by means of circular by the HRD.

The authorized executives of the organization shall issue necessary orders, instructions and directives from time to time with the purpose to conduct the organization business and maintenance of its efficiency and discipline.

Any difficulty faced due to any conflicting or ambiguous implications during or after implementation of these policies shall be referred to the Director HR/ Admin & Finance for issuing clarifications or ruling.

## Chapter 2 INTRODUCTION

### 2.1 Introduction

The Human Resource Policies and Procedures Manual provide guidelines in the management and development of human resource capacity towards the achievement of the Company goals and objectives. The Manual is also anchored on other policies and guidelines governing the management of the Company. It is important to note that these policies are not exhaustive of all the rules and regulations governing employees in their day-to-day activities. They should therefore, be read



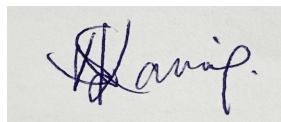
alongside other relevant policies and guidelines, where applicable, for better interpretation and application.

All employees should read and follow our company policies. If they have any questions, they should ask their managers or Human Resources (HR) department.

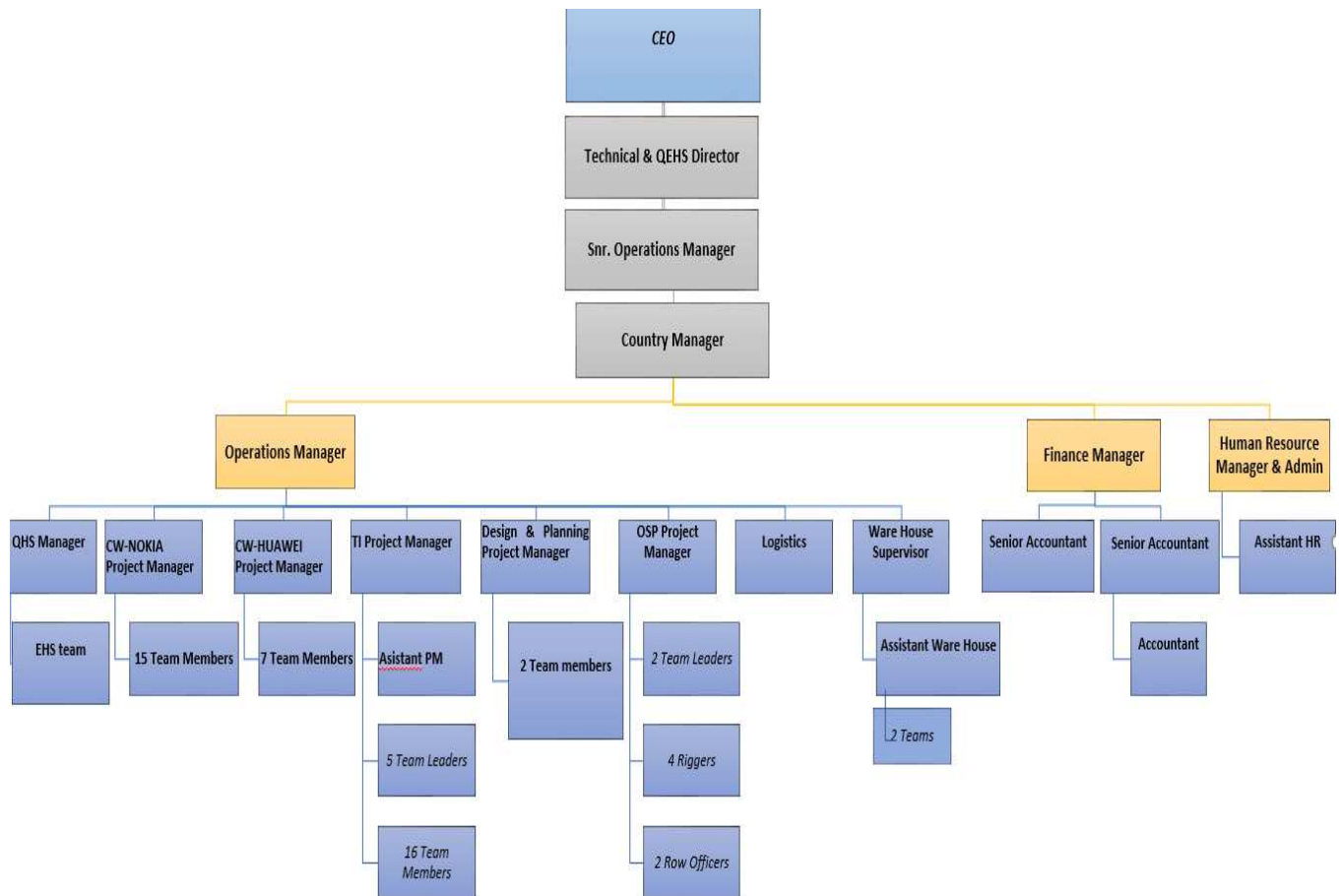
## 2.2 REVISION HISTORY

Revision Index	Date	By	Change
0	16/8/2019	Fireside Communications Ltd.	First Issue
1	24/04/2023	Fireside Communications Ltd. Ethiopia	Amended to the Ethiopian context

## 2.3 APPROVAL

Name/Designation	Signature and Date
Solomon Njuguna Country Manager	

## 2.4 Organizational Structure



## 2.5 Functions of Human Resources Department

Human Resource Department will perform the following functions: HR Functions:

- Manpower Planning
- Job analysis and Job description
- Determining wages and salaries

- Recruitment and Selection
- Performance Appraisal Posting/
- Transfers, Promotion, Training and Development
- Employee welfare and Motivation
- Grievances Implementing
- Organizational policies
- Dismissal and redundancy

## Chapter 3 CODE OF CONDUCT

This chapter specifies and helps the continued implementation of the Fireside Communications Ltd.

Ethiopia operating principles by establishing certain minimum standards of behavior in key areas. The nature of this code is not meant to cover all possible situations that may occur. It is designed to provide a frame of reference against which to measure any activities. Employees should seek guidance when they are in doubt about the proper course of action in a given situation, as it is the ultimate responsibility of each employee to “do the right thing”, a responsibility that cannot be delegated. Employees should always be guided by the following basic principles and this act will be subject to disciplinary action which may include reprimand, warning, suspension or dismissal as where the action is in compliance with the Ethiopian labor law and proclamations:

The company’s code of conduct is as follows:

### **Compliance with law**

All employees must protect our company’s legality. They should comply with all environmental, safety and fair dealing laws. We expect employees to be ethical and responsible when dealing with our company’s finances, products, partnerships and public image.

- Possessing Firearms or weapons of any kind while being on company property Willfully or habitually violating health and safety regulations
- Smoking contrary to established policy or violating any fire protection regulation

### **Respect in the workplace**

All employees should respect their colleagues. We won't allow any kind of discriminatory behavior, harassment or victimization. Employees should conform with our equal opportunity policy in all aspects of their work, from recruitment and performance evaluation to interpersonal relations.

### **Protection of Company Property**

All employees should treat our company's property, whether material or intangible, with respect and care. Employees:

- Shouldn't misuse **company equipment** or use it frivolously.
- Should respect all kinds of **incorporeal property**. This includes trademarks, copyright and other property (information, reports etc.) Employees should use them only to complete their job duties.
- Employees should protect company facilities and other material property (e.g. [company cars](#)) from damage and vandalism, whenever possible

### **Fiscal improprieties**

Fireside expects its entire staff to maintain the highest standards of ethical conduct and to ensure their compliance with all applicable laws, regulations and accounting principles. Any accounting fraud or other fiscal impropriety is strictly prohibited. Some examples of fiscal improprieties include, but are not limited to:

- a) Unauthorized or unethical use of funds;
- b) Fraudulent accounting or reporting of expenditures;
- c) Illegal or unethical fiscal activity (e.g., theft, embezzlement, etc.);
- d) Taking benefit from the position of being serving in the Government Department;
- e) Improperly gaining or potentially gaining financial benefit from beneficiaries; and

f) Aiding and abetting another's fiscal impropriety.

A willful failure to report a fiscal impropriety may be construed as aiding and abetting the wrongdoer. In addition to disciplinary action and/or termination of employment, fiscal impropriety may result in personal liabilities to the wrongdoer and criminal prosecution in accordance with the applicable laws and regulations.

## **Professionalism**

All employees must show integrity and professionalism in the workplace:

- **Personal appearance:** All employees must follow our dress code and personal appearance guidelines.
- **Corruption:** We discourage employees from accepting gifts from clients or partners. We prohibit bribes for the benefit of any external or internal party.
- **Job duties and authority:** All employees should fulfill their job duties with integrity and respect toward customers, stakeholders and the community. Supervisors and managers mustn't abuse their authority. We expect them to delegate duties to their team members taking into account their competences and workload. Likewise, we expect team members to follow team leaders' instructions and complete their duties with skill and in a timely manner.
- **Conflict of interest:** We expect employees to avoid any personal, financial or other interests that might hinder their capability or willingness to perform their job duties. Which includes being involved in any kind of dual employment.
- **Collaboration:** Employees should be friendly and collaborative. They should try not to disrupt the workplace or present obstacles to their colleagues' work.

- **Communication:** Causing any sort of Harassment and creating a hostile environment. Using threatening or abusive language towards a fellow employee. All employees must be open for communication with their colleagues, supervisors or team members.

Presenting any false documentation like medical certificates, receipts or any other

- **Benefits**

We expect employees to not abuse their employment benefits. This can refer to time off, insurance, facilities, subscriptions or other benefits our company offers.

### **Sexual harassment**

Sexual harassment includes abuse of a sexual nature including, but not limited to, commentaries on the victim's body, suggestive objects and pictures in the work place, degrading words used to describe the victim, or proposition of a sexual nature. Sexual harassment also includes the threat or insinuation that lack of sexual submission will adversely affect the victim's employment, wages, advancement, assigned duties or shifts, academic standing or other conditions that affect the victim's "livelihood".

In case any employee feels that he/she is victim of sexual harassment, they should report the event to the HR. Anonymity of complaints shall be ensured to ensure safety of complainant. The disciplinary committee shall ensure that appropriate disciplinary action is carried out against such complaints

### **Absenteeism and tardiness**

we expect employees to be punctual when coming to and leaving from work. All employees are obliged to abide the company's attendance Policy which is clearly stated below:

- ✓ Intentionally giving any false or misleading information to obtain a leave of absence, proven can and will result in disciplinary actions
- ✓ Being late to report to duty, any lateness above ten minutes is intolerable

## CHAPTER 4 RECRUITMENT AND SELECTION AND INDUCTION PROCESS

### 4.1 Introduction

The staffing policy and its implementation will be fundamentally aimed at matching the human resource with the strategic and operational needs of Fireside Communications Ltd. Ethiopia and ensuring the full utilization and continued development of employees. All aspects of the recruitment and selection of employees will be nondiscriminatory, free from Nepotism and will afford applicants equal opportunity to compete for vacant positions

### 4.2 Scope

This recruitment and selection process shall apply to all employees who are involved in hiring for our company. It also refers to all potential job candidates.

### 4.3 Objective

This policy is further based on the principles set out below. Human resource management must:

1. Be characterized by a high standard of professional ethics;
2. Promote the efficient, economic and effective utilization of employees;
3. Be conducted in an accountable manner; Be transparent;
4. Promote good human resource management and career development practices, to maximize human potential

## 4.4 Procedure

### 4.4.1 Method of appointment

#### I) Internal recruitment

Only confirmed employees who have served at least for six months in their current position shall be eligible to apply in response to the vacancy announcements. Employee(s) will inform their respective head of departments while applying against an internal position and, if selected, will join the new job after getting clearance from the head of department. Internal hiring will not automatically effect a change in the salary, grade and the benefit package. Compensation/grade related changes will only be considered during the internal recruitment process. The record of new position shall be updated in personal file. After hiring under this method, the employee will not be eligible to apply for another internal vacancy for a minimum period of one year from the date of assuming new position.

#### II) External recruitment:

No candidate under the age of eighteen will be considered for employment. To avoid conflict of interest, hiring of close relations (brothers, sisters, spouses, first cousins, brothers/sisters in law) will not be encouraged. However, candidates falling in this category with rare skill set and exceptionally good credentials may be considered. HOD will need to provide rationale for hiring such candidates and a final decision will rest with the Human resource manager. Hiring from vendors and clients will not be encouraged. Except where offers are made to employees of these entities and prior consent of their employers was obtained. All recruitment will be done through HR in consultation with the Heads of the concerned Department and the country manager as prescribed. An applicant's knowledge, skill and aptitude related to the position shall be judged according to a range of factors including:

- ✓ Education (Academic / Professional);
- ✓ Experience;
- ✓ Achievements in extracurricular activities;
- ✓ Confidence;
- ✓ Management potential



✓ Interview.

#### 4.4.2 HR Manager responsibilities in the recruitment activity

The main lead on any recruitment activity will be the Human Resources who is responsible for: ·

I. Identifying a need for an opening/Receiving job orders from departmental heads.

II. Decide whether to hire externally or internally.

III. Reviewing the Job Description and Candidates' Specifications. ·

IV. Composing a job posting and advertising it either internally or externally.

V. Screening applications & short-listing candidates.

VI. Arranging interviews/inviting successful candidates to interview.

VII. Conducting interviews with the interview Panel.

VIII. Confirming outcome of interviews/selection process to successful/ unsuccessful candidates ·

IX. Conducting background checks for successful candidates

X. Making an official offer for the selected candidates

#### 4.5 Post recruitment activities

##### 4.5.1 Mandatory Documents to be filed in Employee's personal files for the selected candidates

New Candidates Must Have this onboarding HR Documentations after successful completion of Interviews and background checking.

- Appointment letter
- Employment Contract
- CV
- Staff Biodata
- Employee kebele ID or Passport copy
- Guarantee's contract
- Guarantee letter from the company where he/ she is working at

- Guarantees Employee ID and Kebele ID/ Passport copy
- Photo
- Medical certificate
- TIN number
- Awash Bank Account number
- Well understood and signed Code of conduct

After a candidate has successfully passed the recruitment process, he/ she will be issued with:

#### I) Contract of Employment

Selected employees will be issued a contract, which includes the appointment letter from the HR that will clearly spell out the terms and conditions of employment and the benefits applicable to the position. The code of conduct and disciplinary policy shall be annexed with the appointment letter. The appointment letter to the minimum should contain the following information:

- A) Appointment date;
- B) Position offered;
- C) Work location;
- D) Employment duration;
- E) Probation period;
- F) Basic salary;
- G) Allowances and benefits;
- H) Terms of termination;
- I) Other terms and conditions of employment.

Upon recruiting a new employee, the Contract of Employment shall be drawn up and it shall commence by default following the successful completion of probation period which will be handed out in duplicate to all employees on engagement. The employee will be required to return one signed copy to the Company. The contract can be non-fixed term agreement, fixed term agreement or project-based contract. Any side agreements must be in written form.

The Rules of Employment and other applicable Regulations are deemed to be incorporated in the Letter of Appointment.

#### 4.6 Probationary Period

Newly engaged staff will be appointed on a sixty (60) working days period of probation. The employer may extend the probationary period for a further period if found to be necessary. Should an employee serving a probationary period become ill for any period longer than one week, the length of such illness, including the first week, shall automatically extend the probationary period thereof. Where the employee is incapacitated, the employer will terminate the contract.

During the probationary period, the employee shall earn 2.66 leave days for the probation period but cannot proceed on leave until the probationary period is over.

Employment on a probationary basis may be terminated by either party of the contract without notice of termination of the contract with a written letter of termination of probation period.

#### 4.7 Transfers

A transfer can be an employer initiated or an employee initiated. A transfer shall not result in an increase in pay for an employee.

- I. A transfer can be Intra-Departmental or Inter-Departmental.
- II. A transfer can mean a change in work station within the company
- III. A transfer is considered a permanent move until both parties have agreed to change it

#### 4.8 Rehiring of Former/Retired Employees

Any former employee is eligible to rejoin Fireside Communications Ltd. Ethiopia only if he/she has worked for at least six months and have followed the resignation and clearance procedure as per policy. He/she will be considered as a new employee if it is a different designation from the previous, from the rejoining date and will have to go through the normal recruitment, probation and orientation process.

However, employees who were asked to leave because of serious misconduct or performance problems are not eligible to rejoin fireside Communications Ethiopia.

Re-hiring of the retired employees is allowed subject to special demand for a particular assignment/project.

#### 4.9 Succession planning

Succession planning is defined as the selection of the most suitable employees and providing auxiliary trainings in order to prepare them for filling leadership gaps in the organization when the need arises.

Succession planning is strategic, both in the investment of resource devoted to it and in the kind of talent it focuses on. This is not a onetime event; rather, it is re-assessed and revised annually through the workforce planning process.

### Chapter 5 ONBOARDING/ INDUCTION PROCESS.

#### 5.1 Scope

This Procedure is applicable to all Employees.

#### 5.2 Objective

To ensure all Employees are provided with key Information on working at the Company including Policies, Procedures, compliance requirements

and legislation associated with their employment through an appropriate Induction and Onboarding program.

### 5.3 Procedure

#### 5.3.1 Induction and Onboarding programs

Employees will normally participate in a company Induction program, a specific work area induction and OSH & Quality orientation program.

All Employees are required to be active participants throughout their Induction and Onboarding program. This includes seeking additional Information, assistance and clarification if required.

#### 5.3.2 Company Induction and Onboarding process

New employees shall be taken through the following onboarding process by the Human Resource on their first week of engagement;

1. Getting personal details of the new staff, issuing appointment letters and explanation of terms of employment.
2. Introduction of employees to other staff members.
3. Familiarizing the employee with the work environment by taking them round the building area.
4. Induction on employment related rules, regulations and policies. These shall include; Working hours/Shifts, dressing code, Basic rules, Performance standard and competencies, leave entitlement, Procedures of applying/asking for permission, Confidentiality and Disciplinary procedures among others.

#### 5.3.3 Work area Induction and orientation

In addition to the HR Induction and Onboarding program, an Employee may also participate in a specific work area training and orientation program, normally conducted by their line Supervisor.

This program will cover issues specific to the work area and may vary depending on the location and the Employee's role within the work area. The operational departments will be inducted of

the minimum job responsibilities (Annex) but not limited to this which will be an attachment to every project plans.

### **Workplace health and safety requirements**

All Employees must be appropriately trained and briefed by the Safety & Quality Officer on workplace health, safety and quality requirements and any additional specific training for their job before commencing work. For technical employees, this means they must attend an onsite specific health, safety and quality induction. The onsite Induction must include all appropriate job specific training that the employee may require. Examples include manual handling training, safe working procedures, potential hazards at the workplace, emergency procedures, the job responsibility an employee, one has to perform to succeed in the positions.

## **Chapter 6 REMUNERATION**

### **6.1 Entitlement to Remuneration**

For the work performed, every employee is entitled to remuneration in accordance with his individual employment contract.

The remuneration may consist of:

- (a) The basic salary
- (b) Other allowances as applicable.
  - ✓ Travelling Allowance / Daily Allowance (TA/DA to staff travelling and staying in any other city other than the city in which the relevant staff member is deputed to ensure coverage of staying overnight expense of the relevant staff member.

TA/DA shall only be paid if the purpose of travelling and staying is of official nature and the travelling and stay overnight has been approved by the project manager.

- ✓ Airtimes

To provide allowances of airtimes for those whose duty nature requires a frequent phone call for the purpose of executing their day-to-day job-related activities.

The amount of airtime recharged depends up on the nature of the work of the specific employee.

## 6.2 Benefits

It's the policy of Fireside communications ltd. Ethiopia to provide equitable and attractive benefits to their staff in addition to their salary for the sole purpose of motivation and retention of Fireside communications ltd. Ethiopia staff.

### ✓ Medical Coverage

The company has a credit-based health care agreement with MCM General Hospital which is located at Bole Sub-city, Woreda 14 House # New P.O. Box 15478, Addis Ababa, Ethiopia Tel (+251-11 6295420/25) Email: (mcm.medicalinsurance@gmail.com) to get a good quality medical service for its staff and/or their dependents on a credit basis

### ✓ WIBA

Work Injury Benefits Act (WIBA) is an insurance cover that protects employers, should their employees incur injuries or die in the course of their work. It steps in to lift the employers' financial obligation under work injury benefits act to compensate workers injured out of and in the course of employment.

What is an "accident"- means an accident arising out of and in the course and scope of an employee's employment and resulting in personal injury;

## **Obligations Of Employer**

The employer, Fireside communications Ltd. Ethiopia must obtain and maintain an insurance policy, with an insurer approved by the Minister in respect of any liability that the employer may incur under this Act to any of its employees. Must keep records of any work related incidents and fill in and send the Insurance claim form to the Insurance company on time, that is within seven days of the Incident.

The HR manager will fill in the claim form regarding the employee's personal details and send it to the EHS Department to fill in the details of the incident then lastly it will be sent to the insurance agent by the HR manager.

An employee involved in an accident resulting in the employee's disablement or death is subject to the provisions of this Act, entitled to the benefits provided for under this Act. An employer is

liable to pay compensation in accordance with the provisions of this Act to an employee injured while at work.

An employee is not entitled to compensation if an accident, not resulting in serious disablement or death, is caused by the deliberate and willful misconduct of the employee.

### 6.3 Pay Deduction

There are basically two types of deductions, compulsory and optional.

**Compulsory:** for all employees, Deductions include:

Income Tax

Pension

Any unauthorized absence which will result in deduction of salary for the corresponding number of days

**Optional:** Deductions include:

Any fundraisings, if any and based up on the employee's interest and willingness

### 6.4 Salary Increments

An annual appraisal of the employee is carried out by the responsible immediate supervisor. The appraisal will measure the employee's individual performance and may result in a salary increase based on applicable merit amounts and the company's financial status where the Company reviews the Total Cost to Company in December and implement salary increases in January if and when applicable.

Salary increases are normally only considered after the appraisal each year. Only in exceptional circumstances such as promotion will individual salaries be considered for adjustment during the course of the year.

A merit increase is not if the employee's basic salary is already at the maximum of the applicable salary scale.



## 6.5 Payment of Remuneration

Remuneration will be paid monthly by bank transfer for the current month. Salaries shall be paid less any statutory deductions and the Company shall have no liability to reimburse the amount of any such statutory deductions. Employees shall be required to provide their bank accounts to facilitate payment of salaries by electronic transfer or by cheque at the sole discretion of the company.

Advances of salary are limited to 50% of one month's net salary repayable in full at the end of the same month. The decision to grant an advance rest solely with the company.

## CHAPTER 7 ATTENDANCE AND LEAVE MANAGEMENT

### 7.1 Objective

The attendance policy outlines the company's expectations about employees coming to work. It is aimed at ensuring that employees are regular and punctual to work every day.

### 7.2 Scope

This policy is applicable to all employees of Fireside Communications Limited.

### 7.3 Policy statement

The employees will record their attendance at the clocking machine by clocking in and clocking out every day they are at work.

The HR Department will;

- I. Ensure that attendance is appropriately scrutinized for the purposes of processing payroll and ensuring compliance.
- II. Ensure that all employees are fully aware of the organization's policies and procedures for dealing with the absence.
- III. Be the first point of contact when an employee phones in sick or seeks to be excused from work due to unavoidable circumstances.

IV. Maintain appropriately detailed, accurate, and up-to-date absence records for their staff.

V. Identify any patterns or trends of absences which cause concern.

VI. Implement disciplinary procedures where necessary.

#### 7.4 Policy Description

##### 7.4.1 Working Hours

The standard working hours shall not exceed 8 hours a day or 48 hours a week

Team	Monday to Friday	Saturday
HR and Admin	7:30am- 04:30pm	08:30am-12:30pm
Engineering and office team	08:00a.m-05:00 pm	08:30am-12:30pm
Office Support	06:30am-03:30pm	08:30am-12:30pm
security	06:00am-06:00pm	06:00am-06:00pm

The times of reporting to and from work will be determined by the management from time to time, depending on the operational needs. Employees may be required to work on Sundays and/or Public Holidays as part of their duties and those required to do so will be compensated an amount of rate stated below

In addition to his normal wage, a worker who works over-time shall be entitled at least on the following rate of payments:

- In the case of work done between 6:00 a.m. in the morning and 10:00 p.m. in the evening, at the rate of 1.5 multiplied by the ordinary hourly rate;
- In the case of night time work between 10 p.m. in the evening and 6 a.m. in the morning, at the rate of 1.75 (one and three fourth) multiplied by the ordinary hourly rate;
- In the case of work done on weekly rest day, at the rate of 2 multiplied by the ordinary hourly rate;
- In the case of work done on a public holiday, at the rate of 2.5 multiplied by the ordinary hourly rate.

Payment for over-time work shall be effected on the day fixed for payment of wage and together with wage.

Generally, there are no formal breaks during the course of the day except the lunch break which is from **1:00 pm to 2:00 pm**. An employee who must take an unscheduled break from work must ensure that there is adequate coverage prior to leaving the workstation and must keep the absence to a minimum. Such unscheduled breaks should not occur on a frequent or regular basis and must be approved by the HR manager.

The lunch time schedule may differ for staff in the same department to allow service to customers not to be interrupted. The lunch break may not be “saved” or accumulated to allow more time for lunch or justification for coming to work late or leaving early. The lunch break is designed to allow staff to relax, refresh and reinvigorate.

#### 7.4.2 Attendance Policy

##### **Objective**

The purpose of this policy is to set forth Fireside Communications Ltd. Ethiopia branch's policy and procedures for handling employee absences and tardiness to promote the efficient operation of the company and minimize unscheduled absences.

##### **Policy**

Punctual and regular attendance is an essential responsibility of each employee at Fireside Communications Ltd. Ethiopia branch.

Employees are expected to report to work on time and prepared to start working. Employees also are expected to remain at work for their entire work schedule. Late arrival, early departure or other absences from scheduled hours are disruptive and must be avoided.

This policy does not apply to absences covered by Maternity/ Paternity leaves and Medical Leaves. These exceptions are described in separate policies.

## **Absence**

"Absence" is defined as the failure of an employee to report for work when he or she is scheduled to work. The two types of absences are defined below:

- Excused absence occurs when all the following conditions are met:
  - The employee provides to his or her supervisor sufficient notice at least 48 hours in advance of the absence.
  - The absence request is approved in advance by the employee's supervisor.
  - The employee has sufficient accrued leave balance to cover the absence.
- Unexcused absence occurs when any of the above conditions are not met. If it is necessary for an employee to be absent or late for work because of an illness or an emergency, the employee must notify his or her supervisor no later than the employee's scheduled starting time on that same day. If the employee is unable to call, he or she must have someone make the call.

An unexcused absence counts as one occurrence for the purposes of discipline under this policy.

Employees with three or more consecutive days of excused absences because of illness or injury must give [Company Name] proof of physician's care and a fitness for duty release prior to returning to work.

Employees must take earned PTO for every absence unless otherwise allowed by company policy (e.g., leave of absence, bereavement, jury duty).

## **Tardiness and Early Departures**

Employees are expected to report to work and return from scheduled breaks on time. If employees cannot report to work as scheduled, they must notify their supervisor no later than their regular starting time. This notification does not excuse the tardiness but simply notifies the supervisor that a schedule change may be necessary.

Employees who must leave work before the end of their scheduled shift must notify a supervisor immediately.

Tardiness and early departures are each one-half an occurrence for the purpose of discipline under this policy.

### **Disciplinary Action**

Excessive absenteeism is defined as two or more occurrences of unexcused absence in a 30-day period and will result in disciplinary action. Eight occurrences of unexcused absence in a 12-month period are considered grounds for termination.

### **Job Abandonment**

Any employee who fails to report to work for a period of three days or more without notifying his or her supervisor will be considered to have abandoned the job and voluntarily terminated the employment relationship.

Breaches and Disciplinary Action Contraventions /  
violations of this Code will be dealt with in accordance  
with this manual as amended from time to time.

#### **7.4.3 Annual Leave Entitlement**

The Company shall grant the employee annual leave in each calendar year. Which is 16 working days for the first year of service and sixteen working days plus one working day for every additional two years of service. And where the length of service of a worker is below one year, the worker shall be entitled to an annual leave proportional to the length of service.

During leave, payment of salary shall be continued.

The Company in accordance with operational and commercial requirements will determine the time of leave. During leave, the employees shall not take up any paid employment.

A worker whose contract of employment is terminated pursuant to the Ethiopian labor proclamation shall be entitled to his pay for the leave he has not taken.

#### 7.4.4 Public Holidays

Public holidays observed under the relevant law shall be paid public holidays

The annual leave entitlement excludes public holidays. This table contains a national calendar of all 2023 public holidays in Ethiopia. These dates may be modified as official changes are announced,

Date	Holiday
January 07 SATURDAY	<b>Ethiopian Christmas</b> National Holiday Genna
January 19 THURSDAY	<b>Orthodox Epiphany</b> National Holiday Timket
March 02 THURSDAY	<b>Victory of Adwa</b> National Holiday
April 14 FRIDAY	<b>Ethiopian Good Friday</b> National Holiday Siklet

April 16 SUNDAY	<b>Ethiopian Easter</b> National Holiday
April 22 SATURDAY	<b>Eid al-Fitre</b> National Holiday End of Ramadan
May 01 MONDAY	<b>Labour Day</b> National Holiday International Workers' Day
May 05 FRIDAY	<b>Patriots' Victory Day</b> National Holiday Arbegnoch Qen
May 28 SUNDAY	<b>Downfall of the Derg</b> National Holiday National Day
June 29 THURSDAY	<b>Eid Al Adaha</b> National Holiday Feast of the Sacrifice
September 11 MONDAY	<b>Ethiopian New Year</b> National Holiday Enkutatash
September 27 WEDNESDAY	<b>Meskel</b> National Holiday Finding of the True Cross

September 27	<b>Moulid</b>
WEDNESDAY	<b>National Holiday</b>
	Birthday of Prophet Muhammad

An employee who may be required to observe recognized religious festivals, other than those on which a public holiday has been declared, must obtain written permission from the appropriate Manager one week in advance. However, such holidays shall be offset against the concerned employee's annual leave entitlement. A worker who is paid on a monthly basis shall incur no reduction of his wages on account of having not worked on a Public Holiday.

#### 7.4.5 Other Leaves

##### I) Special Leaves

At the discretion of the Company, the employee may be granted special leave with pay for the following reasons:

- ✓ Compassionate leave - Seven (7) days for an immediate family member. (Father, Mother, Sister, Brother, Child, Spouse) and for extended family like Aunt, Uncle, Grandparents 3 working day leave with pay. Rather it will be treated as annual leave.
- ✓ Paternity leave – An employee whose wife has given birth to his child will be entitled of Five (5) consecutive days.
- ✓ Marriage – an employee who is getting married will be entitled of Seven (7) consecutive working days of paid leave
- ✓ Unpaid Leave- This policy aims to manage exceptional cases where leave is required and all leave balances are exhausted. Employees on probation shall not be allowed to avail unpaid leaves until they are confirmed for the relevant post. The policy shall be as follows:



a) A Maximum of three months can be taken as unpaid leaves during a service of minimum 1 year.

b) The Country manager shall review the case and approve the leave with the consent of the Head of department. The HR manager should be informed of all relevant details.

c) All cash benefits and salary entitlements will be suspended during the unpaid leaves. However Medical and life insurance coverage will continue.

- ✓ Maternity Leave - This policy aims to preserve the health of the mother (employee of Fireside Communications Ltd Ethiopia) and child by providing the mother an adequate period for rest and recovery from childbirth where the position of the employee will be reserved. Therefore, all Female employees of the company are entitled of Four Months of Paid maternity leave, where the actual leave plan may be modified subject to personal circumstances of the employee however, maximum 30 days of leave can only be taken prior to delivery.

A female employee who takes maternity leave shall not incur any loss of privileges during such period.

Any further leave taken will be from annual leave or unpaid leave and can extend for up to a maximum of three additional months. This additional leave (over and above) the maternity leave will need to be motivated by the employee and approved by the Department Manager.

## II) [Sicknesses and Sick Leave](#)

other than work place injury the employee shall be entitled to sick leave shall in no case be more than six months counted consecutively or separately in the course of twelve months' period starting from the first day of the sickness.

Where a worker absents himself from work due to a sickness, he shall expect where the employer is in a position to be aware of the sickness or if it is impractical, notify the employer on the day following his absence.

A sick leave application and a valid medical certificate issued by Korea (MCM) hospital or a duly recognized medical facility must be completed and handed to the Human Resource Department for the update of leave records.

The foregoing shall be subject to the following conditions:

Where an employee is absent due to sickness, he shall be required to produce a medical certificate signed by an approved medical officer certifying that the employee was unfit for duty during the period of absence.

The employee will advise the Company on his first day of absence, of his sickness and its likely duration. Such advice is to be given within the first hour of normal working hours on the first day of sickness or not more than one hour after commencement of the applicable shift starting time. Failure to produce the aforementioned medical certificate or to advise the company of illness in the manner prescribed shall mean that the absence will automatically become absence without authority from the Company and the employee will be subject to disciplinary action.

The number of day's sick leave entitlement above-mentioned shall be inclusive of public holidays and rostered days off.

Where any employee remains unfit for duty after the expiration of the maximum sick leave entitlement due, the Company may offset any annual leave entitlement against the continuing absence from duty and where the employee continues to be absent after exhausting all annual leave entitlement the Company shall be entitled to, at its discretion, either terminate employment of the employee on the basis of incapacity or to award the employee leave of absence without pay until they are fit again to resume work.

Where an employee falls sick after reporting for work and they need bed rest as a result, they will be required to inform the HR and apply for annual leave within the first four hours of the start of the working day or shift. Such annual leave may however be converted to sick leave if confirmed by a medical practitioner as requiring bed rest.

#### 7.4.6 Leave Procedures

Employees must submit a written Leave Form (Annex) application to the Human Resource at least one weeks prior to the date of proposed leave. Leave may only be taken with prior approval of the departmental manager and the approval thereof will be based on the operational requirements of the company.

### CHAPTER 8 PERFORMANCE MANAGEMENT PROCESS.

The performance review document will be a living document for each employee. Each employee will be responsible for developing their respective work plan for the year. This plan will be reviewed by Management and amended as necessary.

At the time of the performance appraisal, line managers and employee will review the objectives and the results achieved. Throughout the year, the Line Manager and the employee may refer to this document to track progress made toward objectives, highlight areas of concern and indicate challenges identified along the way.

Performance reviews, for all employees, will occur near the end of the year. Employees should prepare for this meeting by preparing a draft work plan for the coming project. This meeting is to review successes and challenges from the preceding year, and to establish the objectives for the coming year. This would also be the opportunity for either party to identify and recommend professional development opportunities which may assist the employee in their day-to-day work or to grow within the organization. Once complete, both parties shall sign off on the final document and it shall be added to the employee's personnel file.

The Human Resource Department will initiate the performance appraisal process and communicate to the line managers to ensure that the exercise is done.

Line Managers will send quarterly performance reports for their teams so that performance of employees is tracked.

## CHAPTER 9 EMPLOYEE TRAINING AND DEVELOPMENT.

### 9.1 Objective

Training is carried out primarily to improve individual performance in existing jobs and to prepare employees for future company developments, promotion or transfer.

### 9.2 Description

At Fireside Communications Ltd. We are interested in the personal development and career growth of each team member.

Employees are required to read and watch books, magazines and movies that are relevant to their area of expertise on a continual basis.

The organization believes that the training of employees is necessary to operate successfully and to achieve overall organization objectives. The organization requires its employees to be well trained for whatever jobs they are doing as this increases their efficiency and enables them to feel satisfied with their achievement.

### 9.3 Responsibilities

Training needs are determined by the line manager, and the Human Resources Department is responsible for selecting the professional institutions and arrangements for the enrolment of the trainees.

Training provision extends from orientation for new employees to major external courses with full opportunities of updating and attaining skills at all levels.

## CHAPTER 10 DISCIPLINARY AND GRIEVANCE PROCEDURE

Any breach of disciplinary code is classified into following categories:

a) **Negligence:** Includes the following behaviors on part of executives:

- ✓ Poor performance
- ✓ Absenteeism, lack of interests in work etc.

b) **Misconduct:** includes the following behaviors on part of executives:

- ✓ Theft, fraud or dishonesty in connection with the activities or property of Fireside Communications Ltd. ETHIOPIA or with the property of any person within the premises of Fireside Communications Ltd Ethiopia;
- ✓ Taking or giving bribes or any illegal gratification;
- ✓ Willful insubordination or disobedience, of any lawful orders of a superior;
- ✓ Absence without leave or over-staying beyond the sanctioned leave;
- ✓ Damaging any property of Fireside Communications Ltd Ethiopia;
- ✓ Habitual late coming or irregular attendance;
- ✓ Riotous or disorderly or indecent behavior whether within the premises of Fireside Communications Ltd. Ethiopia or outside such premises where such behavior is related to or connected with his/her employment;
- ✓ Making representation or sending grievances, objections, etc.; to the members of the management except through the proper channel;
- ✓ Striking work either singly or along with others in contravention of the Service or the Employee Relations Policies and Procedures for the time being in force or inciting or forcing any employee of Fireside Communications Ltd. Ethiopia to strike work;
- ✓ Refusal to put in additional hours of work as and when required by the management;

- ✓ Refusal to accept any transfer from one place to another anywhere in Ethiopia and/or from one Department to another and/or from one establishment to another.
- ✓ Not taking reasonable precaution to safeguard Fireside Communications Ltd. Ethiopia property to prevent accident or damage to it;
- ✓ Organizing, holding or conducting any meeting except those connected with the work of Fireside Communications Ltd. Ethiopia within Fireside Communications Ltd. Ethiopia premises without the previous sanction in writing of the management;
- ✓ Unauthorized collection or attempt to collect records or documents of Fireside Communications Ltd Ethiopia;
- ✓ Interfering with, tampering, altering, or fabricating records of Fireside Communications Ltd Ethiopia;
- ✓ Threatening, intimidating or manhandling any employee within the premises of Fireside Communications Ltd. Ethiopia or elsewhere if it is related to the work of Fireside Communications Ltd Ethiopia;
- ✓ Abetting or attempting to abet any act which amounts to misconduct;

### 10.1 Disciplinary procedures

Disciplinary procedure adopted at FIRESIDE COMMUNICATIONS LTD. ETHIOPIA consists of five steps segregated into two levels i.e., Informal and Formal;

#### 10.1.1 Level 1: Informal Procedures

Step 1 – Informal Discussion/Counseling:

The management of FIRESIDE COMMUNICATIONS LTD. ETHIOPIA recognizes that the majority of its staff member sincerely wants to do what is required of them and follow the policies and procedures.

An unsatisfactory conduct or performance may, in the first instance, be subject of informal discussions, counseling and offering every opportunity to improve performance or conduct. Where the immediate line manager considers that action should be taken to Human Resource Policies and Procedures Manual - FIRESIDE COMMUNICATIONS LTD. ETHIOPIA, Final Report encourage an executive to improve his conduct or performance, a counseling session with the head of relevant Department may be held. This session is used to bring the employee's attention to the aspects in which it is thought that performance or conduct is unsatisfactory (for example, an issue of time keeping) and to ascertain whether the employee recognizes that there is a problem.

#### Step 2 – Verbal Warning:

A verbal warning is likely to be appropriate when there is a first breach of rule(s), and the breach is of a minor nature. The Verbal warning is an important step in the disciplinary process, because it is at this point that cause for further action may be prevented or - if cause persists - provides the foundation for further action(s). All verbal warnings must be documented and signed by the employee who was given a verbal warning. To be kept in the personal File.

#### 10.1.2 Level II – Formal Procedures:

The formal procedure may follow a pattern of written warnings where previous informal disciplinary action has not resulted in improvements of either performance or behavior or immediately after the action has occurred. In case, if a single act of misconduct may be of a sufficiently serious nature to be addressed and an investigation is required to determine the cause of the event then step 1&2 shall be ignored.

For the purpose of investigation, the employee who has or is suspected of committing a misconduct or misbehavior according to this manual and/or the law, will be issued with a show cause letter and is expected to explain his part before the disciplinary committee is to make any decision.

#### Step 1 - First Written Warning:

First written warning is likely to be appropriate when there is:

- a) A continued, or a repeated, breach of a rule(s) as mentioned in Fireside Communications Ltd. Ethiopia Disciplinary Code or
- b) A first breach of a rule or misconduct which, when assessed, is of sufficient gravity to warrant a penalty higher than a verbal warning.

c) A written warning may or may not be preceded by a verbal warning depending on the seriousness of the inappropriate behavior or if one or more verbal warnings have been ineffective in correcting conduct or behavior. Warning letter shall be formed by the head of HR and approved by the country manager. Copy of warning letter shall be recorded in the employee's personnel file while the original shall be handed over to the relevant employee.

Step 2 - Second (Final) Written Warning: If same offence is occurred again or performance/conduct fails to improve written warning shall be given by filling Disciplinary Form by the HR, followed by a formal disciplinary interview with the head of department. The second written warning gives details of the offence and of the required improvement, and copy shall be placed in the personal file held in the HR while the original shall be handed over to the employee.

### Step 3 –Investigation & Suspension and Enquiry

#### I) Suspension

Where there are allegations of Criminal practices or Gross Misconduct, the employee shall be suspended as soon as it is determined that there is a case of Criminal practices or Gross misconduct. Suspension does not in itself constitute a disciplinary act, but allows for a fair investigation to take place. The order of suspension is communicated in writing to the employee.

An executive under suspension will be paid his basic pay only and the maximum period of this suspension is 2 months. Human Resource Policies and Procedures Manual - Fireside communications ltd. Ethiopia

- When an executive who has been suspended is reinstated and found not guilty, he is considered on duty during the period of suspension and is entitled to the Compensation and Benefits as he would have received if he had not been suspended.

#### II) Investigation



It is the responsibility of the head of relevant Department to inform HR in cases of misconduct and provide complete information of the incident as soon as the actual incident occurs. A formal enquiry is conducted prior to any disciplinary action is taken by head of relevant Department and the head of HR. Letter of Explanation shall be submitted by the disciplinary committee.

- The employee shall have the right to object to the constitution of Disciplinary Committee where he feels that any member of the Committee is prejudice or bias to the rights of the employee or may not be able to discharge his/her duties, as required under the circumstances, in an honest, transparent, just and competent manner.
- The Enquiry Committee shall have the power to call any staff member for statement, evidence, information, as witness or otherwise.
- The employee shall be given an opportunity of being heard. In this regard a Hearing Notice shall be issued to the employee mentioning therein the date, time and venue of the hearing. The Enquiry Committee shall record the statement of the employee which will be signed by the employee.

- At the end of the enquiry, the Disciplinary Committee shall submit its findings, in the form of report and recommend the action to be carried out.

- The report shall be submitted to the head of HR by the disciplinary committee. Head of HR shall ensure that the process followed in the disciplinary action is appropriate and in line with the policies and procedures of Fireside Communications Ltd Ethiopia.

#### 10.2 Disciplinary action:

The disciplinary committee may decide to carry out the following disciplinary action based on the severity of misconduct:

- ✓ A verbal warning
- ✓ A written warning (all warning letters must be routed to HR);
- ✓ A show-cause/explanation notice;
- ✓ Withholding (for a specific period) of promotion or increment;
- ✓ Recover from pay of the whole or any part of any pecuniary loss caused to the organization by negligence or breach of orders;
- ✓ Suspension (at 50% Pay) for a period not exceeding thirty (30) days;
- ✓ Demotion (reduction to a lower level/grade/pay);

- ✓ Probation (a period of two months in which an employee is given written expectations to achieve. Failure to do so may result in dismissal);
- ✓ Termination from services.

### 10.3 Grievances Procedure

#### Objective

To provide a formal channel for the communication of employees' grievances to managers and to allow these to be settled as speedily as possible.

An employee shall submit a grievance without any prejudice whatsoever to the employment with the Company.

Procedure to be followed;

The employee should discuss the grievance with immediate supervisor.

If the employee is not satisfied with the outcome, they may then proceed to the next level of management.

If the outcome of this discussion proves unsatisfactory to the employee, the employee must report the issue to the Human Resources who together with the Operations Manager shall address the issue with the employee within 7 days of receipt of the grievance. The decision of the Human Resource shall be final.

## CHAPTER 11 TERMINATION OF EMPLOYMENT

### 11.1 Introduction

The Company will follow a system of termination interviews to monitor labor turnover and reasons for leaving. The Human Resources department will conduct an exit interview with the employee concerned.

## 11.2 Reasons for Termination

Employment can be terminated due to;

### Retirement

The employment shall terminate, without the necessity of any prior notice in respect thereof, when the employee attains the age of sixty (60) years. Extension of the employment shall only be possible if agreed in writing between the Company and the employee.

#### I) Ordinary Termination

Either party may at any time after successful completion of the probationary period terminate this contract by serving on the other 30 days' written notice, or payment to the other in lieu of notice equivalent to one month's gross salary.

Where the notice period per the letter of employment differs from the period specified in the period in your employment contract takes precedence.

The notice in writing shall become effective from the date of delivery to the other party.

#### II) Disciplinary enquiry & Dismissal

Where an employee is found guilty after a disciplinary enquiry as per the disciplinary procedure above, one of the possible outcomes is dismissal.

#### III) Redundancy

In the event of redundancy, the Company will have the approval from the labour office and inform the employee of the reason for and expected extent of the redundancy. The principle of "last in, first out", subject to the Company's assessment of the relative skills, merit and ability of the individual employee, will be observed.

The notice period of the intention to render the position redundant will be given for Managerial positions and/or for the other positions in accordance to the law.

Payment will be made of basic salary, which may be due to the employee, calculated up to the date on which the employee ceases work.

Payment will also be made of pro rata leave entitlements.

Severance pays will be calculated and paid in accordance with labor laws in Ethiopia.

#### IV) Contract Expiry

An employee whose fixed term contract has expired can only continue to work if his employer's performance evaluation result in an outstanding result and if the employer is interested in extending his contract to additional fixed term of employment duration. And for project-based contract employees, contract can be terminated up on completion of the project

#### V) Death

The contract of employment terminates upon the death of the employee.

### 11.3 Testimonial and Certificate of Employment

Every employee will be issued with a certificate of service at the end of his/her employment with the organization.

Upon termination of employment, the employee is entitled, upon request, to a testimonial about the nature and duration of his employment.

## CHAPTER 12 EMPLOYEES' EXIT PROCEDURE

### 12.1 Objective

Termination of Service can only be carried out in case of gross misconduct or negligence from the staff member and disciplinary action is adequately carried out resulting in termination of employment.

Voluntary resignation includes, but is not limited to, instances in which an employee resigns in writing or the contract period of the staff member expires.

The service of an employee may be terminated as a consequence of restructuring, job elimination, and economic downturns in funding or lack of work. All benefits associated with such terminations will be provided to the employee.

## 12.2 Notice period

Following policies shall be applicable regarding Notice period:

- a) One month's notice period must be served by the staff member in case of resignation. Failing to do so will result in loss of one-month wage.
- b) Notice period is not required in case of termination. No payment shall be made in lieu, unless the disciplinary committee decides otherwise.
- c) During the probationary period, either Fireside or employee may terminate the employment without cause and at any time by giving 24 hours' notice in writing to the other party.
- d) Notice period can be waived off by the head of relevant directorate (subject to CEO/secretary of board's approval) only in the following cases:
  - Employee submits written request to waive off the notice period;
  - In case where employee does not offer/serve the full written notice period, his/her salary will be deducted in lieu of notice period (prorated on 30 days' basis in case of partial notice);
  - In case where employee does not submit written request notice period waiver and management needs to release employee before the end of notice period from the services due to certain situation, then HOD can initiate an early separation. However, the employee shall be entitled to salary in lieu of notice (prorated on 30 days' basis in case of partial notice);
  - Leaves cannot replace notice period, and are frozen the day an employee resigns i.e. employee cannot avail leaves after submitting resignation. However, employee may avail casual leave in dire need.

## 12.3 Termination/resignation process

Following policies and procedures shall be applicable regarding the termination and resignation procedures followed by FIRESIDE

- a) The employee should submit a written resignation to his/her line manager, Operation manager and HR manager, one month in advance of his/her resignation.

- b) The operation manager shall respond to the HR after approving it or with his recommendations for further action and
- c) Employee shall be formally communicated about resignation acceptance or decline through an email or letter issued by HR.
- d) Employee needs to schedule a meeting before the last working day with head of HR for an exit interview (Annex)The information collected during exit interview will be classified and used to determine the reason for leaving the position or organization and may be used to take any necessary action.
- e) HR shall initiate the clearance process a week prior to the expected last working day of the employee. However, in situation where clearance will be held with some directorate due to some dispute e.g. recovery of advance, laptop return etc., and employee will be responsible for obtaining clearance from respective directorates through Clearance Form (Annex).
- f) Employee should handover all FIRESIDE assigned equipment to respective directorates and get clearance.
- g) Employee will be responsible to hand over all tasks, files, folders, and assets assigned by the head of departments to his/her line manager or any other person designated by the head of department
- h) Payroll will adjust any deduction(s) from the employee's available funds (salary/earned leaves, etc) and issue a crossed cheque of remaining amount in employee's name. In case of deceased employee, final settlement cheque(s) will be issued in the name of his/her nominees as per HR record
- i) HR will process final settlement in approximately 7 working days' subject to clearance from all respective directorates.
- j) In case of Termination of Service due to misconduct or disciplinary action, FIRESIDE reserves the right to withhold all compensation. Any points related to employee exit in other HR policies (such as Performance Management) should be considered a part of this policy.

## Chapter 13 ANNEXTURE

### Annex I Leave Request Form

#### LEAVE REQUEST FORM

##### Employee information

Name \_\_\_\_\_

Department: \_\_\_\_\_

Reporting to: \_\_\_\_\_ Company ID number \_\_\_\_\_

Leave request: \_\_\_\_\_ Days Or \_\_\_\_\_ Hours

Dates of absence. From \_\_\_\_\_ To \_\_\_\_\_ (inclusive)

##### Type of leave requested (Please tick):

- ☐ Annual
- ☐ Medical
- ☐ Maternity/Paternity
- ☐ Reservist/Military
- ☐ Compassionate
- ☐ Leave without pay
- ☐ Others

##### Reason(s) for the leave Request:

Reliever: \_\_\_\_\_

I understand that this request is subject to approval by my employer.

\_\_\_\_\_

Applicant's signature

\_\_\_\_\_

Date

For Official Use	
Name & Signature	Comments
Approved	
Rejected	
HOD	
HR	



## Annex II Minimum Job responsibilities of each department, an attachment to every project plan

Attachment for TI department	Project delivery plan	
Key Result Area	Description of the Function	KPI and Deliverables
Health and Safety	Make sure that all people at site are fully compliant to EHS requirements and standards	Zero Non conformities and Deviations noted on sites either through internal EHS and client EHS reps
	Enforce health and safety at sites which are your work stations	Zero NCRs and Deviations
Departmental Performance	Deliver complete TI site in 5 days	Achieve the set timelines
	Deliver MW Installation site in 2 days	Achieve the set timelines
	Deliver RAN installation site in 3 days	Achieve the set timelines
	Deliver L2600 installation in 1 day	Achieve the set timelines
	Deliver Additional Battery installation site in 1 day	Achieve the set timelines
Quality Works	Deliver quality works according to the Method of Procedure as per client and prescribed standards in Telecoms Installations	No quality issues raised by the QA team
	Carefully handle the client and company equipment during the installation	No breakage or loss of equipment
	Adopt a first time right approach to reduce snags raised during acceptance	Minimal Number of snags raised during PAT/PACs
	Clear and maintain proper tidiness in your sites after completion	Proper housekeeping during installation
Integrity	Be of unquestionable characters in dealing with clients representatives, landlords etc	Provide all receipts and labour forms every day for any purchases done on behalf of Fireside
	Deal professionally with the landlords of the premises we are working at and act as good ambassadors of our client to them	Zero instances of reported cases of unprofessional conduct
	Pay storage fees to sites as delegated to by the company	Zero sites with unpaid storage fees
	Pay guarding fees at sites to allow security of materials as you deploy the scope	Zero sites with unpaid guard fees
	Collect and deliver receipts of payments made to the suppliers on behalf of the company in a timely manner	All receipts delivered within a day of payments being made

Attachment for fiber department	Project delivery plan	
Key Result Area	Description of the Function	KPI and Deliverables
Health and Safety	Make sure that all people at site are fully compliant to EHS requirements and standards	Zero Non conformities and Deviations noted on sites either through internal EHS and client EHS representatives
	Enforce health and safety at sites which are your work stations	Zero NCRs and Deviations
Departmental Performance	Rollout of Fiber in overhead and underground setup	Achieve the set timelines
	Fiber termination and testing	Achieve the set timelines
	Right of Way acquisition	Achieve the set timelines
	Power interruption and pole utilisation	Achieve the set timelines
Quality Works	Deliver quality works according to the Method of Procedure as per client and prescribed standards in any Installations	No quality issues raised by the QA team
	Carefully handle the client and company equipment during the installation	No breakage or loss of equipment
	Adopt a first time right approach to reduce snags raised during acceptance	Minimal Number of snags raised during PAT/PACs
	Clear and maintain proper tidiness in your sites after completion	Proper housekeeping during installations
Integrity	Be of unquestionable characters in dealing with clients representatives, landlords etc	Provide all receipts and labour forms every day for any purchases done on behalf of Fireside
	Deal professionally with the landlords of the premises we are working at and act as good ambassadors of our client to them	Zero instances of reported cases of unprofessional conduct
	Pay storage fees to sites as delegated to by the company	Zero sites with unpaid storage fees
	Pay guarding fees at sites to allow security of materials as you deploy the scope	Zero sites with unpaid guard fees
	Collect and deliver receipts of payments made to the suppliers on behalf of the company in a timely manner	All receipts delivered within a day of payments being made

<b>Attachment</b>	Project plan	
<b>Key Result Area</b>	<b>Description of the Function</b>	<b>KPI and Deliverables</b>
<b>Health and Safety</b>	Make sure that all people at site are fully compliant to EHS requirements and standards	Zero Non conformities and Deviations noted on sites either through internal EHS and client EHS reps
	Enforce health and safety at sites which are your work stations	Zero NCRs and Deviations
<b>Departmental Performance</b>	Prudent use of site materials to reduce wastage and save on costs	Zero sites with reported site wastage
	Deliver GBT sites within 21 days upto RFI level	100% delivery of number of sites within 21 days
	Deliver RDU sites within 14 days	100% delivery of number of sites within 14 days
<b>Quality Works</b>	Deliver quality works according to the Method of Procedure as per client and prescribed standards in civil works	No quality issues raised by the QA team
	Adopt a first time right approach to reduce snags raised during acceptance	Minimal Number of snags raised during PAT/PACs
	Clear and maintain proper tidiness in your sites after completion	
<b>Integrity</b>	Be of unquestionable characters in dealing with suppliers (raw material ) on behalf of the company at site	No reported incidents of hiked material prices at sites Provide all receipts and labour forms every day
	Deal professionally with the landlords of the premises we are working at and act as good ambassadors of our client to them	Zero instances of reported cases of unprofessional conduct
	Pay storage fees to sites as delegated to by the company	Zero sites with unpaid storage fees
	Pay guarding fees at sites to allow security of materials as you deply the scope	Zero sites with unpaid guard fees
	Collect and deliver receipts of payments made to the suppliers on behalf of the company in a timely manner	All receipts delivered within a day of payments being made

<b>Key Result Area</b>	<b>Description of the Function</b>	<b>KPI and Deliverables</b>
<b>Health and Safety</b>	Make sure that all people at site are fully compliant to EHS requirements and standards	Zero Non conformities and Deviations noted on sites either through internal EHS and client EHS reps
	Enforce health and safety at sites which are your work stations	Zero NCRs and Deviations
<b>Departmental Performance</b>	<b>CW-Design</b>	
	Survey and sketch for CW in 1 day	Achieve the set timelines
	Site Design and Analysis in 2 days	Achieve the set timelines
	<b>Fiber-Design</b>	
	Survey for Risk Assessment and Produce KMZ for fiber (≤3km) in 2 days	Achieve the set timelines
	Risk Assesment documentation and HLD Preparation (≤3km) in 1 day	Achieve the set timelines
<b>Quality Works</b>	LLD Preparation (<3km) in ≤3 days	Achieve the set timelines
	Deliver quality designs according to the Generic designs and as per client and prescribed standards in CW and Fiber	No quality issues raised by the review team
	Carefully handle company equipment during the surveys	No breakage or loss of equipment
	Adopt a first time right approach to reduce design comments raised during review	Minimal number of comments during review
	Maintain proper and accurate data capturing during surveys.	Accurate data capturing and documentation
<b>Integrity</b>	Be of unquestionable characters in dealing with clients representatives, landlords etc	Provide all receipts for any purchases or agreements made on behalf of Fireside
	Deal professionally with the landlords of the premises we are working at and act as good ambassadors of our client to them	Zero instances of reported cases of unprofessional conduct
	Pay fees for sites or Links as delegated to by the company	Zero sites with unsettled payments
	Collect and deliver receipts of payments made to the suppliers on behalf of the company in a timely manner	All receipts delivered within a day of payments being made

# Annex III Employee's Clearance Form

EMPLOYEE CLEARANCE FORM						
Please return company property under your custody to the respective departments in order to complete the clearance process and receive your final dues.						
NAME _____		STAFF No. _____				
DEPARTMENT _____		DESIGNATION _____				
EMPLOYMENT DATE _____		LAST DATE OF EMPLOYMENT _____				
DEPARTMENT	CLEARANCE	YES	NO	REMARKS/COMMENTS	H.O.D NAME	SIGNATURE
OPERATIONS	COMPANY UNIFORM i.e overall, dust coat, rain coat, reflector					
	GPS GADGETS,					
	HEALTH & SAFETY EQUIPMENT i.e First Aid kits, Fire extinguisher, thermal gun, Gloves, helmet					
	BODY HARNESS					
	STATIONERY,					
	LIGHT PEN,					
	SIM CARD LINE & PIN					
	COMPANY HANDSET & PIN					
	FALL ARREST CARD					
	MAN HOLE KEYS					
	LADDER					
	SPlicing MACHINE					
	SPlicing UMBRELLA, STOOL & TABLE					
	OTDR					
	POWER METER					
	LABELLING MACHINE					

	THERMAL GUN					
	FID's					
	HEAD LIGHTS					
	BASIC PILOTING TOOLS,					
<b>LINE MANAGER/SUP ERVISOR.</b>	EQUIPMENT & TOOLS					
	MATERIALS					
	SAFETY FILES.					
	REPORTS					

<b>HEAD OF DEPARTMENT</b>	SIGNOFFS					
	REPORTS					
	GUIDE BOOKS					
<b>FINANCE</b>	LOANS/ADVANCE.					
	TRAVEL ADVANCE.					
	AIRTIME ADVANCE.					
	OTHERS.					
<b>LOGISTICS</b>	CAR KEYS.					
	FUEL CARD					
	SPARE TYRE					
	FIRE EXTIGUISHER					
	LIFE SAVER					
	JACK					
	WHEEL SPANNER					

<b>HUMAN RESOURCE</b>	LEAVE DAYS BALANCE					
	SAFARICOM ID CARD					
	MEDICAL CARD(s)					
	PUBLIC HOLIDAYS.					
	SAFARICOM SAFETY PASSPORT					
<b>ADMINISTRATION</b>	LAPTOP					
	LAPTOP PASSWORD					
	ACCESS CONTROL					
	ACCESS CONTROL CARD					
	MAIL ACCESS					
	LINKUS/EXTENSION ACCESS					
	OTHER APPLICATIONS					

**STAFF NAME:** \_\_\_\_\_ **SIGNATURE:** \_\_\_\_\_ **CLEARANCE DATE:** \_\_\_\_\_

**HUMAN RESOURCE:**  
**NAME:** \_\_\_\_\_ **SIGN:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**OPERATIONS MANAGER;**  
**NAME:** \_\_\_\_\_ **SIGN:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**Official Stamp**.....

#### Annex IV Exit Interview for Employees of fireside Communications LTD.

<ul style="list-style-type: none"> <li>• Employee name _____</li> <li>• Position _____</li> <li>• Department _____</li> <li>• Direct supervisor or supervisors _____</li> <li>• Amount of time in the company _____</li> </ul>
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- Did you feel welcome in your team or department?

- Were there enough opportunities to make friendly connections at work?

- Did you feel supported in your role?

- Was there a safe way to express questions or concerns?

- Did you feel happy coming to work each day?

- What Was your reason for resignation?

- Did your salary feel commensurate with the workload and job title?
- Did you feel recognized for your contributions to the company?

- Did you at any time feel unsafe or uncomfortable in the workplace?

- Were you recruited for a new job? If so, in what way does that job offer suit your needs better?

- If you had concerns about this role, did you ever communicate them to a peer, HR or supervisor? If so, who did you talk to, and what was the outcome of that communication?

- Is there anything that our company could have done to avoid your departure?

- Would you be willing to return to work for our company at some point in the future?

Civil, Telecoms and Electrical Engineering Solutions