

Initiative for Social Action Foundation (INSAN)

EMPLOYEE HANDBOOK

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INTRODUCTION

Welcome to Initiative for Social Action Foundation (INSAN) team. We would like to wish you every success during your employment whether you recently joined us or whether you are an existing employee. We hope that your experience of working here will be positive and rewarding.

This Employee Handbook is designed both to introduce you to our organisation and to be of continuing use during your employment.

We ask that you study carefully the contents of this Employee Handbook as, in addition to setting out our rules and regulations, it also contains information on some of the main employee benefits that may be available to you and the policies and procedures relating to your employment. If you require any clarification or additional information please refer to your line manager.

Please note that Initiative for Social Action Foundation (INSAN) provide equal opportunities and are committed to the principle of equality in accordance with legislative provisions. We expect your support in implementing these policies. We will not condone any unlawful discriminatory act or attitude in the course of your employment or in your dealings with our clients, suppliers, and contract workers, members of the public or with fellow employees. Acts of unlawful discrimination, harassment or victimisation will result in disciplinary action.

General amendments to the Employee Handbook will be issued from time to time.

JOINING INITIATIVE FOR SOCIAL ACTION FOUNDATION (INSAN)

A) PROBATIONARY PERIOD

You join Initiative for Social Action Foundation (INSAN) on an initial probationary period of three months (if you are employed on a permanent contract). During this period your work performance and general suitability will be assessed and, if it is satisfactory, your employment will continue. However, if your work performance is not up to the required standard, or you are considered to be generally unsuitable, we may either take remedial action (which may include the extension of your probationary period) or terminate your employment at any time.

Initiative for Social Action Foundation (INSAN) reserves the right not to apply our full contractual capability and disciplinary procedures to permanent staff during their probationary period or to seasonal and fixed term staff during their employment.

B) JOB DESCRIPTION

You have been provided with a job description of the position to which you have been appointed but amendments may be made to your job description from time to time.

C) PERFORMANCE AND REVIEW

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Initiative for Social Action Foundation (INSAN) policy is to monitor your work performance on a continuous basis so that we can maximise your strengths, and help you overcome any possible weaknesses.

D) JOB FLEXIBILITY

It is an express condition of employment that you are prepared, whenever necessary, to transfer to alternative departments or duties within your skill area.

E) MOBILITY

Although you are usually employed at one particular site, it is a condition of your employment that you are prepared, whenever applicable, to transfer to any other of our sites. This mobility is essential to the smooth running of the Organisation.

SALARIES, ETC

A) ADMINISTRATION

1. Payment

- a. The pay month is the calendar month. Basic salaries are paid by cheque/bank transfer by the 10th day of the month, except where this falls on a weekend or bank holiday in which case payment is made on the next working day.
- b. You will receive a payslip showing how the total amount of your pay has been calculated. It will also show the deductions that have been made and the reasons for them, e.g. Income Tax, National Insurance, etc.
- c. Any pay queries should be raised with your Manager.

2. Overpayments

If you are overpaid for any reason, the total amount of the overpayment will normally be deducted from your next payment.

3. Income Tax and National Insurance

At the end of each tax year you will be given a form showing the total pay you have received from us during that year and the amount of deductions for Income Tax and National Insurance. You may also be given a form showing non-salary benefits. You should keep these documents in a safe place as you may need to produce them in your dealings with the Inland Revenue and other government departments, or if completing a self-assessment form.

B) LATENESS/ABSENTEEISM

1. You must attend for work punctually at the specified time(s). You must sign in and out at start and end of your working day and at any time when you leave the premises.
2. All absences must be notified in accordance with the sickness reporting procedures laid down in this Employee Handbook.
3. Lateness or absence may result in disciplinary action.

C) SHORTAGE OF WORK

If there is a temporary shortage of work for any reason, we will try to maintain your continuity of employment even if this necessitates placing you on short time or having to lay you off work without pay other than statutory guarantee pay.

D) MATERNITY/PATERNITY LEAVE AND PAY

You may be entitled to maternity/paternity leave and pay in accordance with the current statutory provisions. If you (or your partner) become pregnant you should notify your Manager at an early stage so that your entitlements and obligations can be explained to you.

E) PARENTAL LEAVE

If you are entitled to take parental leave in respect of the current statutory provisions, you should discuss your needs with your Manager, who will identify your entitlements and look at the proposed leave periods dependent upon your child's/children's particular circumstances and the operational needs of the organisation.

F) TIME OFF FOR DEPENDANTS

You may be entitled to take a reasonable amount of unpaid time off during working hours to take action that is necessary to provide help to your dependants. Should this be necessary you should discuss your situation with your Manager, who, if appropriate, will agree the necessary time off.

G) STAKEHOLDER PENSIONS

If you wish to join a stakeholder pension, we will make the necessary arrangements. Please contact the Office for further details.

HOLIDAY ENTITLEMENT AND CONDITIONS

A) ANNUAL HOLIDAYS

1. Your annual holiday entitlement is shown in your individual Statement of Main Terms of Employment.
2. It is Initiative for Social Action Foundation (INSAN) policy to encourage you to take all of your holiday entitlement in the current holiday year. We do not permit holidays to be carried forward and no payment in lieu will be made in respect of untaken holidays other than in the event of termination of your employment.
3. You must complete the holiday request form and have it signed by your Manager before you make any firm holiday arrangements.
4. Holiday dates will normally be allocated on a "first come - first served" basis whilst ensuring that operational efficiency and appropriate staffing levels are maintained throughout the year.
5. You should give at least six weeks' notice of your intention to take holidays and one week's notice is required for odd single days.

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6. You may not normally take more than two working weeks consecutively however in special cases can be authorised by the Senior Management.
7. Your holiday pay will be at your normal basic pay unless shown otherwise on your Statement of Main Terms.

B) PUBLIC/BANK HOLIDAYS

Your entitlement to public/bank holidays (and to any additional payment which may be made for working on a public/bank holiday) is shown in your individual Statement of Main Terms of Employment.

SICKNESS/INJURY PAYMENTS AND CONDITIONS

A) NOTIFICATION OF INCAPACITY FOR WORK

1. You must notify to Initiative for Social Action Foundation (INSAN) by telephone by 8.00 am. on the first day of incapacity. Notification should be made personally (or if you are unable to do so then by a relative), to your Manager. You should try to give some indication of your expected return date and notify us as soon as possible if this date changes.
2. If your incapacity extends to more than seven days you are required to notify us of your continued incapacity once a week thereafter.

B) EVIDENCE OF INCAPACITY

1. In cases of incapacity of up to seven calendar days you must sign a self-certification absence form on your return to work.
2. If your sickness has been (or you know that it will be) for longer than seven days (whether or not they are working days) you should see your doctor and make sure he/she gives you a medical certificate and forward this to your Manager without delay. Subsequently you must supply us with consecutive doctors' medical certificates to cover the whole of your period of absence.

C) PAYMENTS

1. You are entitled to statutory sick pay (SSP) if you are absent because of sickness or injury provided you meet the criteria in the current SSP regulations. When you are absent for four or more consecutive days you will be paid SSP by Initiative for Social Action Foundation (INSAN) if you are eligible. This is treated like wages and is subject to normal deductions.
2. Qualifying days are the only days for which you are entitled to SSP. These days are normally your working days unless otherwise notified to you. The first three qualifying days of absence are waiting days for which SSP is not payable. Where a second or subsequent period of incapacity (of four days or more) occurs within 26 days of a previous period of incapacity, waiting days are not served again.

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3. Where you receive or are awarded any sum by way of compensation or damages in respect of the incapacity from a third party (other than via our liability insurers for an accident at work) any payments which we may have made to you because of the absence (including SSP) shall be repaid by you to us up to an amount not exceeding the amount of the compensation or damages paid by the third party and up to, but not exceeding, any amount paid by us. Therefore, you should include these amounts in any claim you make and advise the Organisation of such claims.

D) RETURN TO WORK

1. You should notify your Manager as soon as you know on which day you will be returning to work, if this differs from a date of return previously notified.
2. If you have been suffering from an infectious or contagious disease or illness such as rubella or hepatitis you must not report for work without clearance from your own doctor. Separate rules relating to infectious diseases and food handlers are to be found later in this handbook and you, if you are a food handler, must familiarise yourself with them.
3. On return to work after any period of sickness/injury absence (including absence covered by a medical certificate), you are also required to complete a self-certification absence form and hand this to your Manager.
4. Upon returning to work you should report to your Manager who will interview you to ascertain your well-being.

E) GENERAL

1. Submission of a medical certificate or sickness self-certification absence form, although giving us the reason for your absence may not always be regarded by us as sufficient justification for accepting your absence. Continual or repeated absence through sickness may not be acceptable to us.
2. in deciding whether your absence is acceptable or not we will take into account the reasons and extent of all your absences, including any absence caused by sickness. Initiative for Social Action Foundation (INSAN) cannot operate with an excessive level of absence as all absences, for whatever reason, reduces our efficiency.
3. Initiative for Social Action Foundation (INSAN) will take a serious view if you take sickness/injury leave which is not genuine, and it will result in disciplinary action being taken.
4. If INSAN consider it necessary, we may ask your permission to contact your doctor or for you to be independently medically examined.

SAFEGUARDS

A) RIGHTS OF SEARCH

1. INSAN have the contractual right to carry out searches of employees and their property (including vehicles) whilst they are on our premises or business.

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2. Where practicable, searches will be carried out in the presence of a colleague of your choice who is available on the premises at the time of the search. This will also apply at the time that any further questioning takes place.
3. You may be asked to disclose the contents of your pockets, bags, vehicles, etc.
4. Whilst you have the right to refuse to be searched, such refusal will constitute a breach of contract, which could result in your dismissal.
5. Initiative for Social Action Foundation (INSAN) reserves the right to call in the police at any stage.

B) CONFIDENTIALITY

1. All information that:-
 - a. is or has been acquired by you during, or in the course of your employment, or has otherwise been acquired by you in confidence;
 - b. relates particularly to the organisation, staff, or other persons or bodies with whom we have dealings of any sort; and
 - c. has not been made public by, or with our authority;

Will be confidential, and (save in the course of the Initiative for Social Action Foundation (INSAN)'s business or as required by law) you shall not at any time, whether before or after the termination of your employment, disclose such information to any person without our prior written consent. In particular you should not give colleagues' phone numbers to anyone.

2. You are to exercise reasonable care to keep safe all documentary or other material containing confidential information, and shall at the time of termination of your employment with Initiative for Social Action Foundation (INSAN), or at any other time upon demand, return to INSAN any such material in your possession.

C) COPYRIGHT

All written material, whether held on paper, electronically or magnetically which was made or acquired by you during the course of your employment with Initiative for Social Action Foundation (INSAN) , is INSAN property and our copyright. At the time of termination of your employment with Initiative for Social Action Foundation (INSAN), or at any other time upon demand, you shall return to us any such material in your possession.

D) STATEMENTS TO THE MEDIA

Any statements to the media will only be given by the Chair of the Initiative for Social Action Foundation (INSAN) or a nominated person.

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E) INVENTIONS/DISCOVERIES

An invention or discovery made by you will normally belong to you. However, an invention or discovery made by you will become Initiative for Social Action Foundation (INSAN) property if it was made:-

- a. in the course of your normal duties under such circumstances that an invention might reasonably be expected to result from those duties;
- b. outside the course of your normal duties, but during duties specifically assigned to you, when an invention might reasonably be expected to result from these; and
- c. during the course of any of your duties, and at the time you had a special obligation to further Initiative for Social Action Foundation (INSAN) interests arising from the nature of those duties, and your particular responsibilities.

F) VIRUS PROTECTION PROCEDURES

In order to prevent the introduction of virus contamination into the software system the following must be observed:-

- a. unauthorised software including public domain software, magazine cover disks/CDs or Internet/World Wide Web downloads must not be used; and
- b. all software must be virus checked using standard testing procedures before being used.

G) USE OF COMPUTER EQUIPMENT

In order to control the use of the INSAN's computer equipment and reduce the risk of contamination the following will apply:-

- a. The introduction of new software must first of all be checked and authorised by a nominated senior member of staff before general use will be permitted.
- b. Only authorised staff should have access to the INSAN's computer equipment.
- c. Only authorised software may be used on any of the INSAN's computer equipment.
- d. Only software that is used for business or educational applications may be used.
- e. No software may be brought onto or taken from our premises without prior authorisation.
- f. Unauthorised access to the computer facility will result in disciplinary action.
- g. Unauthorised copying and/or removal of computer equipment/software will result in disciplinary action which could lead to dismissal.

H) E-MAIL AND INTERNET POLICY

1. Introduction

The purpose of the Internet and E-mail policy is to provide a framework to ensure that there is continuity of procedures in the usage of Internet and E-mail within the

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Initiative for Social Action Foundation (INSAN) . The policy provides for maximum use of the facility whilst complying with legislation.

2. Internet

You must have prior permission from your Manager to use the internet. You must ensure that published information has relevance to normal professional activities before material is released. Where personal views are expressed a disclaimer stating that this is the case should be clearly added to all correspondence. The intellectual property right and copyright must not be compromised when publishing on the Internet. The availability and variety of information on the Internet has meant that it can be used to obtain material reasonably considered to be offensive. The use of the Internet to access and/or distribute any kind of offensive material, or material that is not work-related, leaves an individual liable to disciplinary action which could lead to dismissal.

3. E-mail

The use of the E-mail system is encouraged as its appropriate use facilitates efficiency. Used correctly it is a facility that is of assistance to employees. Inappropriate use however causes many problems including distractions, time wasting and legal claims. The procedure sets out the INSAN's position on the correct use of the E-mail system.

4. Procedures - Authorised Use

- a. Unauthorised or inappropriate use of the E-mail system may result in disciplinary action which could include summary dismissal.
- b. The E-mail system is available for communication and matters directly concerned with the legitimate business of the Initiative for Social Action Foundation (INSAN). Employees using the E-mail system should give particular attention to the following points:-
All comply with our communication standards;

E-mail messages and copies should only be sent to those for whom they are particularly relevant;

E-mail should not be used as a substitute for face-to-face communication or telephone contact. Flame mails (i.e. E-mails that are abusive) must not be sent. Hasty messages sent without proper consideration can cause upset, concern or misunderstanding;

If E-mail is confidential the user must ensure that the necessary steps are taken to protect confidentiality. The INSAN will be liable for infringing copyright or any defamatory information that is circulated either internally or to external users of the system; and offers or contracts transmitted by E-mail are as legally binding on the organisation as those sent on paper

- c. The organisation will not tolerate the use of the E-mail system for unofficial or inappropriate purposes, including:-
 - i) Any messages that could constitute bullying, harassment or other detriment;

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Personal use (e.g. social invitations, personal messages, jokes, cartoons, chain letters or other private matters);

On-line gambling;

Accessing or transmitting pornography;

Transmitting copyright information and/or any software available to the user; or
Posting confidential information about other employees, the INSAN or its services users or suppliers.

D) USE OF SOCIAL NETWORKING SITES

Any work related issue or material that could identify an individual who is a customer/client or work colleague, which could adversely affect the company a customer/client or our relationship with any customer/client must not be placed on a social networking site. This means that work related matters must not be placed on any such site at any time either during or outside of working hours and includes access via any computer equipment, mobile phone or PDA.

STANDARDS

A) WASTAGE

1. Initiative for Social Action Foundation (INSAN) maintain a policy of "minimum waste" which you are able to promote by taking extra care during your normal duties to avoid unnecessary or extravagant use of services, time, energy, etc. For example:
 - a. handle machines, equipment and stock with care;
 - b. Turn off any unnecessary lighting and heating. Keep doors closed whenever possible; and
 - c. Limit photocopying and printing to what is necessary only.
2. The following provision is an express term of your contract of employment:-
 - a. Any damage to the Initiative for Social Action Foundation (INSAN)'s stock or property that is the result of your carelessness, negligence or deliberate vandalism will render you liable to pay the full or part of the cost of repair or replacement; and
 - b. any loss to us that is the result of your failure to observe rules, procedures or instruction, or is as a result of your negligent behaviour or your unsatisfactory standards of work will render you liable to reimburse to us the full or part of the cost of the loss.
4. In the event of failure to pay, we have the contractual right to deduct such costs from your pay.

B) HOUSEKEEPING

Work areas must be kept clean and tidy at all times.

HEALTH, SAFETY, WELFARE AND HYGIENE

A) SAFETY

1. You should make yourself familiar with Initiative for Social Action Foundation (INSAN) Health and Safety Policy and your own health and safety duties and responsibilities, as shown separately.
2. You must not take any action that could threaten the health or safety of yourself, other employees, students or members of the public.
3. Protective clothing and other equipment which may be issued for your protection because of the nature of your job must be worn and used at all appropriate times. Failure to do so could be a contravention of your health and safety responsibilities. Once issued, this protective wear/equipment is your responsibility.
4. You should report all accidents and injuries at work, no matter how minor, in the accident book that can be found in the Main Reception.

B) REFRESHMENT MAKING FACILITIES

We provide refreshment making facilities for your use. These must be kept clean and tidy at all times and may only be used during authorised breaks.

C) COMMON ROOM

We provide a common room for your use which must be kept clean and tidy at all times. It may only be used during authorised breaks.

D) ALCOHOL & DRUGS POLICY

1. Under legislation Initiative for Social Action Foundation (INSAN), as your employer, has a duty to ensure so far as is reasonably practicable, the health and safety and welfare at work of all our employees and similarly you have a responsibility to yourself and your colleagues. The use of alcohol and drugs may impair the safe and efficient running of the business and/or the health and safety of our employees.
2. If we believe you have been involved in any drug related action/offence, you may be subject to disciplinary action and, dependent on the circumstances, this may lead to your dismissal.

E) HYGIENE

1. Any exposed cut or burn must be covered with a first-aid dressing.

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2. If you are suffering from an infectious or contagious disease such as rubella or hepatitis you must not report for work without clearance from your own doctor.
3. Contact with any person suffering from an infectious or contagious disease must be reported before commencing work.
4. If you are suffering from any illness which affects your work performance you must report this to your immediate superior.

F) HYGIENE FOR FOOD HANDLERS

1. You must wash your hands immediately before commencing work and after using the toilet.
2. Any cut or burn on the hand or arm must be covered with an approved visible dressing.
3. Head or beard coverings and overalls/uniforms, where provided, must be worn at all times.
4. No jewellery should be worn, other than plain band wedding rings.
5. You should not wear excessive amounts of make-up or perfume and nail varnish should not be worn.
6. If you are suffering from an infectious or contagious disease or illness, or have a bowel disorder, boils, skin or mouth infection, you must not report for work without clearance from your own doctor.
7. Contact with any person suffering from an infectious or contagious disease must be reported and you must have clearance from your own doctor before commencing work.
8. You must report to your Line Manager before commencing work.

GENERAL TERMS OF EMPLOYMENT, INFORMATION AND PROCEDURES

A) CHANGES IN PERSONAL DETAILS

If you have any change in your personal details like house address, Phone Numbers etc. You must have to inform to your relevant managers.

B) OTHER EMPLOYMENT

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If you already have any other employment or are considering any additional employment you must notify us so that we can discuss any implications arising from the current working time legislation.

C) TIME OFF

Circumstances may arise where you need time off for medical/dental appointments, or for other reasons. Where possible, such appointments should be made outside normal working hours. If this is not possible, time off required for these purposes may be granted at the discretion of your Manager and will normally be with pay provided satisfactory evidence of appointment is produced.

D) BEREAVEMENT/COMPASSIONATE LEAVE

Individual's reactions to bereavement vary greatly and the setting of fixed rules for time off is therefore inappropriate. You should discuss your circumstances with your Manager and agree appropriate time off, which will normally be with pay.

E) COMMUNICATIONS

We will try to keep you informed about items of interest by means of regular briefings, internal mail and our notice board. You may use this, with the permission of the Initiative for Social Action Foundation (INSAN), to promote any particular item of interest to other employees. INSAN do not permit any items to be displayed which may offend the organisation's ethos.

F) EMPLOYEES' PROPERTY

We do not accept liability for any loss of, or damage to, property that you bring onto the premises. You are requested not to bring personal items of value onto the premises and, in particular, not to leave any items overnight.

G) LOST PROPERTY

Articles of lost property should be handed to the Main Reception.

H) TELEPHONE CALLS/ MOBILE PHONES

Telephones are essential for our business. Incoming personal telephone calls are allowed only in the case of emergency. Outgoing personal calls can only be made with the prior permission of your Manager.

I) BUYING OR SELLING OF GOODS

You are not allowed to buy or sell goods on your own behalf on Initiative for Social Action Foundation (INSAN) premises or during your working hours.

J) COLLECTIONS FROM EMPLOYEES

Collections are only allowed with the authorisation of the Chair of the Initiative for Social Action Foundation (INSAN)..

WHISTLE-BLOWERS

1. If you believe that the company is involved in any form of wrongdoing such as:
 - committing a criminal offence;
 - failing to comply with a legal obligation;
 - endangering the health and safety of an individual;
 - d. environmental damage; or
 - e. concealing any information relating to the above

You should in the first instance report your concerns to your Manger who will treat the matter with complete confidence. If you are not satisfied with the explanation or reason given to you, you should raise the matter with the appropriate INSAN or body, e.g. the Police, the Environment Agency, Health and Safety Executive or Social Services Department.

2. If you do not report your concerns to your Manger you may take them direct to the appropriate INSAN or body.
3. Having your contract terminated for ‘whistle-blowing’ and Initiative for Social Action Foundation (INSAN) take very seriously any concerns which you may raise under this legislation.
4. Initiative for Social Action Foundation (INSAN) encourage you to use the procedure if you are concerned about any wrong doing at work. However, if the procedure has not been invoked in good faith (e.g. for malicious reasons or in pursuit of a personal grudge), then it will make you liable to immediate termination of engagement or such lesser disciplinary sanction as may be appropriate in the circumstances.

CAPABILITY PROCEDURES

A) INTRODUCTION

Initiative for Social Action Foundation (INSAN) recognises that during your employment with INSAN your capability to carry out your duties may deteriorate. This can be for a number of reasons, the most common ones being that either the job changes over a period of time and you fail to keep pace with the changes, or you change (most commonly because of health reasons) and you can no longer cope with the work.

B) JOB CHANGES/GENERAL CAPABILITY ISSUES

1. If the nature of your job changes or if we have general concerns about your ability to perform your job we will try to ensure that you understand the level of performance expected of you and that you receive adequate training and supervision. Concerns

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regarding your capability will normally first be discussed in an informal manner and you will be given time to improve.

2. If your standard of performance is still not adequate you will be warned in writing that a failure to improve and to maintain the performance required could lead to your dismissal. INSAN will also consider the possibility of a transfer to more suitable work if possible.
3. If there is still no improvement after a reasonable time and Initiative for Social Action Foundation (INSAN) cannot transfer you to more suitable work, or if your level of performance has a serious or substantial effect on our organisation or reputation, you will be issued with a final warning that you will be dismissed unless the required standard of performance is achieved and maintained.
4. If such improvement is not forthcoming after a reasonable period of time, you will be dismissed with the appropriate notice.

C) PERSONAL CIRCUMSTANCES/HEALTH ISSUES

1. Personal circumstances may arise which do not prevent you from attending for work but which prevent you from carrying out your normal duties (e.g. a lack of dexterity or general ill health). If such a situation arises, Initiative for Social Action Foundation (INSAN) will normally need to have details of your medical diagnosis and prognosis so that we have the benefit of expert advice. Under normal circumstances this can be most easily obtained by asking your own doctor for a medical report. Your permission is needed before INSAN can obtain such a report and we will expect you to co-operate in this matter should the need arise. When Initiative for Social Action Foundation (INSAN) has obtained as much information as possible regarding your condition and after consultation with you, a decision will be made about your future employment with INSAN in your current role or, where circumstances permit, in a more suitable role.
2. There may also be personal circumstances which prevent you from attending work, either for a prolonged period(s) or for frequent short absences. Under these circumstances Initiative for Social Action Foundation (INSAN) will need to know when INSAN can expect your attendance record to reach an acceptable level. This may again mean asking your own doctor for a medical report or by making whatever investigations are appropriate in the circumstances. When INSAN have obtained as much information as possible regarding your condition, and after consultation with you, a decision will be made about your future employment with INSAN in your current role or, where circumstances permit, in a more suitable role.

D) SHORT SERVICE STAFF

Initiative for Social Action Foundation (INSAN) retain discretion in respect of the capability procedures to take account of your length of service and to vary the procedures accordingly. If you have a short amount of service, you may not be in

receipt of any warnings before dismissal but you will retain the right to a hearing and you will have the right to appeal.

DISCIPLINARY PROCEDURES

A) INTRODUCTION

1. It is necessary to have a minimum number of rules in the interests of the Initiative for Social Action Foundation (INSAN).
2. The rules set standards of performance and behaviour whilst the procedures are designed to help promote fairness and order in the treatment of individuals. It is our aim that the rules and procedures should emphasise and encourage improvement in the conduct of individuals, where they are failing to meet the required standards, and not be seen merely as a means of punishment. INSAN reserve the right to amend these rules and procedures where appropriate.
3. Every effort will be made to ensure that any action taken under this procedure is fair, with you being given the opportunity to state your case and appeal against any decision that you consider to be unjust.
4. The following rules and procedures should ensure that:-
 - a. the correct procedure is used when requiring you to attend a disciplinary hearing;
 - b. you are fully aware of the standards of performance, action and behaviour required of you;
 - c. disciplinary action, where necessary, is taken speedily and in a fair, uniform and consistent manner;
 - d. you will only be disciplined after careful investigation of the facts and the opportunity to present your side of the case. On some occasions temporary suspension on full pay may be necessary in order that an uninterrupted investigation can take place. This must not be regarded as disciplinary action or a penalty of any kind;
 - e. other than for an "off the record" informal reprimand, you have the right to be accompanied by a fellow employee at all stages of the formal disciplinary process;
 - f. you will not normally be dismissed for a first breach of discipline, except in the case of gross misconduct; and
 - g. if you are disciplined, you will receive an explanation of the penalty imposed and you will have the right to appeal against the finding and the penalty.

B) DISCIPLINARY RULES

It is not practicable to specify all disciplinary rules or offences that may result in disciplinary action, as they may vary depending on the nature of the work. In addition

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to the specific examples of unsatisfactory conduct, misconduct and gross misconduct shown in this handbook, a breach of other specific conditions, procedures, rules etc. that are contained within this handbook or that have otherwise been made known to you, will also result in this procedure being used to deal with such matters.

C) RULES COVERING UNSATISFACTORY CONDUCT AND MISCONDUCT

(These are examples only and not an exhaustive list.)

You will be liable to disciplinary action if you are found to have acted in any of the following ways:-

- a. failure to abide by the general health and safety rules and procedures;
- b. smoking on the premises or during the Initiative for Social Action Foundation (INSAN)'s activities;
- c. persistent absenteeism and/or lateness and/or unauthorised absence;
- d. unsatisfactory standards or output of work;
- e. rudeness towards service-users, members of the public or other employees, objectionable or insulting behaviour, harassment, bullying or bad language;
- f. failure to devote the whole of your time, attention and abilities to the INSAN and its affairs during your normal working hours;
- g. unauthorised use of E-mail and Internet;
- h. failure to carry out all reasonable instructions or follow Initiative for Social Action Foundation (INSAN) rules, policies and procedures;
- i. unauthorised use or negligent damage or loss of INSAN property;
 - a. failure to report immediately any damage to property or premises caused by you; and
- k. waste of resources e.g. Telephones, utilities.

D) SERIOUS MISCONDUCT

1. Where one of the unsatisfactory conduct or misconduct rules has been broken and if, upon investigation, it is shown to be due to your extreme carelessness or has a serious or substantial effect upon Initiative for Social Action Foundation (INSAN) operation or reputation, you may be issued with a final written warning in the first instance.
2. You may receive a final written warning as the first course of action, if, in an alleged gross misconduct disciplinary matter, upon investigation, to be significant mitigation.

E) RULES COVERING GROSS MISCONDUCT

Occurrences of gross misconduct are very rare because the penalty is dismissal without notice and without any previous warning being issued. It is not possible to provide an exhaustive list of examples of gross misconduct. However, any behaviour or negligence resulting in a fundamental breach of contractual terms that irrevocably destroys the Initiative for Social Action Foundation (INSAN) and confidence necessary to continue the employment relationship will constitute gross misconduct. Examples of offences that will normally be deemed as gross misconduct include serious instances of:-

- a. theft or fraud;
- b. physical violence or bullying;
- c. deliberate damage to property;
- d. deliberate acts of unlawful discrimination or harassment;
- e. possession, or being under the influence, of illegal drugs; and
- f. breach of health and safety rules that endangers the lives of, or may cause serious injury to, employees or any other person.

(The above examples are illustrative and do not form an exhaustive list.)

MISCONDUCT

2. Initiative for Social Action Foundation (INSAN) retain discretion in respect of the disciplinary procedures to take account of your length of service and to vary the procedures accordingly. If you have a short amount of service you may not be in receipt of any warnings before dismissal but you will retain the right to a disciplinary hearing and you will have the right of appeal.
3. If a disciplinary penalty is imposed it will be in line with the procedure outlined above, which may encompass a formal verbal warning, written warning, final written warning, or dismissal, and full details will be given to you.
4. Warnings will be issued, irrespective of the precise offence, and any further breaches of the procedure whether of the same type or not will be treated as further disciplinary offences and be dealt with at the next stage of the procedure.

G) DISCIPLINARY AUTHORITY

The operation of the disciplinary procedure, contained in the previous section, is based on the following authority for the various levels of disciplinary action. However, the list does not prevent a higher or lower level of seniority, in the event of the appropriate level not being available, or suitable, progressing any action at whatever stage of the disciplinary process.

Formal verbal warning	Manager
Written warning	Manager
Final written warning	Manager
Dismissal	Manager

H) PERIOD OF WARNINGS

1. Formal verbal warning

A formal verbal warning will normally be disregarded for disciplinary purposes after a one week's period.

2. Written warning

A written warning will normally be disregarded for disciplinary purposes after a two week period.

3. Final written warning

A final written warning will normally be disregarded for disciplinary purposes after a one month period.

I) GENERAL NOTES

1. Gross misconduct offences will result in dismissal without notice.

2. You have the right to appeal against any disciplinary action.

CAPABILITY/DISCIPLINARY APPEAL PROCEDURE

1. You have the right to lodge an appeal in respect of any capability/disciplinary action taken against you.

2. If you wish to exercise this right you should apply either verbally or in writing to the person indicated in your individual Statement of Main Terms of Employment.

3. An appeal against a formal warning or dismissal should give details of why the penalty imposed is too severe, inappropriate or unfair in the circumstances.

4. The appeal procedure will normally be conducted by a member of staff not previously connected with the process so that an independent decision into the severity and appropriateness of the action taken can be made.

5. If you are appealing on the grounds that you have not committed the offence then your appeal may take the form of a complete re-hearing and reappraisal of all matters so that the person who conducts the appeal can make an independent decision before deciding to grant or refuse the appeal.

6. You may be accompanied at any stage of the appeal hearing by a fellow employee of your choice. The result of the appeal will be made known to you in writing, normally within five working days after the hearing.

GRIEVANCE PROCEDURE

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1. It is important that if you feel dissatisfied with any matter relating to your employment you should have an effective means by which such a grievance can be aired and, where appropriate, resolved.
2. Nothing in this procedure is intended to prevent you from informally raising any matter you may wish to mention. Informal discussion can frequently solve problems without the need for a written record. However, if you wish to raise a formal grievance you should normally do so in writing from the outset.
3. You have the right to be accompanied at any stage of the procedure by a fellow employee who may act as a witness or speak on your behalf to explain the situation more clearly.
4. If you feel aggrieved at any matter relating to your work (except personal harassment, for which there is a separate procedure following this section), you should first raise the matter with the person specified in your Statement of Main Terms of Employment, explaining fully the nature and extent of your grievance. You will then be invited to a meeting at a reasonable time and location at which your grievance will be investigated fully. You must take all reasonable steps to attend this meeting. You will be notified of the decision, in writing, normally within ten working days of the meeting, including your right of appeal.
5. If you wish to appeal you must inform your Manager within five working days. You will then be invited to a further meeting, which you must take all reasonable steps to attend. As far as reasonably practicable, the Initiative for Social Action Foundation (INSAN) will be represented by a more senior manager than attended the first meeting (unless the most senior manager attended that meeting).
6. Following the appeal meeting you will be informed of the final decision, normally within ten working days, which will be confirmed in writing.

PERSONAL HARASSMENT POLICY AND PROCEDURE

A) INTRODUCTION

1. Harassment or victimisation on the grounds of race, colour, nationality, ethnic or national origin, sex, marital status, gender reassignment, sexual orientation, religious belief, disability or age is unacceptable.
2. Personal harassment takes many forms ranging from tasteless jokes and abusive remarks to pestering for sexual favours, threatening behaviour and actual physical abuse. Whatever form it takes, personal harassment is always taken seriously and is totally unacceptable.
3. Initiative for Social Action Foundation (INSAN) recognise that personal harassment can exist in the workplace, as well as outside, and that this can seriously affect employees' working lives by interfering with their job performance or by creating a stressful, intimidating and unpleasant working environment.

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B) POLICY

1. Initiative for Social Action Foundation (INSAN) deplore all forms of personal harassment and seek to ensure that the working environment is sympathetic to all our employees.
2. INSAN has published these procedures to inform employees of the type of behaviour that is unacceptable and provide employees who are the victims of personal harassment with a means of redress.
3. Initiative for Social Action Foundation (INSAN) recognises that we have a duty to implement this policy and all employees are expected to comply with it.

C) EXAMPLES OF PERSONAL HARASSMENT

Personal harassment takes many forms and employees may not always realise that their behaviour constitutes harassment. Personal harassment is unwanted behaviour by one employee towards another and examples of harassment include:

- a. insensitive jokes and pranks;
- b. lewd or abusive comments about appearance;
- c. deliberate exclusion from conversations;
- d. displaying abusive or offensive writing or material;
- e. unwelcome touching; and
- f. abusive, threatening or insulting words or behaviour.

These examples are not exhaustive and disciplinary action at the appropriate level will be taken against employees committing any form of personal harassment.

D) COMPLAINING ABOUT PERSONAL HARASSMENT

1. Informal complaint

Initiative for Social Action Foundation (INSAN) recognise that complaints of personal harassment, and particularly of sexual harassment, can sometimes be of a sensitive or intimate nature and that it may not be appropriate for you to raise the issue through our normal grievance procedure. In these circumstances you are encouraged to raise such issues with a senior colleague of your choice (whether or not that person has a direct supervisory responsibility for you) as a confidential helper. This person cannot be the Chair of the Initiative for Social Action Foundation (INSAN), who will be responsible for investigating the matter if it becomes a formal complaint.

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If you are the victim of minor harassment you should make it clear to the harasser on an informal basis that their behaviour is unwelcome and ask the harasser to stop. If you feel unable to do this verbally then you should hand a written request to the harasser, and your confidential helper can assist you in this.

2. Formal complaint

Where the informal approach fails or if the harassment is more serious, you should bring the matter to the attention of your Manger as a formal written complaint and again your confidential helper can assist you in this. If possible, you should keep notes of the harassment so that the written complaint can include:-

- a. the name of the alleged harasser;
- b. the nature of the alleged harassment;
- c. the dates and times when the alleged harassment occurred;
- d. the names of any witnesses; and
- e. any action already taken by you to stop the alleged harassment.

On receipt of a formal complaint INSAN will take action to separate you from the alleged harasser to enable an uninterrupted investigation to take place. This may involve a temporary transfer of the alleged harasser to another work area or suspension with pay until the matter has been resolved.

The person dealing with the complaint will invite you to attend a meeting, at a reasonable time and location, to discuss the matter and carry out a thorough investigation. You have the right to be accompanied at such a meeting by your confidential helper or another work colleague of your choice and you must take all reasonable steps to attend. Those involved in the investigation will be expected to act in confidence and any breach of confidence will be a disciplinary matter.

On conclusion of the investigation which will normally be within ten working days of the meeting with you, a draft report of the findings and of the investigator's proposed decision will be sent, in writing, to you and to the alleged harasser.

If you or the alleged harasser are dissatisfied with the draft report or with the proposed decision this should be raised with the investigator within five working days of receiving the draft. Any points of concern will be considered by the investigator before a final report is sent, in writing, to you and to the alleged harasser. You have the right to appeal against the findings of the investigator in accordance with the appeal provisions of the grievance procedure.

E) GENERAL NOTES

1. If the report concludes that the allegation is well founded, the harasser will be liable to disciplinary action in accordance with Initiative for Social Action Foundation (INSAN) disciplinary and disciplinary dismissal procedure. An employee who

receives a formal warning or who is dismissed for harassment may appeal by using our capability/disciplinary appeal procedure.

2. If you bring a complaint of harassment you will not be victimised for having brought the complaint. However if the report concludes that the complaint is both untrue and has been brought with malicious intent, disciplinary action will be taken against you.

EQUAL OPPORTUNITIES POLICY

A) STATEMENT OF POLICY

1. No applicant, employee or worker will be illegally discriminated against.
2. A copy of the policy will be made available for all employees and made known to all applicants for employment.
3. The policy will be implemented in accordance with the appropriate statutory requirements and full account will be taken of all available guidance and in particular any relevant Codes of Practice.
4. We will maintain a neutral working environment in which no employee or worker feels under threat or intimidated.

B) RECRUITMENT AND SELECTION

1. Initiative for Social Action Foundation (INSAN) will endeavour to ensure that employees making selection and recruitment decisions do not unlawfully discriminate.
2. Promotion and advancement will be made on merit and all decisions relating to this will be made within the overall framework and principles of this policy.
3. Initiative for Social Action Foundation (INSAN) will adopt a consistent, non-discriminatory approach to the advertising of vacancies.
5. Initiative for Social Action Foundation (INSAN) will, subject to our ethos, not confine our recruitment to areas or media sources which provide only, or mainly, applicants of a particular group.
6. All applicants who apply for jobs with Initiative for Social Action Foundation (INSAN) will receive fair treatment and will be considered solely on their ability to do the job.
7. Interview questions will be related to the requirements of the job and will not be of a discriminatory nature.

C) TRAINING AND PROMOTION

1. Senior staff will receive training in the application of this policy to ensure that they are aware of its contents and provisions.

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- D) 2. All promotion will be in line with this policy.
- MONITORING**
1. Initiative for Social Action Foundation (INSAN) will maintain and review the employment records of all employees in order to monitor the progress of this policy.
 2. Monitoring may involve:-
 - a. the collection and classification of information regarding the ethnic/national origin and sex of all applicants and current employees;
 - b. the examination by ethnic/national origin and sex of the distribution of employees and the success rate of the applicants; and
 - c. recording recruitment, training and promotional records of all employees, the decisions reached and the reason for those decisions.
 3. The results of any monitoring procedure will be reviewed at regular intervals to assess the effectiveness of the implementation of this policy. Consideration will be given, if necessary, to adjusting this policy to afford greater equality of opportunities to all applicants and staff.

TERMINATION OF EMPLOYMENT

A) RETIREMENT

The normal age for retirement is 65, and it is our policy for employees to retire at the end of the week in which their 65th birthday falls.

B) TERMINATING EMPLOYMENT WITHOUT GIVING NOTICE

If you terminate your employment without giving or working the required period of notice, as indicated in your individual statement of main terms of employment, you will have an amount equal to any additional cost of covering your duties during the notice period not worked deducted from any termination pay due to you. This is an express written term of your contract of employment.

C) RETURN OF INITIATIVE FOR SOCIAL ACTION FOUNDATION (INSAN) PROPERTY

On the termination of your employment you must return all Initiative for Social Action Foundation (INSAN) property which is in your possession or for which you have responsibility. Failure to return such items will result in the cost of the items being deducted from any monies outstanding to you. This is an express written term of your contract of employment.