



LWSC

LIBERIA WATER AND
SEWER CORPORATION

REVISED
HUMAN RESOURCE **POLICIES**
AND **PROCEDURES** MANUAL



Water Is Life

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Preface and Acknowledgement

This **Human Resource Policies and Procedures Manual** of the Liberia Water and Sewer Corporation (LWSC) is a revised and updated version of the Corporation's original Personnel Handbook, which was first developed and adopted in July 1985 and later reproduced in a handbill format in June 1997.

Recognizing the evolving nature of workplace dynamics and the need to foster a modern, inclusive, and productive work environment, the LWSC Management undertook a comprehensive review of the Manual. This revised version reflects the Corporation's commitment to creating a workplace culture that promotes professionalism, accountability, and staff productivity. Following its review by Management, the revised Manual was submitted to the LWSC Board of Directors, which thoroughly assessed and subsequently approved the Manual for implementation.

In alignment with the Corporation's overarching strategy to optimize human capital, streamline work processes, and uphold sound corporate governance, this Manual outlines the key policies and procedures that guide the LWSC's workplace environment. It provides clear and structured guidance on essential aspects of human resource management, including recruitment, onboarding, staff development, performance management, retention, and disciplinary procedures. The Manual is fully compliant with the labor laws of the Republic of Liberia and it also draws from the best practices of similar commercially viable utility service providers within Liberia and across the West African sub-region, ensuring that the Corporation promotes transparency, consistency, objectivity, and fairness in all HR-related matters. Nevertheless, the Corporation has the discretion to make revisions to the Manual to remain current and consistent with current labor practices or changes in national law. Thus, the Corporation reserves all management rights and retains all right to take actions deemed necessary to achieve organizational goals and the right to set productivity and performance standards.

With its formal approval by the LWSC Board of Directors, this Manual now serves as the binding framework for all staff and Management of the Corporation. To ensure broad accessibility, the Manual will be published on

the Corporation's website and hard copies printed and made available. It is the responsibility of staff to read and understand the provisions of this Manual as well as to seek clarification when needed.

On behalf of the Management, I sincerely thank the **Administration Division** for its leadership in coordinating the revision process. I also acknowledge the valuable contributions from other departments and divisions whose inputs were instrumental in shaping the final version of this Manual.

Finally, I sincerely thank the **Chairperson and Members of the Board of Directors** for their timely review, thoughtful feedback, and adoption of this Manual. Your commitment has been critical to the successful completion of this vital document.

Mohammed Ali
Managing Director

August 8, 2024

SECTION 1: BACKGROUND

1.1 Brief History of LWSC

The Liberia Water Sewer Corporation (LWSC) is a State-Owned Enterprise (SOE) created by the Government of Liberia (GoL) through an Act of the Legislature on January 30, 1973 as a public corporation. Until the creation of the LWSC in 1973, water supply and sewerage services were provided under the auspices of the Public Utilities Authority (PUA) which was earlier created by the GoL. As a Holding Corporation, the PUA was responsible for providing services of each of the public utilities, each of which now exists as a public corporation.

The 1973 Act was amended in 1976 and further amended in 2017 after 41 years of existence of the Corporation as an autonomous entity. The amendment by the Legislature was carried out in order to reflect prevailing realities in the water and sanitation sector in Liberia. The Act, among other responsibilities, mandates the Corporation to construct, install, establish, operate, manage, and maintain water and sanitation facilities for the purpose of providing safe drinking water and sewerage services to urban parts of Liberia.

1.2 Vision, Mission and Core Values

Vision

"To be a world-class provider of quality and sustainable water and sewerage services."

Mission

To Provide Efficient, Reliable and Affordable Customer-Driven Water and Sewerage Services.

Core Values

To fulfill its vision and mission, the LWSC shall cultivate and uphold the following basic virtues:

Professionalism	Committed to the highest level of competence, respect, and courtesy.
Integrity	Committed to upholding the highest ethical standards aimed at fostering trust through honesty, fairness, and consistent moral conduct in every corporate decision and action.
Innovation and Teamwork	Dedicated to championing creative thinking and proactive actions, using new ideas for delivery of value-adding services to customers through staff working together cohesively to engender mutual support, trust and appreciation of each other's strengths.
Transparency and Accountability	Taking ownership of our work and our impact, we honor our commitments, learning from our outcomes, and striving for openness and clarity.
Quality Service	Dedicated to high standard, bearing in mind the public needs and ensuring that the services are easily accessed and that they meet the needs effectively.
Customers Satisfaction	Committed to satisfactorily addressing the needs and concerns of our valued customers through unhindered face-to-face interactions and remote support via multiple channels, such as chat or email.

1.3 LWSC Human Resource Philosophy

LWSC's Human Resource HR philosophy and management practices are premised on the belief that *competent, visionary, and highly professional staff* are the most valuable assets and backbone of the Corporation. The achievement of the LWSC's strategic goals depends on the commitment, effectiveness and efficiency of this highly valuable asset. Hence, the Corporation is committed to ensuring that it attracts, develops, maintains and retains a crop of qualified, loyal and dedicated workforce. The Corporation shall demonstrate this

philosophical conviction by not only framing policy provisions that are reflective of this belief, but also providing a work environment that is supportive of this HR philosophy by offering all employees opportunities for personal challenge, development, recognition and reward. The Corporation expects every staff to understand its overall goals and objectives and adopt a team approach to work, demonstrate self-confidence, competence and commitment in carrying out job tasks and seeing the tasks through to completion.

The Corporation confirms its commitment to provide equal employment opportunities to all qualified Liberians without regard to sex, gender identity, religion, disability, etc. Equal employment opportunity applies to all terms and conditions of employment, including but not limited to hiring, placement, promotion, termination, layoff, recall, transfer, leave of absence, compensation, and training.

1.4 Rights and Obligations

The Corporation holds the view that employees have aspirations and that they seek employment as a means to self-actualization. It is also our belief that a satisfied employee is likely to be more productive, and indeed, champion the course of collective prosperity. As such, the Corporation encourages every employee to foster creative ideas aimed at promoting efficiency on the job. Towards this end, we believe that awareness about the rights and obligations of the Management and employees in the workplace will facilitate a healthy engagement to the mutual benefit of both. Hence, to enable this healthy engagement, the rights and obligations of the parties are as stated below.

1.4.1 Management Rights and Obligations

The Corporation shall exercise its management prerogative or exclusive discretion to make decisions in respect of the following, amongst others:

- a. To recruit, select, hire, assign, supervise, promote, discipline, suspend, terminate and dismiss.
- b. To determine the size and composition of its workforce.
- c. To establish and review workplace rules and regulations in conformity with the provisions of the laws of the Republic of Liberia and other applicable laws.
- d. To determine and review job descriptions, specifications and classification.
- e. To discourage all forms of discrimination and ensure fair and equitable treatment of all employees.
- f. To provide a secured, healthy and safe working environment for effective performance.
- g. To provide the tools and materials for effective job performance.
- h. To provide opportunities for staff development and career advancement.
- i. To compensate and equitably reward the employee based on job performance.

1.4.2 Employees' Rights and Obligations

Every employee shall have the right and obligation to:

- a. Freely express his or her constitutional rights as a citizen of the Republic of Liberia, without hindrance and/or infringement on the rights of others in the workplace.
- b. Accept or resign his or her employment subject to the Corporation's terms and conditions of employment.
- c. Belong to and be represented by a labor union in accordance with the provisions of Liberia Labor Laws.
- d. Be paid wages/salaries in accordance with the terms and conditions of employment.
- e. Be duly informed of the Corporation's HR Policies and Procedures including general rules and regulations, and revision/amendments

- thereof.
- f. Be required to provide all information required for the documentation of his/her employment status and confirmation of appointment with LWSC.
 - g. Serve the Corporation faithfully, transparently and with the utmost loyalty at any time, place or position.
 - h. Constantly endeavor to minimize loss of time and avoid any action that is likely to impede the smooth operation of the Corporation's business.
 - i. Obey all lawful and operational instructions given by superior officers.
 - j. Comply with the Corporation's rule and regulations.
 - k. Develop a personal sense of responsibility for job output quality, quantity and cost.
 - l. Refrain from any other occupation that may result in conflict of interest while in the service of the Corporation.
 - m. Ensure harmonious interpersonal relationships with colleagues at work.
 - n. Sign an undertaking of confidentiality.
 - o. Read, understand and abide by LWSC Employee Code of Conduct attached hereto.
 - p. Read, understand and abide by LWSC ICT Policy and other corporate policies and regulations.
 - q. Read, understand and abide by LWSC Employee Administrative Handbook and HR Policies and Procedures Manual.

1.5 Applicability of HR Policies and Procedures

The rules and regulations and other conditions of employment contained in this HR Policies and Procedures Manual shall be applicable to all permanent, contract, cadets and interns. These conditions of employment do not apply to casual daily workers engaged for special projects, unless otherwise stipulated in their individual contract of engagement or conditions of service.

SECTION 2: ORGANIZATION STRUCTURE

2.1 LWSC ORGANIZATION STRUCTURE

The day-to-day affairs of the Liberia Water and Sewer Corporation shall be administered by the Executive Management headed by the Managing Director (MD) who is assisted by four (4) Deputy Managing Directors (DMDs). The MD operates under the authority of the Board of Directors appointed by the President of the Republic of Liberia. The MD is also appointed by the President based on the recommendation of the Board of Directors and with the consent of the Liberian Senate. The DMDs are appointed by the President based on the recommendation of the Board of Directors and with the consent of the Liberian Senate. Each of the DMDs heads one of the four divisions of the Corporation, namely: Administration, Technical Services, Finance, and Sales and Marketing. The DMDs offer professional and technical direction for the smooth functioning of assigned divisions. The MD and DMDs constitute the Executive Management of the LWSC. Each division consists of departments, which are further subdivided into sections with each department headed by a manager. Assisting the DMDs are directors, each heading one of the four core directorates and playing an intermediary role between head of a division and heads of departments.

2.2 OFFICE OF THE MANAGING DIRECTOR

The Office of the Managing Director is headed by a Technical Assistant (TA) who is responsible for handling administrative and executive support-related tasks, serving as the main point of contact for internal and external stakeholders on all matters to the Managing Director, and organizing and coordinating outreach and external relations activities for the Managing Director. The TA provides oversight responsibility for three (3) specialized units within the Office of the Managing Director which include Monitoring & Evaluation M&E Unit, Professional Support Unit, and In-House Legal Unit. TA

also supervises other units within the Office of the Managing Director which include Media and Community Relations Unit, and Secretariat Unit which consists of Executive Assistant and clerical staff.

2.3 ADMINISTRATION DIVISION

The Administration Division manages the operational support system of the Corporation which facilitates optimal service delivery. The Division is headed by the Deputy Managing Director for Administration (DMD/A) who has oversight responsibility for the following departments: Human Resource Department; Procurement Department; Property and General Services Department; Information Technology Department; Training Department; and Security Department, each of which is headed by a manager. The DMDA is assisted by an Administrative Director who plays an intermediary role between the DMDA and the heads of departments, while the Office of the DMDA consists of a Technical Assistant; a Professional Support Specialist; and an Office Assistant.

2.4 TECHNICAL SERVICES DIVISION

The Technical Services Division constitutes the integral part of the Corporation, responsible to manage and enhance water supply and sewage disposal systems involving construction, installation, operation, and maintenance of water and sewage facilities across Liberia. The Division is headed by the Deputy Managing Director for Technical Services (DMD/TS) who has oversight responsibility for the following departments: Engineering Planning and Project Development; Block Mapping and Geo-Information System Department; Operations Department; Water Treatment Plant and Supply Department; and Network Department, each of which is headed by a manager. The DMDT/S is assisted by a Technical and Operations Director who plays an intermediary role between the DMDT/S and the heads of departments while the Office of the DMDA consists of a Technical Assistant; a Technical Support Specialist; and an Office Assistant.

2.5 FINANCE DIVISION

The Finance Division manages the financial operations of the Corporation, responsible to ensure efficient allocation and management of corporate financial resources. The Division is headed by the Deputy Managing Director for Finance (DMD/F) who has oversight responsibility for the following departments: Accounts Department; Accounts Receivable Department; and Materials Administration Department, each of which is headed by a manager. The DMDF is assisted by a Finance Director who plays an intermediary role between the DMDF and the heads of departments, while the Office of the DMDF consists of a Technical Assistant; a Professional Support Specialist; and an Office Assistant.

2.6 SALES AND MARKETING DIVISION

The Sales and Marketing Division manages the commercial and marketing operations of the Corporation, responsible to develop and implement strategies to promote the Corporation's services to the public with the ultimate aim of increasing sales and promoting brand recognition. The Division is headed by the Deputy Managing Director for Sales and Marketing (DMDSM) who has oversight responsibility for the following departments: Marketing Department; Billing Department; and Customers Services Department, each of which is headed by a manager. The DMDS/M is assisted by a Sales and Marketing Director who plays an intermediary role between the DMDS/M and the heads of departments, while the Office of the DMDS/M consists of a Technical Assistant; a Professional Support Specialist; and an Office Assistant.

Details of the organization structure of divisions and departments of LWSC are attached as Appendix 1 of this Manual.

SECTION 3: GENERAL WORKPLACE RULES AND REGULATIONS

3.1 Official Language

The official language of communication in LWSC is English. Employees are advised to avoid the use of vernacular in their communications with colleagues during official hours of work. Discrimination on the basis of ethnicity and language is prohibited. An exception to this rule is allowed only in situations where formal communication (in English Language) with an external customer is impossible.

3.2 Dress Code

It is the responsibility of Management to make the working environment comfortable for all employees by enforcing a dress code that ensures appropriate attire at workplace. The list below establishes what is considered as inappropriate attire at work:

- a. Short skirts that are high above the knees.
- b. Spaghetti-strap dresses and blouses (thin, delicate straps).
- c. Visible undergarments.
- d. Sweatpants, exercise pants, Bermuda shorts, skin tights.
- e. Baggy pants that hang around the buttocks.
- f. Raggae jeans.
- g. Shower slippers (except for fashionable flip flops).
- h. Tank tops (short T-shirt that shows the stomach),
- i. Tops with low neckline.
- j. Shirts or t-shirts with offensive printed messages.

Violation of the approved Dress Code shall attract disciplinary actions including warning, suspension and termination of employment.

3.3 Staff Identity Cards

Employees are required to wear their identity cards at all times as part of the official dress code of the Corporation. Identity cards shall be issued to all newly appointed staff including full time and parttime employees, contractors, cadets, and interns upon assumption of duties. The staff identity cards are the properties of the LWSC, and shall, upon resignation, termination or retirement, be returned to the HR Department. The costs of issuance of identity cards for first time of issuance shall be borne by the Corporation. Loss of an identity card must be reported immediately in writing to the HR Manager and the costs of issuing of a new Identity Card will be the sole responsibility of the employee.

3.4 Daily Attendance at Work

All Employees, with the exception of the Executive Management and members of the Board of Directors, are required to sign the daily attendance registers in person at the time of reporting and closing for duty. Failure to sign in and/or out shall be tantamount to absence from work, which shall attract disciplinary actions including salary deductions for the time the employee(s) did not show up for work.

The Human Resource Manager or his/her designated representatives shall draw line, close and remove the attendance registry at 9:30 a.m. daily indicating that no staff shall be permitted to sign in. In the case where a biometric system is available, the same time shall procedures and processes apply.

The Human Resource Director will submit a monthly attendance report to the office of the Deputy Managing Director for Administration with copy to the Internal Audit Unit. Employees going on approved field trips or any other approved assignments out of the Centra Office Monrovia are required to process their travels with a written approval by their Divisional Head or his/her designee.

3.5 Personal Conduct at Work

All employees are required to conduct themselves in a friendly, courteous and professional manner at all times during official business hours. It is also expected that employees will relate and interact with clients, customers, contractors, suppliers and others in a manner that promotes and enhances the good image of the Corporation.

3.6 Staff Movement

The Corporation frowns at idleness and perambulation during official hours of work. Any staff who wishes to go out of his or her duty post during regular working hours for personal reasons, must first obtain permission from his or her immediate supervisor. A staff leaving the office premises on permission is required to sign the attendance register indicating time of departure and return.

3.7 Clean-Desk Policy

LWSC believes in a clean-desk policy. Hence, all employees are required to clear their desks of files, paper works and correspondences (including emails and digital platforms) before closing for the day. All treated memos should be returned to their appropriate files, and files returned to the cabinets or shelves.

3.8 Confidentiality and Secrecy of Information

Employees are to preserve the confidentiality and integrity of information (including electronic files) available to them in the course of their work and refrain from improper use. Apart from LWSC brochures, newsletters and magazines which can be distributed to all employees, all other documents shall at all times be treated as confidential and all employees are forbidden from giving out such information without proper authorization. However, an employee shall not use this rule as a pretext for holding back information from authorized staff members who may require such information for effective performance of their duties. Any breach of confidentiality and secrecy or misuse of this rule to frustrate the work of other staff

members shall render the offender liable to disciplinary action including summary dismissal.

3.9 Use of Stationery and Office Supplies

Stationery and office supplies are provided strictly for official use. Diversion of such materials to personal use will attract disciplinary action.

3.10 Furniture and Office Equipment

Furniture, office equipment (i.e. computers, servers, printers, photocopying machines, typewriters, telephones, routers) and other tools provided for the purpose of effective and convenient work operations must be handled with care and safely secured. No employee shall be penalized for reasonable wear and tear to these items in the course of duty. However, any negligent and/or misuse of such furniture and office equipment resulting to damage or loss will attract disciplinary actions.

3.11 Loss of Personal Property

LWSC shall not accept liability for loss or damage to any personal property of an employee while at the office, during field operations or travelling in the course of duty.

3.12 Liability of Staff

An employee shall be held liable for any loss or damage to the property of the Corporation or for loss of funds entrusted under his or her personal care. If such a loss or damage occurs due to negligence, the amount or cost of damage shall be recovered from the employee in addition to disciplinary action. Said employee shall also be subject to disciplinary action including suspension and/or dismissal depending on the gravity of the incident.

3.13 Private Work

Employees are expected to devote their time and attention to their jobs. They are therefore prohibited from undertaking any form of

private work which would conflict with the interest of the Corporation or interfere with the performance of their duty. Requests to personnel to serve as resource persons at some external events for which they will be paid honorarium shall receive the approval of the Managing Director before they can be allowed to honor such request.

3.14 Political Neutrality and Influence

Staff members are forbidden from engaging in any political activity or otherwise on the premises of the Corporation which may compromise or be seen to compromise the impartiality or credibility of their office.

3.15 Visitors

The Corporation frowns at the use of official business hours for the reception/entertainment of personal visitors in the workplace. However, where this is inevitable on grounds of family emergencies, the concerned staff must seek and receive the permission of his or her immediate supervisor to attend to such visitors at the designated visitors' lounge. Violation of this rule without reasonable cause may attract disciplinary action.

Unauthorized access to the Corporation's water supply and sewage treatment plants and installations is prohibited. Visitors wishing to visit these facilities must have the permission of the Managing Director or his/her designated representative. No visitor shall be allowed to take photographs of such installations without authorization by the Managing Director or his/her designated representative.

3.16 Security Search

All persons entering or exiting the premises of the Corporation shall be subject to routine security search on personal effects and vehicles.

3.17 CCTV Coverage and Tracking Devices

The Corporation may, for reasons of securing its staff, physical assets and operations, install Close Circuit Television (CCTV) cameras at selected locations within its premises (which may include offices) and tracking devices on its vehicles.

3.18 Suggestion Box

Suggestion boxes shall be provided in all locations of the Corporation, and employees are encouraged to use the boxes a medium of transmitting their ideas, opinions, observations and suggestions to Management aimed at improving the general environment of work at LWSC. Notwithstanding, any staff found in an unwholesome use of the boxes shall face disciplinary actions by Management.

3.19 Notice/Bulletin Boards

Notice/Bulletin Boards shall be provided at all locations of Corporation as a medium of transmitting Management information, announcements, notices, internal advertisements, instructions and other forms of internal communication to all staff members. Employees shall regularly avail themselves of the information on the Notice/Bulletin Boards for communication relating to official engagements. Employees are prohibited from using LWSC Notice Boards for disseminating personal messages or advertising personal articles and/or pornographic materials. Any breach of this rule shall attract disciplinary action including warning, suspension and dismissal depending on the magnitude of the offence.

3.20 Internet Facility

The Corporation's internet facility is provided solely for the enhancement of productivity and official communications at work. Use of this facility for personal business or misuse for viewing and/or sharing inappropriate contents, including sexually explicit materials, is strictly prohibited. Any violation of this rule will attract disciplinary action including warning, suspension and dismissal depending on the magnitude of the offence. The Corporation reserves the right to

monitor any and all aspects of internet use to ensure that the facility is not put to wrong use or over burdened by unnecessary network traffic.

Any breach of this rule shall attract disciplinary action including warning, suspension and dismissal depending on the magnitude of the offence.

3.21 Transport Policy and Procedures

3.21.1 Vehicle/Cycle Management

The General Services Manager has the overall direct responsibility for the management of vehicles belonging to the Corporation. He/she, in liaison with the Chief Driver will ensure that adequate control and procedures exist to monitor and control vehicles usage. It is the policy of the LWSC that each vehicle will have a logbook tracking daily movements, mileage and fuel allocation/usage. The logbook should be maintained by the driver and reviewed by the Chief Driver on a weekly basis.

3.21.2 Vehicle/Motorcycle Maintenance

It is the policy of the LWSC to ensure all vehicles/motorcycles are well maintained and in safe and roadworthy conditions. The driver of the vehicle and users of assigned motorcycles have a duty to report immediately any difficulties experienced/faults arising in the vehicle/motorcycle to the Chief Driver, when and if they arise. The Chief Driver and Driver should assess the problem and decide in consultation with the Manager of General Services Department action to be taken to rectify the problem. Irrespective of the work pressure, the Chief Driver should not allow a vehicle /motorcycle to be assigned for use unless he/she is satisfied that it is in a roadworthy condition.

Any breach of Section 3.21, Counts 3.21.1 and 3.21.2 shall attract

disciplinary action including warning, suspension and dismissal depending on the magnitude of the offence.

3.22 Rules for Drivers

3.22.1 Role of Drivers

The principal duty of a driver is to drive vehicles for the LWSC as directed by the General Services Manager or Chief Driver. As driver of LWSC, they are responsible for the maintenance of the vehicles they drive and should daily ensure check, particularly of the oil and water levels of the vehicles. In addition, the drivers are responsible for:

- Performing all routine maintenance and repair checks, following all the instructions in the vehicle maintenance manual.
- Ensuring that the vehicle is clean and in good condition before setting out a journey.
- Ensuring the effective use of the vehicle.
- Disciplinary action will be taken if the driver does any of the following without getting permission in advance:
 - a. Take unauthorized passengers on the assigned or unassigned journey.
 - b. Load unauthorized materials including materials for personal use and/or materials that are considered illegal and unacceptable to be uploaded and carried on the vehicles.
 - c. Drive to wrong or undesignated destination in order to conduct own business.
 - d. Drink alcohol or is intoxicated during working hours.
 - e. Allow other unauthorized staff or outsiders to drive the LWSC vehicle under any circumstances, or teaching people how to drive using the Corporation's vehicle.
 - f. Drive without wearing a seat belt.
 - g. Drive recklessly and above the required speed limit.

3.22.2 Accident Procedures

In the event of an accident involving a LWSC vehicle, the following

steps should be taken by the driver whose vehicle is involved in the vehicle:

- a. Immediate notification of the Police, the Chief Driver and/or the Manager of the General Services Department who shall report the accident to the Secretary Department and the Management within the stipulated period.
- b. Request for an ambulance, when and where necessary.
- c. A sketch of the scene should be drawn as soon as possible.
- d. Fill and submit accident report form as soon as he/she has the time.
- e. Return the vehicle to the premises of LWSC or park it in a safe environment if the vehicle is not impounded by the Police.

In addition, HR should ensure that the driver's accident report should be held in the driver's personnel file.

3.22.3 Security

In order to secure vehicles of the LWSC, the driver, Chief Driver and General Services Manager must all ensure that:

- a. All vehicles have first aid kits, spare tires and tools.
- b. Any missing spares or tools must be replaced as soon as possible.
- c. No unauthorized persons are carried in LWSC vehicles at any time.
- d. All vehicles must be kept in a secure compound, and the steering wheels and all doors must be locked.
- e. The Corporation will take disciplinary action on any driver who through his/her careless/reckless driving causes an accident, which damages the vehicle or causes vital or non-vital injuries to the driver or third parties.

3.22.4 Logging Replacement Parts and Repairs

The Chief Driver must keep the logbook belonging to each vehicle in order to record repairs and parts replaced. At the end of each month, he/she should total the costs for each vehicle and pass such to the General Services Manager for submission of a report to the Deputy Managing director for Administration.

3.22.5 Supervision

The Chief Driver should check the work of the drivers and tools in the

vehicle such as the jack, spanners, pliers etc. once a month to ensure that the vehicles are being maintained properly.

Any breach of Section 3.22, Counts 3.22.1, 3.22.2, 3.22.3, 3.22.4, and 3.22.5 shall attract disciplinary actions including warning, suspension and dismissal depending on the magnitude of the offence.

SECTION 4: EMPLOYMENT POLICIES AND PROCEDURES

4.1 Employment Categories

Employment in LWSC is categorized either as full time or temporary employment.

4.1.1 Full Time Employees

A full-time employee, also known as a **permanent employee**, is a person hired to work full time on a permanent basis. A full-time employee is paid a monthly salary and he/she is entitled to specified benefits as may be determined by Management and a pension on retirement.

4.1.2 Temporary Employees

A Temporary employee is a person employed to work for a specific period as required by contract and not entitled to benefits except when specifically indicated. There are three types of temporary employees in LWSC, viz:

4.1.2.1 Contract Employees

A contract employee is a person engaged on contract for a specific period of continuous service not more than Six (6) months). The contract employee is paid an agreed monthly remuneration for the duration of the contract, and may not be entitled to any benefits except explicitly stated in the contract. The contract employment can be renewed at the discretion of the employer (LWSC).

4.1.2.2 Intern or Trainee/Cadet Employees

An intern or trainee employee or cadet is a student or recent graduate whose application for volunteer service, in order to gain practical experience, is approved by Management. An intern or cadet is expected to work 30 hours weekly but may be required to work up to 40 hours a week depending on exigencies of duty. Interns or cadets may be paid monthly honorarium for service. They are not eligible for benefits.

4.1.2.3 Casual Employees

A casual employee is a person engaged on a very short-term basis (days or weeks) to work on special assignments/projects or as a temporary relief for an employee proceeding on annual vacation. In Consultation with the Deputy Managing Director for Administration, departments shall liaise with HR to develop, update and maintain a list or database of potentially suitable candidates for casual employment as the need arises. HR serves as the repository of such database. Casual employees shall only be paid for days worked at the recommended rate for special project/works or relief duties. Casual employees are not entitled to benefits. However, casual employees may be considered for a gift depending on the recommendation of their supervisors and availability of funds.

4.2 Conversion of Employment

The Corporation does not allow conversion of employment. Hence, interns/cadets cannot automatically be converted to either contract or permanent employees. Similarly, contract employees cannot automatically be converted to permanent employees. Any temporary employee wishing to change his or her employment status to a permanent employment can apply and compete for full time employment as per advertised vacancies.

4.3 Recruitment

The growth and needs of the Corporation form the basis for decisions to recruit. The process of finding and hiring the best qualified

candidates from within or outside the Corporation is guided by very high standards of professionalism and integrity, and carried out in a timely and cost-effective manner and in full compliance with all relevant employment regulations of the country. The aim of recruitment is to hire personnel with the appropriate levels of education, skills, and experience for vacant positions.

4.4 Recruitment Policy

Recruitment practices of the Corporation are guided by the following policy provisions:

- i. The Corporation operates a competitive and merit-based staff recruitment and selection policy. Its policy emphasis is to recruit individuals with the potentials and capabilities as per the job specifications for effective and efficient job performance. Notwithstanding, the recruitment process for new staff may be advertised for line manager positions with supervisory responsibilities internally and externally as the need arises.
- ii. The Corporation subscribes to the doctrine of equal employment opportunities for all qualified persons regardless of political affiliation, gender, geography, ethnicity, religion and marital status.
- iii. The Corporation operates a transparent, standard and consistent recruitment process aimed at ensuring employment of the best candidate for a job.
- iv. Vacancies for specialist personnel which may not be filled through the regular recruitment process will be head hunted subject to the approval of the Management.
- v. A job applicant, whose close relative is already in the employment of the LWSC is required to disclose this relationship in the course of recruitment. Close relatives are defined as parents or step-parents, siblings or step-siblings, children or step-children, spouse, civil partner or unmarried partner (where the couple have been in a relationship akin to marriage or civil partnership for at least two years).
- vi. Physically challenged individuals shall be offered equal opportunity to compete fairly for employment to vacant positions for which they

are well suited.

- vii. Physically challenged job applicants are required to fully disclose their special health conditions/requirements at the point of consideration for employment.

4.5 LWSC Recruitment Process

LWSC recruitment process is aimed at selecting the right candidate for the right job at the right time. Consequently, Management's decisions and actions leading to the determination of vacancies or manpower requirements are crucial to successful personnel recruitment. In the LWSC, the following are critical defining actions and processes on which recruitment decisions and strategies are based:

- Corporate Strategic Planning
- Strategic HR Planning
- Determination of Optimal Manning Levels
- Listing of Established Vacancies
- Preparation of Recruitment Plan & Budget
- Determination of Recruiting Strategy
- Implementation of Recruitment Plan and Processes
- Ensuring Regulatory Compliance
- Integration and Job Placement of New Hire.

Based on the manpower requirements and/or corporate strategic goals of the LWSC, the recruitment process will be determined as summarized below:

- Listing of established vacancies
- Preparation of job descriptions and specifications
- Advertisement, where applicable
- Completion of the LWSC Employment Application Form
- Compilation of job applicant's database
- Short listing of potentially qualified candidates
- Selection of interview panelists
- Specification of selection criteria and preparation of test /interview

score sheets

- Scheduling of shortlisted candidates for selection test(s)/interviews
- Invitations (letters, emails, phone calls) for selection test(s) or interviews
- Creation of folders for each shortlisted candidate (content to include completed application form, curriculum vitae, photocopies of credentials and preferably letter of invitation for interview)
- Preparation of interview panelists (briefing and rehearsals)
- Screening of original copies of credentials on interview day
- Conducting selection test/interview
- Compilation of interview scores and ranking of candidates
- Preparation of interview report on each candidate
- Pre-employment checks and verifications
- Issuance of letter of provisional offer of employment
- Submission of acceptance letter by successful candidate
- Employee documentation and inclusion on payroll
- Induction and orientation.

4.6 Conviction for Criminal Offence

No person convicted of a criminal offence which, in the opinion of the Corporation, involves moral turpitude, shall be eligible for appointment by the Corporation. A Police Clearance Report shall be requested in this regard.

4.7 Medical Examination of Fitness for Work

Candidates who successfully emerge from the employment selection process shall be required to pass a medical examination of fitness for work as a pre-condition for employment into the services of the Corporation. The medical examination must be conducted by a registered and recognized medical practitioner in Liberia. The report of the medical examination shall be furnished **directly** to the Corporation and may be communicated to the concerned individual at the discretion of the Medical Officer.

4.8 References and Certificates Verification

All candidates selected for employment consideration shall be required to submit three references for further employment processing. Fresh recruits, with no previous employment experience shall be required to submit three satisfactory references inclusive of two academic/professional references and a personal reference. Experienced recruits, with previous employment records, shall be required to submit three satisfactory references inclusive of at least two references from immediate past employer and one personal reference. All referees shall be contacted and employees will only be confirmed on grounds of satisfactory reference subject to other requirements.

All academic and professional certificates submitted for the purpose of employment shall be verified for proof of authenticity. Any candidate who submits a forged or invalid certificate or reference report shall be immediately removed from the employment process.

4.9 Employment References

Candidates being processed for employment are required to submit particulars (names, status, addresses and contact telephone numbers) of three (3) referees who will be contacted for the purpose of obtaining recommendations in support of their employment in the LWSC. Previously employed applicants are required to submit the particulars of at least two referees from their former employers and one personal reference. Candidates with no previous employment are required to submit the particulars of at least two references from their last institution of higher learning and one personal reference.

4.10 Offer of Appointment and Conditions of Employment

All persons appointed to any positions in the LWSC shall be issued an appointment letter, duly signed by the appointing authority. The appointment letter must state the post on offer, terms and conditions of the appointment and the validity period of the offer. The LWSC conditions of employment shall include the terms of employment stated in the letter of appointment, conditions of service prescribed

in the Corporation's HR Policies and Procedures Manual and other policy regulations issued from time to time by Management.

4.11 Job Description

Every position in the LWSC shall have a job description. The Head of HR Department with the consent of the DMDA and in collaboration with heads of other departments will regularly update job descriptions for all positions within the Corporations and submit amendments to the Management for approval. Job descriptions shall be prepared and/or reviewed in accordance with the standard format provided by HR. The HR shall review job descriptions with respective Heads of Departments when a vacancy is to be filled. All letters of offer of employment shall have the job description for the position on offer attached. Job description and performance goals shall form the basis for managing and rewarding employee performance.

4.12 Acceptance and Assumption of Duty

A successful candidate shall signify in writing his or her acceptance of the offer of appointment within fourteen days (14) days from the date of notification of appointment. The letter of acceptance must indicate the date of assumption of duty. Assumption of duty shall take place within thirty (30) days from the date of appointment except under special circumstances with written approval of the Corporation. The effective date of an employee's appointment is his or her first day of reporting for duty.

4.13 LWSC Official Oath of Allegiance

All employees in the service of the LWSC are required to sign the Official Oath of Allegiance to the LWSC. Newly employed staff shall be administered with this oath on their first day of assumption of duty. HR shall forward copies of the oath to all employees already in the services of the Corporation before the coming into effect of this policy. Serving employees are advised to sign and return copies of the oath to HR within 7 working days from the effective date of this policy. Signed copies of the oath shall be maintained in the personal

files of employees. See Appendix 1.

4.14 Employee Documentation and Records

The HR Department shall ensure proper documentation and maintenance of up-to-date records on every employee in the service of the Corporation. All new employees are expected, during recruitment processing and upon acceptance of provisional offer of employment, to obtain and furnish the HR Department with the following:

- Fully completed LWSC Employment Application Form
- Photocopies of academic and/or professional qualifications;
- Letters of recommendation from three referees – two from previous employers (where applicable).
- Police clearance
- Report of Certification Verification and Validation, in the event of documentations written in a language other than the English Language.
- Medical certificate of fitness from a registered medical practitioner in Liberia;
- Acceptance letter of offer of provisional employment
- Four (4) copies of recent passport photographs
- Signed copy of Official Oath of Allegiance
- Signed copy of Undertaking of Confidentiality
- Fully Completed Records Form
- Signed copy of LWSC Employee Handbook
- Any other document/information as may be requested by the HR Department.

The HR Department shall ensure that a copy of the employee's letter of Employment, duly signed by the Managing Director or an authorized representative, is maintained in the personal file of the staff. The employee is required to notify the HR Department in writing regarding any change in status, next-of-kin or other personal information already supplied. Employee records shall be maintained and updated regularly throughout the service years of the individual. HR shall maintain an employee's personal file for up to 10

years after he or she has left the services of the Corporation, before disposal.

4.15 Access to Employee Files

Access to employees' personal files shall be strictly restricted. Only the Managing Director (MD) and the Deputy Managing Director for Administration (DMD-A) shall be allowed unlimited access to employees' files. Apart from the Managing Director (MD) and the Deputy Managing Director for Administration (DMD-A), any access to employees' personal files shall be made based on requests authorized by the Managing Director and/or the Deputy Managing Director for Administration.

4.16 Employment and Deployment of Relatives

Generally, the Corporation will not restrict the employment of relatives, provided that no employee shall be posted to work in the same department as a spouse, parent, child, in-law, brother, sister, first-cousin, nephew or niece. An applicant may be removed from the employment process, if the vacancy for which he or she is being considered exists in the department where a relative is already deployed.

4.17 Orientation/Induction Training

The Corporation believes that a good orientation and induction training (OIT) offers the best means of helping the new employee to smoothly and quickly adjust to his or her new environment. Hence, the Corporation shall provide orientation/induction training for new employees for the purpose of ensuring effective integration into their job function and new work environment. OIT for new employees will ensure that they obtain basic information regarding the history, philosophy and statutory mandate of the Corporation. The OIT program will also be designed to address the following needs of new employees:

- To learn new tasks and procedures.
- To understand the Corporation's Vision, Mission ,

Core Values , and Strategic Objectives.

- To understand the organizational structure and reporting lines.
- To be clarified about performance expectations on his/her new job.
- To be informed about the conditions of employment, e.g. general work rules and regulations, pay, hours of work, holidays and welfare issues.
- To be briefed on health and safety issues, data/information protection policies and practices, etc.
- To be introduced to key personnel, facilities and locations of the LWSC.

The Corporation expects all officers, staff and resource persons assigned roles in the implementation of OIT to undertake such tasks with the utmost sense of responsibility, consideration and care for new employees. At the end of induction, the newly employed persons will be required to write a formal induction report to assure the Corporation that they understand the core functions, values and service culture of the LWSC in general and critical tasks and expectations of their job positions in the organization.

4.18 Probation and Confirmation/Discharge

All newly employed staff of the Corporation, with the exception of casual employees and interns/ and cadets, shall initially be placed on probation for a period of three (3) months. The probationary period for permanent employees may be extended for a further three (3) months period at the discretion of Management. Probationary period for contract employees will not be extended beyond three (3) months. The probationary period starts from the first day the new employee reports to assume duty. The object of probation is to assess the job performance and suitability of a new employee for confirmation of appointment.

Upon satisfactory completion of probation, based on pre-confirmation evaluation report, the appointment of the employee shall be confirmed in writing on the last working day of probation.

The appointment of an employee, whose performance has been

appraised as unsatisfactory shall be terminated on the last working day of probation. Notwithstanding, a probational staff may be rejected at any stage of his/her probationary period on grounds of poor performance, continued absenteeism, lateness to work, insubordination, inefficiency, etc. A rejection during the probationary period is carried out by delivery to the probational staff of a written notice of rejection which shall include:

- i. The effective date for the rejection which shall be not later than the last day of the probationary period.
- ii. A statement of the reasons for rejection and said notice of rejection must be delivered to the probational staff on or before the effective date of rejection.

Where an employee who has completed the probationary period is not communicated in writing about his or her confirmation or otherwise, the employee reserves the right to immediately write to HR for a determination of his or her probation.

An employee whose appointment is not confirmed and who is unsatisfied with the reasons for non-confirmation reserves the right to appeal to the Deputy Managing Director for Administration or the Managing Director. Decisions made at these various levels of appeal shall be final.

An employee on probation is not eligible for annual leave, promotion or transfer and the employment can be terminated by either party giving four weeks' notice for both contract and permanent employment.

4.19 Pre-Confirmation Evaluation Procedure

Supervising officers and HR are to ensure that written evaluation reports on employees on probation are prepared and completed on the month to the end of probation. Based on the evaluation, employment may be confirmed, discontinued or the probationary period extended. Where the evaluation proves positive, confirmation of employment shall be made in writing at the end of the probation period.

4.20 Transfer

A transfer is the posting and relocation of an employee from one job position to another within or across sections, departments, divisions or county locations of the LWSC. Employee transfer shall be based solely on the need of the Corporation. A request for transfer may be granted subject to availability of vacancy and approval of concerned Head of Division which shall be channeled for final approval by the Deputy Managing Director for Administration and forwarded to the Manager of the Human Resource Department for documentation. Transfers are lateral movement of employees and therefore attracts no financial compensation or benefits. Only confirmed permanent employees are eligible for transfer. However, an employee with a disciplinary action in less than six months and an employee serving probation is not eligible for a transfer.

SECTION 5: WORK CODES AND COMMUNICATION POLICY

5.1 Hours of Work

As an essential service provider, LWSC is expected to operate 24 hours and 7 days-a-week cycle. To this end, the Corporation may require some essential staff to work on shift or call basis. Employees shall comply with the regulations in Sections 5.1.1, 5.1.2, and 5.1.3 in order to ensure uninterrupted flow of work:

5.1.1 Working Hours for Regular Office Staff

The LWSC operates on a-48-hour work week for its regular office staff. The official working hours for regular office staff is 9:00 am to 5:00 pm Monday to Friday daily for a weekly minimum of 40 hours, indicating that employees are required to work eight (8) hours daily. However, from time to time when the need arises, staff shall be asked by the authority to work extra hours beyond the regular working.

Employees are allowed one hour **lunch break** Monday to Friday, which can be observed in the alternate periods of 12.00 noon to 1.00

pm or 1.00pm to 2.00pm. Services to external customers may be scaled down during lunch break periods. Heads of Departments and supervisors are to ensure that vacation of post during break periods is systematically staggered among staff to maintain reasonable manning levels for continuous operations. A lunch schedule will be posted by Heads of Departments, approved by Heads of Divisions, and must be adhered to strictly to avoid any office being vacant during the entire lunch period.

5.1.2 Working Hours for Water and Sewage Treatment Plant Personnel

The Corporation operates a 3-shift cycle per day for personnel directly involved in water production and sewage treatment plant operations. Each shift of 8 working hours begins and ends as follows:

6.00 am to 2.00 pm

2.00 pm to 10.00 pm

10.00 pm to 6.00 am

Plant operations are on a 24 hours 7 days a week basis. However, employees on shift work shall be allowed one day off-duty after 5 days (40hrs) of work.

5.1.3 Working Hours for Security Personnel

The Corporation operates a 2-shift cycle of 12 hours per shift for security personnel. The working hours for this category of employees are:

6.00 am - 6.00 pm; and

6.00 pm - 6.00 am

Employees on 2-shift work cycle shall be allowed a day off-duty after 3 days (36 hours) of work. The above schedules may be changed at the discretion of Management as may be necessitated by operational exigencies.

5.2 Lateness to Work

Lateness shall not be tolerated. As such, employees are required to be punctual for duty. An employee who is running late and unable to

resume work within the grace period is required to call his or her immediate supervisor and the HR Department to give notice of justification for his or her lateness. Disciplinary measures shall be instituted against such violators. In this respect, Management shall regard three (3) tardiness in a pay period as one day un-excused absence, which will be deducted from the employee's salary. Continuous tardiness may also lead to disciplinary action that may include a written warning up to termination. Employees coming in more than 30 minutes late can have their tardiness dismissed once they provide proof of circumstances beyond their control.

5.3 Absenteeism

Absenteeism is generally disruptive to all work operations. Prompt attendance at work is of vital importance to the image and service culture of the Corporation. Absence from work without permission is strictly prohibited. A violation of this rule shall subject the violator to salary deduction for each day of absence. However, in the case of sickness or an emergency, a written excuse should be sent to the immediate supervisor, who shall in turn transmit same to the Human Resource Manager for appropriate action. An employee who is absent from work without authorization for ten (10) consecutive working days or twenty (20) working days within six months shall be dismissed from the services of the Corporation. In instances where an employee's absence is due to an accident or ill health, the employee shall be required to notify the Corporation within 48 hours with present proof of accident or ill health.

5.4 Staff Movement Log

No staff is allowed to leave office during working hours without first informing his/her immediate supervisor and signing the movement log. The staff movement log will be placed in each department and unit to be monitored by the head of a department or unit. Every staff must sign the movement log indicating the time out or the time he/she departs from the office and location and sign in when indicating time, he/she returns to the office.

5.5 Overtime

An employee may be required to work extra hours (i.e. above 48 hours a week) on account of the nature of his or her work or when circumstances so required. Supervisory level and Management staff (i.e. Assistant Managers and above) are not entitled to overtime allowance. Where a non-management employee is requested to work extra hours above the normal 48 hours a week, he or she shall be entitled to overtime pay at 1.5 of the base rates per hour worked, or at such rates as may be determined by Management from time to time. However, overtime work must: -

- Be requested from the employee with at least two (2) hours' notice.
- Be expressly authorized by the Head of Division.
- Be properly supervised, assessed and recorded.
- Not exceed 40 hours per month.

Overtime hours worked shall be computed daily/weekly and hours worked in excess of 48 hours in one week (after setting off uncharged hours of unauthorized absence/tardiness) shall be reckoned as overtime entitlement to be paid along with the employee's monthly salary.

5.6 Assignment and Use of Office Facilities, Equipment and Tools

Assignment of specific movable facilities, equipment and tools to staff shall be documented and the employees shall acknowledge receipt and custody in writing. Similarly, the return of assigned facilities, tools and equipment to their authorized custodians shall be done in writing. Employees shall be required to use such facilities, equipment and tools only for carrying out official duties.

5.7 Duty of Care

It is the responsibility of every employee to exercise due care whenever handling any office facility, equipment, tool or machine in the performance of his/ her duties. No employee should start or operate an office facility, equipment, tool or machine deemed unsafe,

nor adjust or modify the safeguards provided therein unless such a duty is part of the job description of the employee.

5.8 Employee Relations

Management is aware of the benefit of having a cordial working relationship with employees and their representation Union, and would create an environment that will encourage honest feedback and constructive suggestions to make LWSC one of the viable public corporations in Liberia. To this end, monthly and quarterly meetings with the Union will be used as a medium to discuss issues related, but not limited, to;

- a. Current state of affairs
- b. Ongoing concerns
- c. Technical updates
- d. Financial updates

Representatives of Management will participate in the monthly Workers' Union meetings to ensure that not only their concerns are heard, but also provide encouragement and support for some of their volunteer programs geared towards improving workers' welfare and career development. Management will also organize annual retreat to get together with employees at the end of every year.

5.9 Communication Policy

The Corporation appreciates the importance of timely access to accurate information for effective job performance and service delivery. Hence, it will utilize various channels, in a structured and coordinated manner, to ensure the widest possible dissemination of information regarding strategic direction and goals, challenges and opportunities, performance expectations, available resources and a host of other issues that impact on the job and welfare of employees. Employees will be adequately informed of new development, corporate performance, policies and management decisions on all matters affecting them. The Corporation believes that such open and timely communication can encourage and motivate employees not

only to identify with the goals of the Corporation but also passionately commit and contribute to the successful realization of such goals.

It is therefore the policy of LWSC that top Management, Heads of Departments and Sections will ensure timely dissemination of all necessary pieces of information that needed to facilitate achievement of performance goals, eliminate circumspection and meet the needs of the employees without compromising their oath of Confidentiality regarding genuine corporate confidential and classified information. Rules of confidentiality will be communicated to all staff and staff will be required to adhere to them.

While the Corporation encourages open and free communications, all communications must comply with the LWSC chain of command (i.e. in accordance with the reporting lines of the formal organization structure).

5.10 Forms and Channels of Internal Communication

The Corporation shall use both oral and written communications in English to keep employees informed of developments and issues of general concern. Such communications shall be disseminated via the following channels:

- Regular and periodic meetings between top Management and staff, as well as between Heads of Departments and Sections and their respective team members.
- Performance planning and review meetings between supervisors and their immediate subordinates
- LWSC website, social media outlets, and in-house publications such as bulletins, magazines and newsletters
- Administrative / HR circulars and policy review documents
- LWSC Corporate Strategic Plan document
- Collective agreements with the Union
- LWSC Annual Reports
- Written quarterly reports on specific project activities
- Written work plans (monthly, quarterly and annual)

- Management Reports
- Annual budget projections
- Customer survey reports
- Written letters, internal memos and emails, etc.

Employees are also encouraged to use the Suggestion Box as a vehicle for communicating their views and ideas on how to move the Corporation forward and increase the prospect of a more rewarding work environment for all stakeholders.

5.11 Forms and Channels of External Communication

The Corporation shall actively engage its external stakeholders through various media to promote the LWSC brand, market its services, keep customers well-informed and widely disseminate general information to increase public awareness about the role the LWSC is playing to improve the health conditions of the people of Liberia. Also the LWSC will regularly engage with the Government of Liberia, international donors and other sector agencies to avail them of development and progress as well as challenges and needs.

The Chairman of the Board and the Managing Director will by and large undertake most external communications on behalf of the Corporation. In some instances, a senior Management staff may be requested to make communications on behalf of the Corporation.

All legally binding communications shall be the responsibility of the Managing Director (MD). The Managing Director shall sign all contracts or agreements on behalf of the Corporation. All communications going outside of the entity in the name of the Corporation and/or on the letterhead of the LWSC must meet the consent of the MD or his/her assigned officer.

Employees should direct all correspondences that are business related to the LWSC office address and not to personal addresses. Stationery on which the LWSC name or logo appears must not be used for personal purposes.

The Corporation will, when necessary, use any or combinations of the

following channels to communicate with external stakeholders and the public:

- Annual Reports
- Correspondences
- LWSC Website
- Press Releases
- Interviews with the Press
- Advertorials in electronic and print media
- Commercials
- Road Shows
- Stakeholders' Meetings
- Town Hall Meetings; etc.
- Social Media Outlets

All messages to be transmitted through any of the above channels must be cleared with the MD or his/her assigned officer.

5.12 Reference Inquiries from Third Parties

A reference inquiry is a written request for information about a current or former employee. The Corporation shall protect its interest and that of its employees (former and current) through the control of information to third parties. All responses in respect of reference inquiries emanating from external sources shall be processed by the HR Department, with the approval of the Deputy Managing Director for Administration.

SECTION 6: PERFORMANCE MANAGEMENT AND REWARD SYSTEM

6.1 Objectives of Performance Management in LWSC

The Corporation operates a quarterly and semi-annual performance evaluation system for contract and permanent employees, respectively. The Corporation's performance management system is designed to achieve the following objectives in furtherance of its vision and mission and in a manner consistent with its core values:

- Continuous improvement in job performance;
- Increase the transparency of performance planning, monitoring and review processes;
- Increase accountability for employee performance;
- Improve communication/feedback and increase the integrity/acceptability of performance review outcomes;
- Provide early warning signals of poor performance and minimize the risk of sub-optimal performance on overall corporate achievement;
- Focus capacity-building programs on identified needs;
- Allocate staff resources more efficiently;
- Motivate staff for higher performance; and
- Reward staff performance on merit basis.

6.2 Key Processes of LWSC Performance Management System

Performance management in LWSC comprises of the following processes:

- Quarterly/Semi-Annual Performance Reviews
- Performance Planning and Performance Contract
- Performance Monitoring, Communication and Feedback
- Performance Improvement Plans and Capacity Building Program
- Annual Performance Appraisal
- Employee Reward and Incentives Management System.

6.3 Performance Planning and Performance Contract Signing

In the month leading to the beginning of a new Financial Year (FY), the Board of Directors (BoD) and Management will kick-start the process of corporate performance planning that will cascade down to the level of individual employees. Performance planning at various levels of organization shall draw down from the corporate strategic goals and performance targets agreed between the BoD and the Managing Director. Performance plans agreed between a supervisor and immediate subordinate at each level of the organizational structure will indicate the following:

- Names and Job Titles (of the employee and his/her immediate supervisor)
- Job Objectives
- Key Result Areas
- Key Performance Indicators
- Performance level for baseline year (or base performance level)
- Performance Targets (mid-year and year-end).

6.4 Performance Monitoring, Communication and Feedback

After agreeing to a Performance Plan and signing a Performance Contract with his/her immediate supervisor, the employee's actual performance on the job shall be monitored and feedback communicated to him or her. Monitoring and checking performance levels against critical milestones helps in the timely identification of performance variances. Sub-optimal performance levels will be flagged and recorded on occurrence. Records of performance review meetings to discuss flagged incidences or a trend of sub-optimal performance will be kept using the template attached as an appendix.

The purpose of performance monitoring and flagging is not to gather evidence with which to recommend the staff for punitive or disciplinary action. It is undertaken first to ensure that the staff is on track to achieving set targets and secondly, to assist the staff with the resources and skills needed to get back on track, where performance is lagging. Hence, effective monitoring and performance review meetings should increase healthy communication and feedback between the employee and his/her supervisor.

6.5 Quarterly / Semi-Annual Performance Evaluation

Quarterly or mid-year performance reviews for contract and permanent employees respectively, shall be conducted to provide a formal report on the extent to which set performance targets have been achieved. The key benefits of periodic performance review include:

- Early determination of the prospect of achieving mid-year/annual

- performance targets;
- Provide early feedback on both strengths and weaknesses of the employee;
 - Opportunity to verify the evaluator's competence and performance rating integrity;
 - More effective accountability for performance outcomes by minimizing the errors of halo effect and leniency in performance rating; and
 - Basis for implementation of performance improvement plans or capacity building program.

6.6 Performance Improvement Plan and Capacity Building

The Corporate believes that providing employees with training and developmental opportunities encourages good performance, strengthens job-related skills and competencies and helps the employee keep up with changes in the workplace, such as the introduction of new technology. Consequently, information obtained from performance monitoring, performance review meetings and quarterly/mid-year performance evaluation exercises will be used in establishing the need for the implementation of performance improvement actions (particularly on-the-job training, coaching and mentoring) or more in-depth capacity building program (off-the-job training program). Capacity building program shall also be implemented to prepare deserving employees for higher job responsibilities.

6.7 Annual Performance Appraisal

The Corporation's Annual Performance Appraisal exercise is designed to establish the basis for critical personnel decisions such as performance bonus, annual performance award, pay increase, promotion, further capacity building and discipline. The Annual Performance Evaluation Report (APER) will provide a summary of the employee's performance rating over the entire appraisal period of one year. The Corporation's annual performance appraisal instrument combines measures of overall performance, as per performance

contract, and other general performance factors differentiated for both junior and senior officers.

Employee Self-Assessment

In order to ensure transparency in performance appraisal and increase the credibility of the process, evaluators are required to discuss appraisal reports with concerned staff who reserve the right to agree or disagree with such reports. Where an employee disagrees with the appraisal report of the immediate supervisor, he or she is required to proceed as follows:

- Indicate disagreement with evaluator's assessment in the appropriate section of the appraisal form;
- Request a Self-Assessment form from HR Department
- Complete the Self-Assessment form and write a letter of disagreement with evaluator's report to next level supervisor with a copy of completed
- Self-Assessment form attached;
- Forward a copy of above letter with attached Self-Assessment form to HR Manager.

Resolution of Employee's Rejection of Appraisal Report

Where an employee's next level supervisor is of the view that the Appraisal Report is an unfair assessment of the employee's performance, and that the employee has credible grounds for disagreeing with the report, he or she is required to arrange a joint meeting between the employee, the immediate supervisor and the HR Manager or his representative to resolve the issue.

The HR Manager will undertake an independent enquiry and analyze the appraisal report and the employee's self-assessment report and discuss findings with the parties at the joint meeting arranged by the next level supervisor.

The next level supervisor and the HR Manager or his/her representative will both guide the employee and the immediate supervisor with evident facts with a view to arriving at a fair and

mutually acceptable rating of the employee's performance. The outcome of the appraisal review at the joint meeting shall be accepted and signed by both parties and adopted as the final appraisal report of the employee's performance.

6.8 Employee Reward and Incentive Management System

The Corporation operates a merit-based reward system. An employee's overall annual performance rating (score) will automatically attract specific, predetermined and predictable reward actions.

6.9 Procedure for Agreeing and Signing a Performance Contract

The Corporation expects all employees to agree to and sign a negotiated performance contract with his/her immediate supervisor. However, the supervisor shall ensure that the following steps are observed before the finalization and signing of a performance contract:

- Explain the purpose of the performance contract
- Explain the structure of the contract
- Agree on the job objectives
- Explain the link between the job objectives and the Unit/Departmental/Divisional goals
- Identify and agree on Key Results Areas (KRAs) of the job vis-à-vis performance targets of the Unit/Department/Division/Corporation
- Identify and agree on baseline indicators
- Discuss and negotiate performance expectations summarized in the form of Key Performance Indicators (KPIs)
- Explain the Corporation's Employee Reward and Incentive Management System (ERIMS) and performance reward actions;
- Prepare a draft Performance Plan;
- Explain the method to be adopted for review of the employee's performance (*i.e. continuous performance monitoring*,

quarterly/mid-year and annual reviews);

- Explain the duties and obligations of parties to the agreement;
- Explain the consequences of non-performance or under-performance;
- Explain that a draft copy of the contract including the draft Performance Plan should be studied and agreed with before any formal commitment in the form of a declaration of acceptance.

6.10 Roles and Accountability for Performance Management

The Corporation believes that the successful implementation of performance management processes depends largely on the capacity and commitment of key stakeholders to step up to their responsibilities and play their assigned roles creditably. Hence, the roles and responsibilities of the following officers and offices are specified in the LWSC's Administrative Handbook that entails the terms of references:

- Board of Directors
- Managing Director;
- Deputy Managing Directors (Divisional Heads)
- Intermediary Directors
- Heads of Departments/Managers
- Supervisors
- Support Staff

6.11 Custody and Access to Annual Performance Appraisal Records

Employee performance appraisal reports are treated as confidential documents and will be maintained as such by the HR Department. Appraisal reports of non-management staff shall be under the custody of the HR Manager. Appraisal reports for Management Staff (i.e. Heads of Departments and above shall be in the custody of the Managing Director. However, employees are entitled to a duly signed copy of their appraisal report for their personal records.

SECTION 7: SALARY, PROMOTION AND CAREER ADVANCEMENT

7.1 Salaries

Salaries shall be determined and paid by the Corporation based Staff Grade classification herein stated.

7.2 Form of salary Payment

Staff of the Corporation will receive their monthly remunerations through direct bank deposit monthly. Contractors and cadets may receive their remunerations through direct bank deposits monthly, if applicable otherwise they may be paid through checks.

7.3 Payroll Deduction

Salaries shall be subject to approved Government deductions which include but not limited to the following: Income Tax (as required by the government), and Social Security deduction. Other Management approved deductions such as deductions for Staff Medical Insurance will also be deducted from staff monthly salaries. Staff shall receive a monthly pay slip from the Human Resource Office indicating the different tax deductions made.

7.4 Promotion Policy

The Corporation will offer opportunities for career advancement by means of promotion which is a vertical movement to a higher job position with more responsibilities and superior remuneration. However, it is the policy of the Corporation to promote staff based on consistent outstanding performance over a minimum period of three years on a current job position, availability of vacancy for a higher job positions and demonstrated potential to successfully perform at a higher grade level.

7.5 Staff Grade Levels

The Corporation operates a 6-band career path for the vertical mobility of staff. The staff cadre and grade levels derived from the approved organizational hierarchy are as follows:

Grade A.....Executive Management
 Grade B.....Intermediary Director/Technical Assistants/Professional/Technical Support Specialists
 GradeManagers
 Grade DAssistant Managers/Coordinators
 Grade E.....Supervisors/Officers/Analysts/Outstation Superintendents/Engineers
 Grade F..... Support Staff (Drivers, Mechanics, Janitors, Security Guards, Industrial Plumbers, Operators, Domestic Plumbers, Domestic Electricians, etc.)

7.6 Eligibility for Promotion

Promotion of an employee to a higher post or grade level will be subject to availability of vacancy. When a vacancy exists, the power to fill the vacant post either by promotion or recruitment is vested in Executive Management. Only confirmed permanent employees who have consistently achieved "Outstanding Performance" for three consecutive years on their current job position shall be eligible for consideration for promotion.

7.7 Filling a Vacant Post by Promotion

Where a vacant post is to be filled by promotion, the Deputy Managing Director for Administration shall authorize HR to internally publicize the existence of the vacancy and Management's decision to fill the post by promotion. The HR shall also indicate the job specifications for the post and conditions of eligibility for promotion to the post. All interested employees, who possess the minimum qualifications for the job and who meet other criteria for eligibility, shall forward, in writing, a "letter of interest" to the HR Manager. The HR Department shall compile the list of all employees who possess the minimum qualification for the vacant post and have consistently achieved "Outstanding Performance" in their annual performance appraisal scores for last three years. In addition, the HR Department will prepare recommendation brief for each eligible employee stating

his/her qualifications and experience and recommendations by his/her Head of Department. Annual performance appraisal reports shall be attached to the report of the HR Department. The HR Manager shall forward the list and write-up on each candidate to the DMDA, who shall discuss the list of candidates and their performance records with the MD and the DMD overseeing the Department where the vacancy exists. Together, these officers shall screen and decide on a shortlist of potentially suitable candidates for the promotion consideration.

7.8 Promotion Interview

Management shall conduct promotion interviews to further screen the candidates on their competence, experience, actual skills and potential to succeed at a higher level of responsibility. Earlier, the HR Manager shall forward letters of invitation to shortlisted candidates to attend a promotion interview and the candidates shall be assessed against a set of weighted criteria which will include: Possession of the requisite qualification for the job; annual performance appraisal reports for at least three successive years prior to declaration of vacancy; and promotion interview scores based on the following criteria amongst other (or as management may decide):

- Technical knowledge of the job (i.e. KRAs and KPIs)
- Demonstrated potential to handle higher responsibilities
- Leadership and mentoring/coaching skills and abilities
- Commendations and awards received on current job position
- Recommendation for promotion prior to vacancy
- Seniority in rank
- Other factors as management may deem necessary

The promotion interview panel shall recommend for promotion, the highest ranked candidate(s) determined based on the selection criteria above. On receipt of approval for promotion, the HR Manager will notify both successful and unsuccessful candidates of the outcome of the selection exercise. Where suitable candidates cannot be found internally, the vacant post shall be advertised externally.

7.9 Approving Authority for Promotion

The responsibility for promotion decisions shall be as follows:

- a. The Board shall approve decisions in respect of promotions to the post of Deputy Managing Director (DMD).
- b. The executive Management shall approve promotion decisions to fill the positions of Directors, Heads of Departments and Section Heads.

7.10 Effective Date of Promotion

The effective date of promotion from any post shall be the date on which the officer assumes the duties of the higher office after selection for promotion except the officer has, immediately prior to his selection for promotion, been appointed in an acting capacity to undertake the full duties of the position to which he is promoted, the date of his promotion may be antedated to either:

- a. The date from which he/she has filled the post continuously; or
- b. The date on which the substantive vacancy in the post occurred, whichever is later; or
- c. A date to be determined by the Corporation.

7.11 Succession Planning

The Corporation shall be proactive in ensuring that it has the requisite critical mass at all times to provide effective leadership and direction for assuring efficient, reliable and affordable customer-driven water and sewerage services. Consequently, Management will diligently implement a succession planning program aimed at identifying and grooming competent and resourceful high-achievers for future Management responsibilities. Succession planning may involve sponsorship of high prospects for accelerated advance management development program, overseas management-twinning program, mentoring, job rotation and enrichment program.

7.12 Succession Planning Processes

- Only confirmed permanent employees who have served at least two (2) years on a staff's grade (university graduate entry point) or above

shall be eligible for management succession program.

- Heads of Departments are required to identify and recommend at least 2 high- achievers for succession grooming to each of the following levels of management:
 - Supervisors/Team Leaders
 - Heads of Sections
- DMDs are required to identify and recommend at least 2 high-achievers, from among the grade of Supervisors and Section Heads, for succession grooming to each of the following levels of management:
 - Directors
 - Heads of Departments
- The Managing Director will identify and screen outstanding achievers from among the ranks of Directors and Departmental Heads for succession to DMD positions.
- Recommended candidates must possess visible and exemplary leadership qualities, have extensive cross-functional knowledge of the operations of LWSC and be highly competent in the technical aspects of their job.
- Candidates must have proven records of achievement supported by their annual performance appraisal reports over a minimum period of two (2) years.

Potential successors shall be groomed for higher responsibilities through a mix of the following:

- Mentoring and in-house coaching sessions
- Facilitation of in-house training sessions
- Overseas twinning and accelerated management development program
- Invitation as observers, secretaries or recorders of proceedings at high level management meeting
- Occasionally nominated to represent their sections or departments (in place of their bosses) at various levels of management meeting
- Serve in acting capacity in the absence of their bosses (e.g. when the latter proceeds on annual vacation or medical leave)
- Invited as trainee-participants at Senior Management Retreats

- Assigned to manage / coordinate special projects.
Management shall monitor the progress of nominated potential successors at various levels of the organization and support them for rapid development.

7.13 Acting Appointments

A staff may be authorized in writing to act where a higher position becomes temporarily vacant. Such acting appointments shall not normally be made to positions more than one hierarchical level above the appointee's normal position, and shall not normally be made for a period longer than six months in the first instance. However, Management may approve further extension of the acting appointment for another period of six (6) months. A staff appointed to act for a continuous period of 30 days or more shall be paid an acting allowance. The acting allowance shall be the difference between the staff's salary and the first higher notch on the salary scale of the person for whom he/she is acting. The Management has the prerogative to cancel any acting status at any time if Management has cause to believe that the employee appointed is not performing satisfactorily.

SECTION 8: PUBLIC HOLIDAYS AND LEAVE REGULATIONS

8.1 Public Holidays

The Corporation shall observe public holidays as declared by the Government of Liberia. Employees shall be informed of public holidays via notices by the HR Department. All staff, with the exception of those on essential services, will be required to observe public holidays. Where public holidays are declared during an employee's leave, the number of days involved shall be added to his or her leave period. All employees are entitled to paid public holidays. If a non- management employee is required to work on a public holiday, he or she shall be paid public holiday work allowance at 1.5% of the base pay for an hour worked, or at a rate to be determined by Management from time to time. All essential services staff on duty during public holidays shall be paid public holiday work

allowance. An employee to request to work on a "Working Holiday", which may be declared by the Government from time to time, shall be paid at the normal base rate.

8.2 Annual Leave

- (a) Any form of leave in LWSC shall be granted at the discretion of Management. The Managing Director or any of his/her assigned representative may reject, vary or cancel leave of any classification at any time or grant it subject to such conditions as he/she may deem fit.
- (b) All regular permanent employees are entitled to paid annual leave after six (6) months of continuous service.
- (c) Contract employees whose contract of service is for six (6) or less duration shall not be eligible for annual vacation.
- (d) Employees who are (or shall be) eligible for annual leave in any given year are required to meet with their immediate supervisors, in the first month of the year, to schedule their leave period ahead of time.
- (e) Split annual leave periods may be considered for employees who may wish to consume their annual leave days entitlement in two equal or unequal parts, provided that split leave periods must be approved and scheduled in advance.
- (f) HR Department shall compile Annual Leave Roster for the approval of Management.
- (g) HR Department will notify employees in writing of their annual leave at least one month in advance of the commencement date of their leave. Employees are required to formally request (in writing) approval to proceed on leave from their Heads of Departments and to transmit a copy of their request for annual leave to the HR Manager.
- (h) Heads of Departments and the HR Department are required to authorize annual leave as per approved leave roster for the year, provided that where an employee is not allowed to proceed on leave due to exigencies of service, the leave period shall be rescheduled for the same year or carried over to the following year.
- (i) Annual leave cannot be accumulated for more than two (2) years.
- (j) No leave period shall be deferred at the behest of the employee, that is to say, any portion of leave not consumed as scheduled shall be

forfeited, except where a leave period has been rescheduled due to exigencies of service and with the authorization of the Management or where a staff on leave has been recalled to duty by Management.

- (k) Employees must handover their work, contact addresses and phone numbers before proceeding on leave.
- (l) Employees who over-stay their annual leave without reasonable cause shall be liable to forfeiture of salary for the period of absence and shall be liable to further disciplinary action.

8.3 Annual Leave Days Entitlement

8.3.1 Employees shall be entitled to annual leave days as follows:

Period in the Services of LWSC	Non-Manual (i.e. Staff Support Staff & Officers/Supervisors)	Assistant, Managers, Managers and Directors
6 months to 1 year	5 Work Days (One week)	5 Work Days (One week)
1 year to 2 years	10 Work Days (Two weeks)	10 Work Days (Two weeks)
3 years	15 Work Days (Three weeks)	15 Work weeks) Days (Three
4 years	20 Work Days (Four weeks)	20 Work Days (Four weeks)
5 years and above	30 Work Days (6 weeks)	30 Work Days (6 weeks)

Saturdays, Sundays and public holidays shall not be taken into account in calculating annual leave days entitlement.

- a. Pay In Lieu of Leave
 - (a) The Corporation considers annual leave to be essential to employees' well-being, hence no payment will be made in lieu of outstanding leave entitlement unless the employee's annual leave was cancelled by Management or the employee is leaving the employment of the Corporation.
 - (b) Where an employee's annual leave is cancelled by Management due

to exigencies of service, the employee shall receive payment in lieu of leave at a rate of 125% of his/her salary, prorated for the number for leave days affected.

- (c) Where an employee, who is leaving the services of the Corporation, has outstanding leave entitlement it shall be at the discretion of Management for the outstanding leave period to be added to the employee's period of notice or converted into cash payment.

b. Sick Leave

- (a) An employee who is unable to report for duty on account of ill health shall notify his/her immediate supervisor or HR Department within 24 hours of taking ill either in writing, by phone calls or electronic text messages.
- (b) Sick leave shall be granted upon submission of a medical report from a reputable medical practitioner within 48 hours of absence from duty.
- (c) The maximum aggregate sick leave days which can be allowed an employee during any period of twelve months shall be as follows:

- (i) Short Term Illness:

Contract employees - 5 days in 6 months

Permanent employees up to the rank of Directors - 15 days

Executive Management (DMDs and MD) - 30 days

Employees on sick leave shall receive full pay and shall be declared fit to return to work by a reputable medical practitioner.

- (ii) **Long Term Illness: Permanent employees up to the rank of Directors- 60 days**

Executive Management (DMDs and MD) - 60 days

Contract staff requesting sick leave in excess of 5 days shall be evaluated on case-by-case basis. Provided that employees and Executive Management requesting extended sick leave of more than 15 and 30 days respectively will be required to submit a medical report from a reputable medical practitioner.

An employee suffering from a certified job-related injury or illness shall be processed through the National Social Insurance Policy administered by the National Social Security and Welfare Corporation.

Employees requiring more than sixty days sick leave may request leave of absence without pay, which can only be granted on the approval of the Managing Director.

Where an employee on prolonged sick leave is unable to return work, the Corporation reserves the right, after the expiration of 60 Days extended sick leave, to seek a medical opinion on the employee's health status. If in the opinion of the medical doctor, there is no likelihood of the employee ever recovering fully to be able to return to work, a recommendation shall be forwarded to Management for the employee to be discharged off his duties or retired on medical grounds.

c. **Compassionate / Emergency Leave**

The Corporation will avail employees time off to take care of their sick relatives.

A relative in this context shall mean a mother, father, spouse, child, sister or brother.

Employees shall be entitled to seven days of emergency compassionate leave/emergency leave per annum. Approval for compassionate/emergency leave shall be granted on a case-by-case basis.

d. **Bereavement Leave**

An employee will be granted ten (10) working days as bereavement leave following the death of a parent, spouse, child or sibling.

Employees will be granted two (2) working days as bereavement leave to attend the funeral or family meetings following the death of an uncle, aunty, cousin, niece, nephew or an in-law.

Approval for bereavement leave shall be granted on a case-by-case basis

e. **Maternity Leave**

A female employee who becomes pregnant after 3 months of employment is entitled to twelve (12) weeks of paid maternity leave on presentation of a medical report.

The employee may take four (4) weeks to the expected date of delivery

and eight (8) weeks after the delivery.

In the event that the employee is unable to return to work due to her health condition or that of the new born child, the leave may be extended based on the written advice of the attending medical practitioner. Female employees will be granted four (4) weeks of full pay to care for an adopted child.

f. Paternity Leave

An employee shall, upon request, be granted four (4) consecutive weeks as paid paternity leave whenever his legal spouse delivers a baby or adopts one, in order to assist the spouse and new baby. The leave shall be taken within seven (7) days from the date of delivery or adoption of the baby. An additional three (3) days may be granted on request, where there is justifiable cause on medical grounds regarding the health of the spouse or child. However, such a request must be supported with a medical report or certificate issued by a reputable medical practitioner.

g. Leave of Absence without Pay

In exceptional circumstances, Management may grant an employee unpaid leave for a period not exceeding 4 months. An employee on leave of absence is required to report monthly to the HR Department on his/her intention to return to work. While on leave, the employee's position will be filled by a temporary worker. Failure to resume work after 4 months will result in termination of service. Leave of Absence without pay must be approved by the MD.

h. Study Leave

The Corporation will make every effort to build the capacity of employees. In this light, employees will be granted study leave based on the availability of funds. Management will design and set eligibility and fields of study. For foreign study program provided by the Corporation, the LWSC will cover travel to and from country of study and the employee will receive a stipend on departure where applicable.

- (a) Permanent employees on approved study leave abroad will receive 100% of their salaries for the first 6 months and 50% for the rest of the study period. However, allowances shall be suspended until the employees complete the study and return to duty. Prior to leaving for said leave, the employees concerned shall sign individual contracts with the Corporation which shall signify Management's approval of the study leave. Such employees shall be required to send reports on academic study quarterly or per semester based on their institutions' calendars. Failure to submit academic performance reports shall result in non-payment of subsequent semester fees and salaries.
- (b) Employees on approved study leave abroad shall be required to return to duty upon completion of study for failure to return within three (3) months after completion of study warrant dismissal from the employ of the LWSC.
- (c) An employee granted study leave with pay within the country for a part-time education program will be required to sign a part-time work agreement stating working hours per day or week and commensurate adjustment in remuneration during the period.

i. Study Leave without Pay

The LWSC recognizes that the minimum entry requirement for positions in Grades A through E and for some positions in Grade F is an undergraduate degree in relevant disciplines. As such, an employee who wishes to pursue further education on full time basis at the undergraduate level outside of the country may apply for study leave without pay and that the Corporation will not pay remunerations to such staff pursuing undergraduate studies. Upon completion of the study and subsequent return to the country within the agreed upon time frame, the staff may, where necessary and applicable, be reabsorbed by the Corporation. On the other hand, an employee who is granted study leave without pay for a full-time education program at graduate school level will not be entitled to any form of remuneration while on leave. However, such study leave shall be guaranteed within six months after which such positions shall be filled.

Any employee found working less than the regular hours of work due to unauthorized educational activities will be made to face disciplinary actions and his/her employment may be terminated if found that the responsibilities of the employee are adversely affected as a result of his/her absence from or tardiness to work.

In cases where approved self-sponsored education program directly and positively impacts the Corporation's objectives, the Corporation may provide limited financial assistance such as reimbursement of tuition fees or other assistance as may be decided by the Management on merits and subject to budget availability.

SECTION 9: TRAINING AND DEVELOPMENT

9.1 Training and Development Policy

The Corporation recognizes that its most valued asset is competent and well-motivated staff members. Hence, it will pursue, along with other HR strategies, a staff training and development policy that will aim at continuous improvement in service delivery capacity, institutionalization of best practice procedures for effective and efficient resource utilization, increased productivity, improvement in employee morale and job satisfaction.

9.2 Training and Development Policy Objectives

The Corporation will fund training and development program for staff members based on the following objectives:

- i. Approved training program shall be derived from or aimed at advancing the strategic objectives and plans of the Corporation;
- ii. To raise the level of technical and professional competence of employees;
- iii. To institutionalize staff training and development as an enduring practice of the organization through the mechanism of frequent and regular on-the-job and in-house training program.
- iv. To ensure proper induction of new employees for effective orientation and assimilation of the institutional values and aspirations of the

Corporation.

- v. To ensure that employees are provided opportunities for satisfactory job performance and career advancement.

9.3 Training and Development Strategies

In pursuit of the above policy objectives, the Corporation shall focus on the following training and development strategies:

- i. Orientation and Induction Training;
- ii. On-the-Job Training;
- iii. Off-the-Job In-House Training;
- iv. External Training Program; and
- v. Employee Education.

9.3.1 Orientation and Induction Training

The HR Department will develop, implement and coordinate standard orientation and induction training programs for all newly hired employees. Orientation and induction training will focus on explaining LWSC's policies (including its Vision, Mission and Core values), its operations and performance standards, the job roles of the employee and performance expectations, etc.

9.3.2 On-the-Job Training

The Corporation shares the view that on-the-job training methods have more positive impact on job performance because of the higher rate of transfer of learning to practical situations of the job. All Heads of Departments and Units have a duty and responsibility to assist in the planning and implementation of on-the-job training of all staff under them through any of the following means:

- Assignment of reasonably challenging tasks to employees
- Monitoring, critiquing and counseling job performance
- On-the-job coaching
- Mentoring
- Performance planning, review and improvement meetings with employees.

The HR Department shall assist line supervisors and Heads of

Departments in developing and structuring on-the-job coaching and mentoring program.

9.3.3 In-House Training Program

The Corporation shall encourage the extensive use of in-house training program as means of ensuring that training resources are more prudently utilized to impact a greater number of staff. Hence, in-housing program with wide participant coverage will be organized regularly as required and facilitated by in-house experts. Where internal experts are not available for the facilitation of in-house training sessions, external experts will be invited to facilitate such sessions.

The Corporation shall, from time to time, select and train a crop of highly resourceful and well- disposed staff members, drawn from various departments to form the nucleus of LWSC in- house training faculty. The Deputy Managing Director Administration shall ensure that periodic intensive train-the-trainer and refresher courses are organized to strengthen the presentation and instructional skills of the training faculty. Such program shall be organized quarterly or at such intervals as may be deemed necessary.

9.3.4 External Training Programs

Whenever necessary, Management shall take advantage of specialized training programs organized by external sources. Preference for external training programs shall be given to top and middle Management staff as well as staff assigned to key technical, financial, administrative and commercial operations. The Corporation may approve overseas training programs for Management and technical operations staff in areas where local training options are non-existent. Sponsorship for overseas training programs shall be subject to the approval of LWSC Management and the availability of funds. External sources, such as donor-assisted programs, shall be exploited to provide funding for specialized overseas training programs.

Beneficiaries of external training programs shall be required to share

new knowledge and skills gained with colleagues and other staff members to whom such new learning is relevant for improved work performance. Beneficiaries of the LWSC sponsored external training programs shall, at the end of their training, submit copies of all instructional materials and handouts to the Training Officer for easy access by other staff members.

It shall be the responsibility of Heads of Departments to ensure that in-house training sessions are organized to facilitate the sharing of new knowledge and skills gained from external training programs.

9.3.5 Employee Education Programs

The Corporation will support employees who may wish to pursue relevant academic and professional courses for their career advancement. However, such intent must be initiated by the employee and consideration shall be given to courses that are relevant to the employee's job and in the strategic interest of the Corporation. Application for sponsorship shall be treated on a case-by-case basis and must be recommended by the respective Head of Department, Human Resources Department, with the approval of the Managing Director.

To ensure transparency in the prioritization of staff training programs, selection of candidates for training and effective monitoring of training implementation, the Training Department shall work along with Heads of other departments to develop a Training Plan.

The Plan shall be based:

- a. Relevance to the needs of the Corporation.
- b. Estimated cost of the training.
- c. Institutional capacity for effective training delivery.
- d. Overall impact of expected outcomes on operations.

Upon approval of the Training Plan and Annual Training Budget, the Department shall announce the Final Annual Training Plan of the Corporation for the given year.

9.4 Eligibility for Training

All employees and contract staff of LWSC will be trained as required by their roles and identified needs. Only confirmed permanent employees shall be eligible for external training programs of more than 3 days duration. Contract or temporary staff shall be eligible for in-house training programs of any duration and external training programs of not more than 7 days duration, exceptions to this rule shall be treated on a case-by-case basis. Nomination for training shall be based on job role and identified needs.

9.5 Inclusiveness and Coverage of Training

The Corporation is committed to ensuring that every staff is given the opportunity of attending at least one relevant training program in a year, subject to the conditions of eligibility. There shall be no lopsidedness of training programs in favor of a few select individuals to the disadvantage of many. Every staff shall be entitled to a minimum of 5 days training (in-house and external) in every FY although subject to availability of funding. The HR Manager, in consultation with respective Heads of Departments, will ensure equitable spread and inclusiveness of all categories of staff members in the implementation of training programs.

9.6 Nomination and Notification for Training

Line supervisors and Heads of Departments shall be responsible for the nomination of candidates for training. However, such nomination or list of candidates for training shall be forwarded along with specific training proposals to the Training Department for vetting and recommendation to Management for approval and inclusion in the Final Annual Training Plan and Budget. Nomination of staff for training must be preceded by an appropriate training needs assessment.

An employee, who is nominated to attend a training program, will be notified in writing by the HR Department through his or her Head of Department. Letters of nomination/notification for training will provide the nominee with all relevant information (i.e. training

objectives and expected outcomes, place, venue, time, duration, preparatory training materials, training allowance, etc.) for effective attendance and participation.

9.7 Training Attendance

Attendance at all training courses approved by the Corporation shall be treated as attendance at work. Employees nominated for training courses who do not attend said program shall not be paid for said day(s), and will be considered as unauthorized absence from work. Prompt daily attendance and active participation during training is expected of all nominees. Unauthorized absence for one day of a short-duration training program (i.e. 3-5 days duration) shall be treated as failure to attend the training program. Attendance report during training shall be taken into consideration in Annual Performance Evaluation Report.

9.8 Training Allowances and Entitlements

Employees attending external training program sponsored by the Corporation shall be entitled to training allowance (per diem) to cover transportation, accommodation and meals at rates to be fixed by Management.

Employees attending in-house training program may be paid training allowance at the discretion of Management. The rate for in-house training allowance, where applicable, shall be as approved by Management.

9.9 Compensation of In-House Training Experts

In order to promote the structured sharing of institution knowledge and transfer of skills and expertise from one generation to the other, the Corporation will provide encouragement for in-house experts for their role in the facilitation of learning. Accordingly, Management shall from time to time approve rates to be paid as honorarium or allowances to in-house resource persons for the facilitation of training sessions.

9.10 Training Bond

A training bond is a written undertaking, by a staff beneficiary of LWSC sponsored external long duration training program or sponsorship for an academic or professional course, to serve the Corporation for a specified period (not less than the duration of approved course of study) upon completion and resumption of duty.

Training bond shall apply and be administered only to employees for whom study leave with pay has been approved and/or whose course of study has been sponsored by the Corporation. The period during which such employee shall be bonded to the Corporation will be agreed to by both parties before authorization to proceed with approved course of study.

It shall be the responsibility of HR Department to administer training bonds on affected staff. Any bonded staff who decides to leave the service of the Corporation before serving out the terms of the bond shall be made to refund the total or outstanding cost of the training and any other indemnity agreed to in the bond.

The cost of the course plus any earnings received by the staff while pursuing the course of study shall be the basis for the calculation of the bond redemption and liquidation of indemnity for the due period on a pro rata basis.

9.11 Upgrading on Completion of Academic or Professional Courses

A staff who successfully completes an approved academic or professional course leading to the award of a University Degree or professional certification, may be considered for upward salary review or appointment to a position of higher responsibility subject to availability of funds and vacancy in accordance with the Corporation's conditions of service. Only valid certificates obtained from recognized institutions of higher learning for approved in-service education programs shall be considered for the purpose of upward salary review or appointment to a higher office.

9.12 Sponsorship for Annual Conferences of Professional Associations

The Corporation will encourage employees who are registered

members of reputable professional associations to be active in such associations, keep abreast of new developments in their field and update their professional knowledge and skills. Accordingly, employees who are registered and active members of their professional associations may be sponsored to attend the Annual Conferences of such professional associations, where applicable. Such sponsorship shall cover conference fees, reasonable cost of transportation, hotel accommodation and meals.

9.13 Training and Development Processes

In order to prudently manage resources available for staff training and development, the Corporation will implement a standardized training and development process that will focus training and development programs on skills requirement of the Corporation. This process will comprise the following:

- Identifying Training Needs;
- Defining Training Objectives;
- Administration and Implementation of Training Programs; and
- Training Evaluation and Reporting.

9.13.1 Identifying Training Needs

LWSC staff training and development programs shall be driven by need. Specifically, this implies that the strategic goals, programs and projects of LWSC will constitute the basis for the determination of training needs of staff members. Overall corporate and departmental objectives and the related tasks which need to be carried out for their achievement will be determined through a Corporate Strategic Planning process. Thereafter, analysis of individual skills and competencies that need to be developed and attitudes that need to be improved will be carried out through the administration of a Competency Profiling and Training Needs Assessment Questionnaire.

It is the responsibility of Heads of Departments to clearly define their operational goals and determine the training needs of their staff to

develop the competencies required for goal achievement. In collaboration with heads of Department, the Training Department will compile and develop a Training Plan for approval for a particular year.

9.13.2 Defining Training Objectives

Training programs approved for implementation will have clearly defined objectives aimed at developing specific skills and competencies required for more effective and efficient job performance. Training objectives will specify what will be learnt and what the learner will be capable of doing after the training.

9.13.3 Administration and Implementation of Training Programs

The effective administration of training processes and skilled delivery of training programs impact critically on goal achievement. Hence, the Corporation shall pay greater attention to transparency and professionalism in administration of training processes. Training programs will be properly planned and implemented such that there are no disruptions to daily work processes as a result of training implementation. The Training Department will ensure the following:

- a. Secure adequate funding for training and development programs
- b. Plan and schedule training programs to avoid disruption to work processes
- c. Maintain effective communication with Heads of Departments to ensure work re- scheduling ahead of training and timely release of nominees
- d. Provide nominees with adequate information for effective training enrolment and participation
- e. Payment of training entitlements
- f. Engagement of highly qualified and experienced resource persons
- g. Use of appropriate training methods
- h. Monitor and report on the impact of training.

9.13.4 Training Evaluation and Reporting

Management is committed to ensuring that investments in staff training and development yield the desired outcomes and significantly

impact on organizational performance. Consequently, value-for-money assessment of the impact of training shall be conducted at three levels:

- a) Pre-training evaluation
- b) In-training evaluation; and
- c) Post-training evaluation

Evaluation shall be carried out by the line supervisors/ Heads of Departments, trainers and Training Department.

Upon completion of any training course, each participant shall submit a complete report for training programs of one (1) week or longer duration to his/her Head of Department with a copy to the Training Department. The training report shall contain the following sub-headings:

- Outline of the course content
- Training methods and teaching aids
- Knowledge/skills gained and how new learning will be applied to work.

The training report should also highlight ideas gained from the training which may be useful to the Corporation's operations. The participant will also discuss such ideas with their direct line managers/supervisors with a view of adopting them to improve job or organizational performance. The participant will be expected to impart the knowledge/skill gained to other members of their team.

SECTION 10: COMPENSATION AND BENEFITS POLICY AND PROCEDURES

10.1 Compensation Policy

The Management of LWSC shall make all effort to pay fair and competitive salaries to attract and retain competent employees. A salary structure will be established based on duties and responsibilities as well as on qualifications and experience. Performance will count in the remuneration of employees, so the Corporation expects all employees to put in a fair effort in the performance of their job duties.

10.2 Salaries

- i. **Pay Day** - Salaries shall be paid on any of the last three working days of each month.
- ii. All employees shall be paid their salaries as stated in the Corporation's payroll.
- iii. The salary of a new employee shall be paid as computed from the first day of assumption of duty.
- iv. An employee shall earn the salary stated in his/her letter of employment, provided that increments and deductions authorized by Management shall be reflected in the employee's pay slip and take-home pay.
- v. Every permanent employee shall be paid a take home salary that is the net of all statutory deductions (i.e. Income tax, National Pension Plan, etc.).
- vi. Compulsory deductions, authorized by Management, may be made to make good to the organization, unaccounted for business advances; unaccounted expense allowances not substantiated; willful or careless damage to or loss of the Corporation's property; and such other causes justifying deductions from an employee's salary. Such compulsory deductions will be communicated to the affected staff in advance of pay day and said deductions be made within a period of 30 days.
- vii. Any changes in an employee's salary shall be made against a written authority to that effect (i.e. Authority for Variation of Pay – AVP).

10.3 Annual Salary Increment

- i. The Corporation will implement a salary structure that is calibrated according to job grade levels with annual incremental steps when applicable.
- ii. If a staff is promoted to a Salary Grade Level which does not overlap his/her former Salary Grade Level, he/she will be placed at the minimum point of the new Salary Grade Level.
- iii. If his/her salary in the former post is higher than the minimum point of the new Salary Grade Level, the employee will be placed at the point on the pay scale that is immediately high than the former salary.

- iv. Approval of salary increment is at the discretion of Management, but shall be based on employee performance as per annual performance appraisal report and LWSC Employee Reward and Incentive Management (ERIM) framework.
- v. Incremental date shall be effective from the anniversary date the staff was paid his/her first full salary on appointment or promotion.
- vi. An employee who is required to earn confirmation of appointment and/or pass a certain prescribed examination/test, may, if these conditions are not fulfilled within a specified time, cease to be eligible for any salary increment until the date he/she fulfills the mandatory conditions.

10.4 Advances and Loans

The provision of salary advances shall be at the discretion of Management and on a case-by-case basis. Management may also choose to arrange with credible financial institutions to offer guarantees for salary advances or loans, which they may approve to employees depending on the ability of the staff to repay such advances or loans within the stipulated period. HR Department will communicate details of any facility/loan scheme offered by credible financial institutions.

10.5 Medical Benefit

- i. The Corporation will provide employees free outpatient medical care at designated hospitals. However, where an employee is diagnosed, by the Corporation's approved medical doctor, of having a job-related illness or injury requiring hospitalization, the Corporation shall work along with the staff to ensure that the National Social Security and Welfare Corporation takes full coverage of the medical bills of the injured employee.
- ii. Job-related illness means any sickness that befalls an employee as result of or in the course of duty.
- iii. In cases of emergency, employees may be taken to any medical facility even if it is not one of the officially designated hospitals, provided that proof of medical emergency shall be established via a

- medical report from the attending medical practitioner.
- iv. Reimbursements for medical expenses incurred outside of the designated hospitals, for emergencies or referrals, shall be processed on submission of medical report and verifiable bills.
 - v. The Corporation's medical scheme covers the employee and a maximum of five dependents of the employee's immediate family (i.e. spouse and four children under twenty-one years of age), whose names should be in the HR records of the employee and forwarded to the Insurance Company upon completion of probation and confirmation of employment.
 - vi. Extension of medical benefits to the aforementioned dependents of the employee shall come into effect upon confirmation of the employee's appointment.
 - vii. Dependents of contract employees are not covered by the Corporation's medical scheme.
 - viii. Where an employee is required to wear glasses as a result of job-related injury or occupational hazard, the Corporation shall ensure that the Employment Injury Scheme administered by the National Social Security and Welfare Corporation applies to the employee.

10.6 Transportation Allowance

The Corporation may facilitate means of transportation, where applicable, for employees.

10.7 Travel Benefits

Employees attending approved local and foreign conferences, meetings, training programs and other corporate related activities shall be paid per diem to cover the cost of local or foreign travels in accordance with the LWSC Approved Travel Ordinance and/or Government Approval Travel Ordinances.

10.8 Death in Service

In the event of death of an employee occurring while in the service of the Corporation, and upon notification and transmission of the death

certificate to the HR Department, the Corporation shall take the following actions:

- i. Post on an announcement of the employee's death on the Notice Board.
- ii. Transmit a letter of condolence, duly signed by the MD or his/her assigned, to the bereaved family.
- iii. Provide transportation for the Workers' Union to visit and condole with the bereaved family.
- iv. Pay/present to the deceased employee's next-of-kin whose particulars are documented in HR records, or his/her legal estate as established by relevant legal administrative documents, the following:
 - a. US\$500 or its LRD equivalent and
 - b. One 50kg bag of rice.
- v. Make arrangement (i.e. transportation and paid time-off) for selected members of staff to attend the funeral.
- vi. Ensure that the Insurance Company pays to the authorized beneficiary 25% and 75% of the deceased employee's benefits before and after the funeral respectively.
- vii. Ensure that the name of the deceased employee remains in the Corporation's payroll for a period of three (3) months during which the deceased salary, as the time of death, shall be paid to the officially documented next-of-kin or legal estate.

In case of accidental death on the job, the NASSCORP Act shall apply in addition to the Corporation's burial assistance of US\$500; one 50kg bag of rice and transportation for selected employees to the funeral.

10.9 Outstation Duty Allowance and Resettlement Allowance

An employee who is assigned to work in another outstation outside the location of his/her normal place of work shall be paid a daily subsistence allowance (DSA) and accommodation, where necessary, in accordance with the Government rate.

An employee who is transferred from one outstation to another and required to relocate shall be paid a resettlement allowance which should not exceed **three hundred and fifty US dollars (US\$350)** or at any such rate as may be approved by Management from time to time.

10.10 General Incentive

As part of effort to motivate the workforce, Management may from time to time make a determination as to what to provide to the staff as general incentive and as to coverage period of said incentive.

10.11 Employee Recognition and Awards

The Corporation's operates a merit-based reward allocation metrics through an employee reward and incentive management system which is directly linked to the employee's performance rating. The Corporation has five categories of performance-related recognition/awards as follows:

- Letter of Commendation for Achieving Performance Targets
- Certificate of Recognition for Outstanding Achievement
- Employee of the Year Award for Overall Outstanding Achievement
- LWSC Personality of the Year Award
- Performance Bonus

10.11.1 Letter of Commendation

An employee, who achieves set performance targets as previously agreed with immediate supervisor and approved by the Head of Division, will be appreciated by the Head of Division with a Letter of Commendation for his/her contribution to the achievement of departmental goals. The Head of Division will forward a copy of such letters of commendation to the HR Department for filing in the employee's personal file.

10.11.2 Certificate of Recognition

An employee or management staff (excluding DMDs and MD), who surpasses all set performance targets as previously agreed with his/her immediate supervisor and approved by Head of Division and who makes the most outstanding contribution to the successful achievement of divisional goals shall be recommended by his/her Head of Division for the award of a Certificate of Recognition by the

Managing Director. Such Certificates of Recognition shall be presented to deserving staff members at the Annual End-of-Year Retreat for all LWSC staff. A Certificate of Recognition automatically qualifies the recipient for eligibility for LWSC Employee of the Year Award or LWSC Personality of the Year Award. HR Department shall keep a copy of such Certificates of Recognition in the personal files of the recipients.

10.12 Employee of the Year Award

The Employee of the Year Award is given to a non-management staff (i.e. Support Staff and Officer/Supervisor) that has received a Certificate of Recognition and is adjudged by a selection panel, made up of Heads of Departments and chaired by the DMDA, as the individual with the most outstanding overall achievement across the divisions. Outstanding achievements could be in any of the following areas:

- iii. Improving Customer Services
- iv. Improvement in the system/procedures
- v. Enhanced operational/administrative efficiency
- vi. Effectiveness in cost saving methods
- vii. Increased efficiency in provision of high-quality services
- viii. Increased in revenue collection
- ix. Preserving of corporate assets
- x. Any other area(s) as may be decided by Management.

The criteria for the selection of a winner of this award amongst eligible candidates will be decided by Management from time to time. The winner of this award will be rewarded in cash or kind as may be decided by Management.

LWSC Personality of the Year Award

LWSC Personality of the Year Award is reserved for Management staff (i.e. Assistant Managers, Coordinators, Managers and Directors) who, by virtue of their outstanding contributions to the achievement of their Divisional objectives/goals, are recipients of Certificates of

Recognition. The winner of this award will emerge from the decision of a selection committee made up of the four (4) DMDs and the MD as chairperson. The individual who is adjudged as the most outstanding contributor to the achievement of corporate goals and having the most significant and visible leadership impact on staff across departments will emerge the winner of this award. The selection criteria for this award will be decided by members of the committee. The winner of this award will be rewarded in cash or kind as may be decided by Management and his/her photograph will be posted on LWSC website for a period of one year and replaced only when another winner emerges in the next award cycle.

It is hoped that these various forms of appreciation will spur on employees for greater achievements.

i. Performance Bonus

The Corporation will pay performance bonus to deserving employees at the end of any financial year (FY) where corporate overall achievement exceeds projected targets in all key result areas. The criteria for qualification for performance bonus and the formula for the sharing of performance bonus will be as approved by Management.

b. Long Service Award

Long Service Awards shall be made to deserving staff members in recognition of their long years of service with the Corporation. Categories of long service award are 5, 10, 15, 20 and 25 years and above of continuous service. Appropriate award packages, graduated accordingly for the above categories, will be approved by Management for implementation from time to time. Recipients will also be presented with Certificate of Long Service according to years in service.

Employees who leave the services of the Corporation on disciplinary grounds shall not be entitled to any Long Service Award.

c. Layoff

Layoff procedures may be invoked by the Managing Director as a result of shortage of work, re-arrangement of organization structure, abolition of a position or positions, changes in an organization or funds. Where a number of employees are to be affected, layoff procedures shall be applied first, to those with least tenure of service and seniority. The Managing Director shall specify the procedures by which seniority is determined. The names of employees laid off for any of the reasons above, shall be placed on a 're-employment from layoff' list for a period of one year from the effective date of the layoff. The Corporation shall pay the employee a severance benefit of one month's salary for each completed year of service.

SECTION 11: HEALTH, SAFETY & ENVIRONMENT (HSE) POLICY

11.1 HSE General Principles

- i. The Corporation operates on the principle that all injuries and occupational diseases at work are preventable and for this reason, the Corporation actively promotes high standards of personal health, safety and the environment.
- ii. The Corporation recognizes the fundamental importance of efficient health-care delivery to its staff and their families for the sustenance of high productivity.
- iii. The Corporation seeks to conduct its activities in such a way to avoid harm to the health of its employees.
- iv. Compliance to the Corporation's HSE Policy and Procedures is compulsory for all employees.
- v. Employees are enjoined to be security, safety, and health conscious, and to adopt necessary precautions in order to prevent injuries, occupational diseases and damage to property. The consequence of accidents is enormous; therefore, their prevention is vital.
- vi. When, in spite of such precautions, an accident occurs in the course of work, the Corporation will take all possible steps to ensure that the

Employment Injury Scheme of the National Social Security and Welfare Corporation takes charge of the affected employee's medical care and compensation, where applicable by the law.

11.2 Personal Protective Equipment (PPE)

All staff working at the Corporation's water and sewage treatment plants and pumping stations must wear appropriate PPEs authorized and provided by the Corporation. Failure to observe this rule will attract severe disciplinary action up to dismissal.

11.3 Access to Water and Sewage Treatment Plants

The Corporation will, at all times, ensure the water and sewage treatment plants are kept safe and secured. These facilities are out of bounds to unauthorized persons. Access authorization must come from the Managing Director or his designate. Any unauthorized staff found in any of these plants may face disciplinary action.

11.4 Proof of Medical Fitness

A certificate of medical fitness may be required of employees from time to time to ensure that they are in sound physical and mental state to carry out the business of the Corporation.

Medical examination may be required in the following circumstances:

- To protect staff members from spread of infectious diseases
- Determination of an employee's services on health grounds
- Determination of permanent disability for the purpose of compensation
- Determination of fitness for employment for new hires.

SECTION 12: DISCIPLINE AND CODE OF CONDUCT

Discipline is required to regulate employees' activities in the workplace and to ensure compliance with policies, standard operating procedures, and work ethics and core values. The Corporation is a provider of essential services, which are critical to the well-being of the public. Hence, the Corporation shall at times demand, in accordance with its core values, very high standards of professional

conduct and integrity on the part of its employees. Good moral conduct and work ethics, reminiscent of self-directing individuals striving to provide excellent customer service with quality customer care, is required of all employees. Employees must extend courtesy to callers and visitors, show respect to colleagues, supervisors, Managers, the Board and the general public. Good conduct also includes decent dressing, keeping offices tidy and leaving toilets clean after use. Examples of expected behavior from employees are spelt out in the Corporation's Code of Conduct.

12.1 Code of Conduct

The following code of conduct is provided to guide the actions and behavior of employees while at work within or outside the premises of the Corporation.

12.1.1 Devotion to Duty and Excellence

All employees must demonstrate commitment to the vision and mission of the Corporation and act/behavior in ways that are consistent with its core values.

Every employee shall observe and obey policies, regulations and other instructions from their superior officers.

Employees shall be punctual for duties and observe official working hours and not be absent without authorization or reasonable cause.

Employees shall endeavor to put in their very best efforts during working hours, attending to their tasks without delay and completing assigned tasks on time. Employees must avoid idling and loitering during working hours. Employees are not permitted to eat in the hallways or while attending to customers. Employees shall not engage in peddling or any other form of trade/commercial transaction other than the business of the Corporation while at work.

12.1.2 Professionalism and Personal Appearance

Employees shall conduct their private affairs in ways that do not attract public scrutiny of their integrity, credibility and professional judgment in the discharge of their official responsibilities. Employees

shall always demonstrate good judgment, discretion and impeccable ethical standards while carrying out their official duties. Employees shall comply with the official dress code of the Corporation by appearing in acceptable and decent attires with their staff identification cards properly worn. Employees shall not engage in criminal, infamous, dishonest, immoral, or disgraceful conduct, or other conducts prejudicial to the interest or image of the Corporation.

12.1.3 Conflict of Interest

No employee shall engage in any other paid employment while in the service of the Corporation. No employee shall enter into any transaction, acquire any interest or take any action which can be reasonably construed as being in conflict or contrary to the interest of the Corporation. Any situation involving a possible conflict of interest must be brought to the knowledge of Management.

12.1.4 Gifts and Bribes

No employee is allowed to accept gifts of more than \$10.00 USD or lavish entertainment from customers, consultants or suppliers for themselves or family or dependent. Employees shall not demand or solicit gifts or act as a conduit for favors from anyone as a means to influence the organization's decision.

12.1.5 Sexual Harassment

No employee shall demand sexual gratification in return for underserved favors or make inappropriate sexual advances to another employee in the work place. There shall be no verbal or physical harassment of a sexual nature within or outside the premises of the Corporation. No employee shall take advantage of his/her position to intimidate, bully, coerce, harass (sexually or otherwise) or insult other employees, visitors or customers of the Corporation.

12.1.6 Smoking and Substance Abuse

It is forbidden for an employee to be dependent on or be under the influence of alcohol or drugs while at work. Smoking in the office or

while on duty within or outside the premises of the Corporation or in LWSC-owned vehicles is strictly prohibited.

12.1.7 Duty to Preserve LWSC Property

All employees shall ensure proper care of equipment and properties of the Corporation.

Employees are forbidden from tampering with equipment and installations of the Corporation in such ways that could result in damage, malfunctioning or loss of revenue. Employees shall be held liable for any damage to or loss of LWSC's property, either maliciously or through willful breach or negligence of duty. Employees shall report any damage to or loss of equipment or property of the Corporation in writing to their direct line manager within twenty-four (24) hours. Employees are forbidden from colluding with customers, vendors or any other person for that matter to sabotage/compromise the installations or facilities of the Corporation.

12.1.8 Unauthorized Use of the LWSC Property

No employee shall make unauthorized use of the Corporation's property such as telephones, computers, printers, photocopiers, vehicles, mobile handsets, etc.

12.1.9 Financial Impropriety and Indebtedness

Employee shall discharge their financial obligation(s) in a proper and timely manner and shall not allow themselves to be in a situation of financial embarrassment. No employee shall borrow or lend money to any customer of the Corporation or act as an agent for any individual or group with business relations with the Corporation.

12.1.10 Fraud and Theft

No employee shall engage in any fraudulent act or be involved in any act or attempt to defraud the Corporation. No employee shall steal from the Corporation or shall steal and/or attempt to steal from a fellow employee.

12.1.11 Violent Acts

No employee shall be involved in any act of violence against fellow employees, customers, suppliers or visitors to the Corporation.

Physical assault or fighting within the premises of the Corporation or in the course of duty is forbidden by the Corporation.

12.1.12 Gambling, Betting and Lotteries

No employee shall participate in any gambling activity including the operation of a gambling device, conducting a lottery or pool, in selling or purchasing numbers slip or ticket for a lottery, or a game for money or property gain while in the premises of the Corporation or in the course of duty.

12.1.13 Communication and Information Leaks

Employees shall not disclose confidential information, classified materials or business secrets without the authorization of the MD or his/her assignee. Employees shall not knowingly give false or misleading information to other employees or members of the public. No employee shall knowingly make false-accusations against fellow employees or members of the public. No employee is permitted to communicate any in form with the media without prior authorization from the MD. Employees shall respect the chain of command in all their communications with superior officers.

12.1.14 Political Activities or Partisanship

No employee shall engage in any political activities at work place or act in such manner as to convey partisanship which may compromise or be seen to compromise the impartiality or credibility of his/her office. No employee is allowed to wear or display political party regalia at work place. No employee shall use any political influence to gain a personal advantage or compromise the due process of work or pressure superior officers at work or to the disadvantage of other employees. The Corporation shall not make any contribution to any political party/and or political activities or to any candidate vying for political office in support of such candidacy except as permitted by

law.

12.2.15 Whistle Blowing

Any employee who is requested to engage in any activity which may be in contravention of the Corporation's Code of Conduct will promptly report such information to his/her immediate supervisor. But, if such a request was made by the employee's immediate supervisor, then he/she must report the matter to the next level manager. Any employee who acquires information that gives him/her reasons to believe that another employee or agent of the Corporation or vendor is engaged in conduct forbidden by this Code of Conduct will immediately report such information to his/her supervisor. But, if the supervisor is involved in such conduct, then the employee must report to the next level manager. Any manager receiving a report as cited above shall immediately bring such report to the attention of the Managing Director through the division's Deputy Managing Director. An employee, who deliberately fails to report a violation of the Code of Conduct or withholds relevant and material information regarding a violation, shall have disciplinary action taken against him/her. Any manager who receives a report regarding a violation or likely violation of the Code of Conduct but refuses or fails to inform the MD or take appropriate actions regarding the report shall be deemed as negligent, abetting misconduct or an accomplice to the offence and be subject to appropriate disciplinary action.

12.2 Misconduct and Disciplinary Actions

Any employee who acts in violation of the rules and regulations, code of conduct and policy provisions of this Manual shall be liable to disciplinary action on grounds of misconduct. Similarly, an employee may be liable for misconduct as a result of an inappropriate act or behavior, whether or not specifically prohibited by the Code of Conduct, which may result in or create the appearance of:

- Disregard for established authority
- Using public office for private gain
- Giving preferential treatment to any person or entity

- Impeding smooth operations, productivity and income
- Making decision outside official channels
- Impugn the integrity or image of the Corporation in the eyes of the public.

An offending employee may be disciplined for minor or gross misconduct. Disciplinary actions for offender are varied as follows:

- Verbal Warning
- 1st Written Warning
- 2nd Written Warning
- Suspension
- Termination
- Dismissal

12.2.1 Minor Misconduct

The following are examples of minor misconduct for which an employee may receive disciplinary action that may entail warning and/or suspension depending on the magnitude and frequency of commission of misconduct:

- Inappropriate or indecent dressing
- Idling or loitering during working hours
- Lateness or early departure from place of work without approval of the supervisor
- Abetting minor misconduct
- Poor performance due to incompetence, inefficiency, carelessness or loss of focus
- Dereliction of duties and abandonment of responsibility without express permission
- Peddling in the work place
- Financial embarrassment
- Verbal or non-physical sexual harassment
- Unauthorized appearance at any water and/or sewage treatment plant
- Failure to dress in appropriate PPE
- Smoking within the Corporation's premises
- Damage to property or loss of revenue arising from negligence or

incompetence

- Damage to equipment caused by unauthorized use.
- Gambling on Corporation's premises
- Pasting or removal of notices or bulletin from notice board without approval, etc.

12.2.2 Gross Misconduct

Gross misconducts are unacceptable actions and behaviors that seriously impact on the orderly administration of the affairs of the Corporation, cause colossal damage to assets or loss of revenue, prejudice the image of the Corporation, etc. In addition to instances of acts of gross misconduct as specified in Chapter 14 of the Decent Work Law, other examples of acts of gross misconduct for which an employee shall be dismissed if found guilty, even as a first offence, are as follows:

- Theft of Corporation's or other employee's property
- Using, peddling, or aiding and abetting the use of drugs in the premises
- Willful disobedience of lawful and reasonable instructions from a superior officer
- Assaulting a superior officer or other employees
- Fighting within the Corporation's premises
- Reporting to work under the influence of alcohol or drugs
- Falsifying personal or Corporation's records
- Securing employment under false pretense
- Unauthorized removal of official records or leak of confidential information
- Acts resulting to misrepresentation of the Corporation
- Failure to blow the whistle on an act that is damaging to the interest of the Corporation.
- Failure to report accident affecting Corporation's property
- Failure to resume duty after annual vacation or other leave
- Conviction for felony
- Willful damage to the asset of the Corporation
- Any negligence causing harm to fellow employees and Management

- Proven fraud or acts of corruption against the Corporation
- Abandonment of post, etc.

12.3 Purpose of Disciplinary Action

Line supervisors, managers and Heads of Divisions have a duty to ensure orderliness, structured work processes and a generally conducive atmosphere for quality customer services. Any act of misconduct that threatens this order will naturally attract disciplinary action. However, superior officers also have a duty to ensure the fair treatment of employees, particularly when disciplinary action has to be taken. The employee's right of fair hearing must be granted.

In general, the following broad objectives should guide decisions to initiate disciplinary action:

- ii. The main purpose of disciplinary action is to make the employee aware of behaviors or actions, which the Corporation considers to be unacceptable, and to indicate corrective measures, which must be taken if the employee is to remain in the Corporation's employment.
- iii. In cases of gross misconduct, disciplinary action has the dual purpose of:
 - a. Removing an employee whose behavior is setting bad examples and is likely to bring the Corporation into disrepute.
 - b. Discouraging other employees from committing such or similar acts.
- iv. The Corporation's Disciplinary Procedure will be used only when necessary and as a last resort. Informal and formal counselling or "people management skills" should be used, where possible, to resolve matters prior to any disciplinary action.

12.4 Procedural Compliance Pursuant to Disciplinary Action

No disciplinary action should be taken against any employee without granting the employee an opportunity of fair hearing and undertaking an investigation to establish the facts of the matter. Hence, superior officers must observe the following conditions pursuant to disciplinary action:

- i. Issue a query requesting the employee to state his/her case and show cause why disciplinary action should not be taken against him/her.

- ii. Carry out preliminary investigation to establish the facts of the matter.
- iii. Upon completion of any preliminary investigation, superior officers and/or divisional heads are required to notify in writing the Deputy Managing Director for Administration and the employee concerned of the outcome/findings of the preliminary investigation for action and/or further investigation where necessary by the Division of Administration.

In determining recommendations emanating from preliminary investigation of the offence, superior officers are required to ensure that the recommended disciplinary action reflects the nature and weight of the offence.

12.5 Disciplinary Procedure for Minor Misconduct

The following disciplinary procedure will be initiated for acts of minor misconduct:

- **Verbal Query and Warning:** For a first-time offender, a verbal query points out the violation and offers the employee an opportunity for on-the-spot explanation. Where the employee's explanation or reasons are unsatisfactory and depending on the magnitude of the offence, the superior officer and/or Head of Division will give the offender a verbal warning on the subject and send a written communication on the matter to the HR through the Deputy Managing Director for Administration, with a copy of such communication placed in the file of the employee by the HR.
- **Written Query and 1st Written Warning:** For a repeated offence after verbal warning or a first-time offence more serious than a minor flaw in behavior and deserving more than a verbal warning. In this instance, the superior officer will issue a written query to the offender and request a formal (written) explanation within 48 hours to show cause why disciplinary action should not be taken against him/her. Where the response and evidence cannot exonerate the employee, he/she shall be issued a letter of warning (first warning) with copy to the Head of Administration who shall also forward same to the HR to

form part of the employee's personal record.

- **Written Query and 2nd or Final Written Warning:** Where an employee persists in the misconduct which previously earned him/her a written warning or where the offence committed (even if a first-time offender) is of a more serious nature falling just short of warranting termination, the employee shall be issued a written query to show cause why disciplinary action should not be taken against him/her and requesting an appropriate explanation in a written response within 48 hours. If, after reviewing the employee's response and findings/evidence of investigation into the case, the facts are not sufficient to exonerate the employee, the superior officer shall issue the employee a letter of final warning following the above reporting procedures and processes.

- **Written Query and Termination of Employment:** Where an employee, who has been issued a final warning letter, persists in the same misconduct or commits an offence of similar gravity, he/she shall be issued a query and processed for termination or summary dismissal authorized by the Managing Director and/or his/her designated authority.

12.6 Letters of Warning

Superior officers issuing written warnings are to ensure compliance with the following standards:

- Warning letter must be issued within seven (7) working days of the conclusion of disciplinary hearing.
- Warning letters must state nature of the offence committed, and where appropriate, an advice that if further misconduct occurs, more severe disciplinary action will be taken.
- Warning letters should provide a period of grace for the employee to correct his/her actions and improve on his/her personal conduct.
- Warning letter should inform the employee of his/her right to appeal to a superior authority.
- Issuing authority shall ensure that a copy of the warning letter and

supporting documentation are kept and retained in the personal file of the employee as part of his/her employment records.

- Original copies of warning letters issued should be hand-delivered to the employee and the latter requested to acknowledge receipt by signing, with date, a duplicate copy of the letter.

12.7 Spent Warnings

Where an employee completes one year of service from the date of receiving a warning letter without further misconduct or a second warning letter, the warning letter issued to him/her shall be deemed to have been spent and such entry in his/her employment record cancelled or disregarded for future reference.

12.8 Termination of Employment

The Corporation may terminate the employment of any individual who has failed to improve in his/her personal conduct or job performance after a final written warning. An employee whose appointment is terminated as a consequence of disciplinary action is entitled to at least one month written notice or payment in lieu of notice and every other entitlement due to him/her as may be duly assessed by the HR Department.

12.9 Disciplinary Procedure for Gross Misconduct

Any established act of gross misconduct may automatically earn an employee termination of employment or summary dismissal from service depending:

- The gravity of the offence
- The individual's disciplinary record; and
- The individual record of service

The procedure for gross misconduct includes issuance of written query, written response from the employee, investigation and submission of findings. Any submission concerning the disciplinary proceedings against an employee must be factual and complete and should include:

- Name of officer
- Designation
- A full statement covering the misconduct or accusations against the employee
- Action so far taken by the supervising officer
- A statement of defense made by the officer to exonerate him/her; and
- A specific recommendation on the course of action or punishment to be administered.

12.10 Summary Dismissal

A staff suspected to have committed an act of gross misconduct as specified above shall be investigated on the basis of the alleged offence and on proof of guilt after investigation, the staff shall be dismissal with forfeiture of benefits. Summary dismissal refers to dismissal without notice or payment in lieu of notice. The authority for summary dismissal vest with the Managing Director.

12.11 Suspension without Pay

An employee who is being investigated for an act of gross misconduct may be placed on suspension without pay for period not exceeding 30 days to allow for full investigation. An employee on suspension without pay who is recommended for dismissal after due investigation is not entitled to any remit.

In all cases, as specified above, the Management shall implement a fair internal procedure before making a final decision whether to warn, suspend and to terminate an employee's employment.

SECTION 13: GRIEVANCE POLICY AND PROCEDURE

13.1 Definition of Grievance

A grievance is an official complaint of a violation of employees' rights on the job. Such grievance may be expressed in connection with discontent regarding the interpretation, meaning, application or alleged breach of the ethical values and standards of the Corporation,

corporate policies and procedures, terms and conditions of service, workplace rules and regulations or in connection with prevailing conditions of work or workplace relationships with subordinates, colleagues and superiors.

13.2 Grievance Policy

- i. The Corporation recognizes the right of employees to express felt grievance or complaints to their immediate supervisor either in confidence, in meetings or in writing.
- ii. It recognizes that problems, complaints and dissatisfaction may arise from misinterpretations of official rules and regulations, conditions of service just as they would from relationships in the work place.
- iii. It recognizes that grievance, if not properly addressed, could undermine workplace harmony, hence supervising officers are advised to properly engage aggrieved staff members and not to see them as a threat to the Corporation.
- iv. The Corporation is committed to an orderly process of grievance handling and the provision of a conducive environment for all employees to perform their duties.
- v. The Corporation also expects employees to be of good conduct and obey all official rules and regulations, and to commit themselves to the disciplined expression of grievance and observance of due process in grievance resolution.
- vi. The Corporation shall encourage teamwork and foster harmonious relationships at all levels. All employees shall be expected to work in a collaborative team environment.
- vii. The Corporation shall make reasonable effort to address discord and ensure that employees are not subjected to harassment, intimidation or discrimination for exercising any of the rights protected by this policy manual or other regulations.
- viii. The Corporation shall encourage employees to offer opinions and suggestions that can accelerate the accomplishment of its strategic goals and general mandate;
- ix. The Corporation believes that prompt and effective resolution of grievances is vital to workplace harmony. Hence, it is committed to

ensuring that employees have fair hearing and just treatment in the resolution of complaints and grievances. Under no condition shall a supervising officer suppress the germane complaints of subordinate staff or team members

- x. The purpose of the Corporation's grievance policy is to ensure that employees follow clear and consistent procedure in having their problems or complaints considered in a fair and timely fashion, without fear of interference, restraints, coercion, or retaliation.

13.3 Commitment to Grievance Procedure

- 12.1.1 Employees shall commit to LWSC grievance procedure as the right and proper means for resolving all issues of concerns, particularly those impacting on perceived rights.
- 12.1.2 Employees shall work Management to establish, promote and maintain an orderly, peaceful and harmonious relationship in the handling of matters of mutual concern, particularly those relating to regulatory compliance or arising from the interpretation and implementation of work rules and regulations including terms and conditions of service.
- 12.1.3 Employees accept that the formal process for resolving grievances is for the aggrieved staff to seek redress based on the steps outlined in the Corporation's Grievance Procedure.

LWSC Grievance Procedure

The grievance procedure of the Corporation consists of the following steps:

- (a) An employee, who is aggrieved by the conduct of other staff member; or is dissatisfied with the interpretation/application of his/her terms and conditions of service; or workplace rules and regulations may lodge a complaint stating the nature and grounds of his grievance to the immediate supervisor or Head of Section.
- (b) Where the grievance is in connection with the conduct of a colleague or arises out of workplace relationship and interaction, the employee is required to present his grievance in writing to his/her immediate supervisor within 10 calendar days from the date of the incidents

- precipitating the grievance.
- (c) The immediate supervisor, on receipt of a grievance report, shall take steps to expeditiously resolve the grievance within three (3) working days.
 - (d) Where the employee is not satisfied with the action taken by his immediate supervisor/Section Head, or where the grievance is in connection with the conduct of his immediate supervisor/Section Head, he/she shall lodge his/her complaints with the Head of Division and copy the Head of Administration.
 - (e) The Head of Division shall arrange for a hearing of the employee's grievance with a view to resolving the matter within 3 working days of referral to his/her office.
 - (f) Where the Head of Division is unable to resolve the grievance to the satisfaction of the staff, the latter may appeal to the deputy Managing Director for Administration who shall constitute an Investigation Committee to conduct an investigation. The Committee shall submit its report to the Deputy Managing for Administration who shall take steps to resolve the matter based on the findings of the Investigation Committee and subsequently inform the Managing Director of the outcome of the investigation.
 - (g) Considering the gravity of the findings of the Committee, the Deputy Managing director for Administration shall report the findings to the Managing Director for decision.
 - (h) The decision/ruling of the Managing Director on the matter shall be final and binding on all parties.

SECTION 14: EMPLOYEE SEPARATION

14.1 Forms of Separation

Employees may be separated from the Corporation through any of the following processes or sudden occurrence:

- Resignation
- Termination of Appointment
- Termination on Permanent Disability or Terminal Illness
- Redundancy

- Retirement
- Death; or
- Dismissal

Separations by death or dismissal have been covered in Sections 10 and 12 of this Manual.

14.2 Resignation

An employee can resign his/her appointment in accordance with the provisions of his contract of employment. Generally, an employee is required to give a written notice of 30 days or payment of one month's salary in lieu of notice to the Corporation before separation.

14.3 Termination of Appointment

The Corporation may terminate the services of an employee upon giving him/her written notice or payment in lieu of notice or as per terms and conditions stated in his/her contract of employment.

14.4 Termination on Disability / Terminal Illness

The appointment of an employee who suffers from any serious form of disability or terminal illness that adversely affects his/her job performance may be terminated, subject to the recommendation of a reputable Medical Practitioner. The Corporation does not wish this form of separation for any of its staff. However, should such situations arise, the Corporation shall make a terminal payment, as may be decided by Management and the Board as a demonstration of its empathy for the affected staff.

14.5 Redundancy

The Corporation may and can terminate the employment of any of its staff on grounds of redundancy. This may occur, if the Corporation declares certain positions redundant at any time based on reasons herein stated earlier coupled with economic reasons and obsolescence of skills and equipment or any other reasons deemed necessary. When redundancy is declared, the "last in first out" method shall be the primary method in implementing the redundancy plan. However,

when possible, all attempts shall be made to avoid redundancy. The Corporation shall compensate employees declared redundant at the rate of one month's (30 days) salary for each year of service completed. Affected staff shall be given a month's notice or one month's salary in lieu of notice.

14.6 Retirement

Employees of the Corporation are mandatorily required to retire at the age of 60 years and/or in line with the statutory age requirements for retirement. However, an employee may opt for early retirement on attaining 15 years in the services of the Corporation. An employee may also be retired early on health grounds. The employee who is due to retire shall be given six (6) months' notice, while an employee who wishes to retire before the mandatory retirement age is required to give the Corporation Months (3) months' notice. The notice period gives the employee and management ample time to review and agree on entitlements and benefits.

14.7 Return of LWSC Property on Separation

As part of the procedure for processing employee separation, all such employees are required to return all LWSC properties, equipment and tools, documents, files and records in their possession. Also to be returned are computer hardware, software, electronic records, training materials, keys, staff identification cards and all other items belonging to the Corporation. The employee may also be required to disclose his or her computer password so that the Corporation can gain access to electronic data and records saved/stored in the computer. Submission of these items is a pre-condition for issuance of certificate of clearance and payment of terminal or retirement benefits.

14.8 Exit Interview

The Corporation believes that employee comments, based on first-hand experience, can be extremely helpful in review policies, strategies and incentives for recruiting, motivating and retaining talented individuals. Consequently, every employee leaving the

services of the Corporation will be required to express his/her honest views about operating procedures, working conditions and conditions of service, amongst other in issues in LWSC. On the employee's last day, the HR Manager (or DMDA or MD, depending on the employee's status) will conduct an exit interview (see LWSC Exit Interview form attached as Appendix). At the exit interview, the employee will have the opportunity to express her/his opinions about quality of work life in LWSC, operating procedures, conditions of service and work environment and offer suggestions for improvement. Issues discussed and information disclosed during the exit interview will be treated as confidential and reported only to the Managing Director. The Chairperson of the Board will interview the Managing Director at the point of separation.

14.9 Certificate of Service

An employee that is leaving the service and has returned all assets and items of the Corporation in his /her possession will be issued a Certificate of Service upon completing the exit interview on the last day at the Corporation. The Certificate of Service will only be issued to employees who have been issued a letter of Clearance. All employees serving out their employment during notice periods are required to keep working on all on-going tasks and honor all obligations including rules and regulations as was customary. Employees must settle all indebtedness to the Corporation before they will be issued certificate of service.

14.10 Intellectual Property and Copy Rights

Intellectual property created by an employee in the course of employment and related in any way to the employee's work or the business of LWSC belongs to LWSC. Employees are expected to execute all documents necessary to assist LWSC in securing rights to any and all intellectual property. Such proprietary assets of the Corporation shall not be returned to an employee who designed and created the intellectual property and is departing the Corporation neither will the intellectual property be made available to third parties

without appropriate permission. Additionally, it is the responsibility of those involved in the development of new products or services to identify relevant intellectual property issues and to discuss them with the Management in order to obtain the proper advice.

14.11 Pension

The Corporation shall ensure that employees notified of their retirement are processed appropriately through the National Pension Scheme to enable the retired employees receive their pension benefits as due from the National Social Security and Welfare Corporation.

APPENDIX 1: LIBERIA WATER & SEWER CORPORATION'S OFFICIAL OATH OF ALLEGIANCE

I,.....,hereby solemnly Declare and pledge that in the service of Liberia Water and Sewer Corporation:

1. That I will be faithful and bear true allegiance to the Corporation at all times.
2. That I will not discriminate on the basis of religion, ethnicity, gender or status or practice any form of partiality in the performance of my official duties.
3. That I will always place service to the public above selfish interests, realizing that a public office is a public trust.
4. That I will always perform my official duties diligently and efficiently and will not engage or be involved in any activity in conflict either directly or indirectly with this pledge
5. That I will, in the performance of my official duties, eschew and expose corruption and will also not corrupt others or aid or abet corruption in any of its facets in and outside the public service.
6. That I will abide by this Code of Conduct contained in the LWSC Staff Conditions of Service and similar codes of conduct expected of a public servant.
7. That I will always follow the path of justice, honesty and concord in all my dealings with clients, service providers, consumers and other relevant stakeholders in the Liberia Water and Sanitation sector; and So, help me God.

Affirmed to on this _____ day of _____ in the year _____

Name _____ and Signature _____

Witness: _____ Date _____

**APPENDIX 2: THE OATH OF CONFIDENTIALITY AND
SECRECY**

I,, holding the office of in the service of Liberia Water and Sewer Corporation, hereby affirm that I will truthfully and faithfully observe the strictest official secrecy and I shall not directly or indirectly communicate or divulge to any person any matter which shall come to my knowledge in the discharge of my official duties except as may be required for the discharge of my duties or as may be specifically permitted by the Board, the Managing Director or by law.

I, further affirm that a breach of the conditions of this oath of confidentiality and secrecy shall be considered an offence within the meaning of LWSC Conditions of Service and the Corporation shall have the right to take disciplinary action against me.

Affirmed to on this..... day of in the year.....

Signature.....

Witness:..... Date

APPENDIX 3: LWSC CERTIFICATE OF SERVICE

CERTIFICATE OF SERVICE

This is to certify that, Mr./Mrs./Miss/Ms. _____,
joined Liberia Water & Sewer Corporation
_____ Department on _____ in
the capacity of _____ and left on
_____ as _____ at _____
location of LWSC.

For: **LIBERIA WATER & SEWER CORPORATION**

Managing Director

DISCLAIMER: This Certificate of Service does not imply any endorsement or recommendation by LWSC. It merely serves as proof of service at LWSC.

APPENDIX 4: LWSC BOARD OF DIRECTOR'S RESOLUTION

BOARD RESOLUTION APPROVING POLICY MANUALS (HR POLICY MANUAL AND FINANCIAL POLICY MANUAL)

BOD/RES/11-2024-001

WHEREAS, the Board of Directors of the Liberia Water and Sewer Corporation (LWSC) convened on Friday, August 30, 2024 at the headquarters of the Corporation and held discussions on numerous issues in its Emergency Board Meeting;

WHEREAS, during the Emergency Meeting of the Board of Directors of the Liberia Water and Sewer Corporation, the Managing Director expressed gratitude to the Board for its continuous support and submitted two policy manuals, the Human Resource Policy Manual and the Financial Policy Manual.;

WHEREAS, it is evidently known that the Management inherited the LWSC with many challenges and has employed some immediate reforms to meet basic levels of services and conventional best practices;

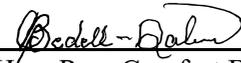
WHEREAS, the Board being cognizant of the administrative reforms that the Corporation is undergoing and that these reforms will enhance operational efficiency and lead to economic viability; is passed these resolutions.

NOW THEREFORE, BE IT RESOLVED AND AGREED THAT, the Board hereby approves the Human Resource Policy Manual as well as the Financial Policy Manual.

THESE RESOLUTIONS HAVE BEEN PASSED, APPROVED, AND ADOPTED at an Emergency Board of Directors meeting of the Liberia Water and Sewer Corporation on this 30th Day August 2024.


Khalipha M. Bility, PhD
CHAIRMAN


Hon. Lucinda Cole Carter
MEMBER


Hon. Rev. Comfort Bedell Dahn
MEMBER


Hon. Jonathan Paye-Layleh
MEMBER


Hon. Mohammed Barrie
MEMBER


Hon. Roland Layfette Giddings
MINISTER PUBLIC OF WORKS (MEMBER)


Hon. Massa Jallabah
DEPUTY MINISTER-ADMINISTRATION, MOJ (PROXY)


Hon. Tanneh G. Brunson
**DEPUTY MINISTER FOR BUDGET & DEVELOPMENT
PLANNING OF MINISTRY OF FINANCE AND
DEVELOPMENT PLANNING (PROXY)**


Hon. Mohammed Ali
**MANAGING DIRECTOR & SECRETARY TO THE
BOARD**