

FOREWORD

This is a procedure manual that has been developed by the Ministry of Health Human Resource Directorate with support from Elizabeth Glaser Pediatric AIDS Foundation (EGPAF).

The manual is comprised of disciplinary issues, recruitment procedures, management functions, training and records management.

The aim of the manual is to provide guidance in operating procedures based on the MPSR and other related or relevant labour rules and regulations. The standards would assist in understanding and approaching HR issues in the workplace. The Human Resource Officer will invariably be able to align relevant legislation to the HR function.

This manual will supplement and provide a simplified and easily applicable means of handling human resource issues.

1.0. ABSCONDMENT

According to Malawi Public Service Commission Regulations (MPSCR) abscondment means to be absent from work without leave or just reason for a period exceeding five consecutive working days. (MPSR1; 201(1)).

PROCEDURE

- a. Establish the whereabouts of the employee
 - i. Have an interface meeting with the employee where possible.
 - ii. Write him/her to put in writing the reasons why he/she is absconding. (Reasonable time i.e 14 or 21 days) MPSCR Sec 45(1) and 46(1)
 - iii. If not responding write to the next of kin or emergency contact
- b. Recommend to the Secretary for Health for appropriate action. Attach all the correspondences relevant to abscondment.

2.0. ABSENTEEISM

It is an act of absenting oneself from his/her post during normal hours of attendance without permission from a Responsible Officer or Controlling Officer without valid excuse (MPSR1:201(1)).

PROCEDURE

- a. Seek written report from section head.

- b. Conduct preliminary investigation on the matter.
- c. Provide counseling if necessary.
- d. HR office to report the matter to ADC for it to conduct hearing.
- e. ADC to report its findings to CHMT/DHMT.
- f. Controlling Officer to report to Secretary for Health with the attachment of the minutes, recommendations and relevant supporting documents
- g. MOH to review recommendations made by DHMTs and come up with appropriate recommendations to HSC,ADC,CSC

3.0. IMMORALITY

This is when an employee conducts himself/ herself on any one or more occasions in, improper or unbecoming manner, or while on duty is grossly discourteous to any person (MPSR 1:201(13)).

PROCEDURE

- a. Conduct a preliminary investigation on the matter reported.
- b. Call the parties concerned for hearing
- c. Ask for a written report from the concerned parties
- d. Report to ADC for possible hearing.
- e. ADC should report the matter to the CHMT/DHMT.
- f. Controlling Officer should report to the Secretary for Health for appropriate action. Attach ADC minutes and all relevant documentation.

4.0. THEFT BY PUBLIC SERVANT

Unauthorized taking, keeping or using Government's property for the intent of permanently depriving the owner with rightful possession of that property or its use.

PROCEDURE

- a. Seek a written report from the complainant
- b. Conduct preliminary Investigations (Manner at which the case was conducted)
- c. Basing on the report , communicate to all relevant authorities for further action i.e. Management /administration ,police, Solicitor General (for vetting of disciplinary charges)
- d. Where a case has been reported to police, HR officer should take note of charges before reporting to headquarters. Interdiction should await police charges before an interdiction order is issued.
- e. An officer so charged should stop exercising the duties of his/her post and wait for a response from Ministry.
- f. Immediately after receiving the report, the Ministry should respond.
- g. HR at cost centers to take action based on response from the Ministry
- h. HR to communicate court verdict to HQs through court proceedings and judgment sheet.

- i. No communication to the owner should be done before the Ministry responds
- j. HR at cost centers to take action based on direction from the Ministry

NB.

- Where an office has failed to report a theft case to Police disciplinary charges should be proffered, and Attorney General should be involved to avoid bad precedence.
- Summonses should be received and signed for by the HR officer.
- The officer who fails to report, must be disciplined.

5.0. SEXUAL HARASSMENT

Bullying or coercion of a sexual nature or the unwelcome or inappropriate promise or rewards in exchange for sexual favors.

5.1. EXAMPLES OF SEXUAL HARASSMENT

- **Verbal** : Sexual comments
- **Non-Verbal**: Inappropriate dressing, gestures or physical contact
- **Physical**: Coercion, rape, indecent assault.

PROCEDURE

- a. Enquire from both parties separately to hear their side of the incident.

- b. Conduct an investigation
- c. In cases of rape, medical examination should be done on complainant for evidence.
- d. After report is out results should be communicated to HQ
- e. HQ if necessary should report to the relevant regulatory bodies
- f. Immediately after receiving the report the Ministry should take action
- g. HR at cost centers to take action based on response from the Ministry

NB.

Encourage all employees to immediately report sexual harassment cases to Management or relevant authorities.

6.0. CONFIDENTIALITY

This is a set of rules or a promise that limits access or places restriction on certain type of information.

It is an act of misconduct according to MPSR 1:201(11) which states that “except in the discharge of his official duties or with the consent of the Minister and in accordance with such directions, if any, as the Minister may from time to time give him, discloses or reveals either directly or indirectly the contents or any part of the contents of any documents, communications or information whatsoever acquired in the course of such duties”.

PROCEDURE

Where information has been leaked HR officer should follow the following steps:

- a. Conduct an investigation.
- b. Counsel the employee.
- c. If behavior persists warn the employee
- d. If behavior continues after being warned, take stiffer disciplinary action.

NB: Classified information should be released by designated officer.

7.0. RECRUITMENT

7.1. APPOINTMENT

MPSCR (1989) defines appointment as the conferment of an office of emolument in the public service, whether or not subject to subsequent confirmation, upon a person not in the public service; the grant of permanent terms of service in a public office to a person recruited and serving as a contract officer, temporary employee or in an unestablished capacity; the engagement in a public office of a contract officer for a further period on the conclusion of his previous period of engagement; the appointment of an officer to hold or act in any public office other than the office to which he is substantively appointed; and promotion and transfer.

7.2. DATE OF FIRST APPOINTMENT

A Civil Servant's date of appointment shall be the date on which he/she first reports for duty (MPSR 1:118(1))

PROCEDURE

- a. Upon receiving all necessary documents such as: Offer letter, both academic and professional certificates and registration from appropriate regulatory body, the officer should be sent for medical assessment as per MPSR 1: 108
- b. The officer will be required to complete GP 1 Form.
- c. Opening of personal file.
- d. Appointment has to be endorsed by recruitment section.
- e. Introduction on the payroll
- f. Orientation / Induction

8.0. TRANSFER BETWEEN POSTS

Transfer between posts is the change of post to different post of a similar grade with relevant qualification

PROCEDURE

- a. The employee should show interest in writing.
- b. The employee should possess relevant qualifications to the post he/she is applying for.
- c. The Responsible/ Controlling officer will ask for a no objection letter from his/her Responsible officer.
- d. Availability of an authorized vacant position that he/she intends to fill.

9.0. EMPLOYMENT OF SUBORDINATE CLASS EMPLOYEES

PROCEDURE

- a. Identify a vacancy
- b. Ensure availability of funds
- c. Seek authority from DHRMD through Ministry of Health.
- d. Advertise the vacant post
- e. Shortlist the applicants
- f. Invite short listed candidates for interviews
- g. Conduct interviews
- h. Select successful candidates.
- i. Offer appointment
- j. Appoint those that have accepted the offer.
- k. Orient/ Induct the employees

10.0. PROMOTION

An act of moving someone to a higher rank or more important responsibility in an organization.

10.1. Eligibility for Promotion

Someone appointed by an appropriate recruitment body i.e Health Service Commission, ADC, Management and must have served for at least four consecutive years at the same post satisfactorily .

10.2. Types of promotions

There are two types of promotions;

- Direct promotion
- Competitive promotion

PROCEDURE

10.2.1. DIRECT PROMOTION

PROCEDURE

a. The controlling officers should submit the following documents to the Secretary for Health to enable processing of direct promotions:

- i. Recommendation letter
- ii. Certificate (academic & professional qualification)
- iii. Current Registration from Regulatory bodies
- iv. PSR 19
- v. Performance Appraisal

b. Qualification has to be relevant with current profession

10.2.2. COMPETITIVE PROMOTION

PROCEDURE

- a. Seek authority from DHRMD
- b. Advertise vacant positions
- c. Short list the candidates
- d. Invite the shortlisted candidates
- e. Conduct interviews (oral/ written)
- f. Select successful candidate
- g. Offer of promotion(indicate duty station where an officer should report)
- h. The promoted officer to write an acceptance letter

- i. Receiving office to report to HQs the date when the officer resumed duties of his new post.
- j. Issue promotion letters

11.0. TEMPORARY EMPLOYMENT

Refers to the situation where an employee is expected to leave the employment within a certain period of time.

An officer employed under the terms and conditions set out in book two of the MPSR.

PROCEDURE

- a. Identify Vacancies
- b. Seek authority
- c. Advertise vacant positions
- d. Short list
- e. Inviting shortlisted candidates
- f. Conduct interviews (oral/ written)
- g. Select successful candidates
- h. Offer of Appointment
- i. Acceptance
- j. Introduce the employee on the payroll
- k. Issuing PSR 32 form

NB.

An officer on temporary month to month is not entitled to gratuity if he has worked for a period of one year and below.

Eligible officers should not be more than 70 years of age

12.0. EMPLOYMENT OF INDUSTRIAL CLASS EMPLOYEES

These are employees recruited under the terms and conditions set out in Book 3 of the MPSR.

They include skilled and unskilled workmen Such as operators, tradesmen and grounds men.

PROCEDURE

- a. Identify Vacancies
- b. Seek authority
- c. Advertise vacant positions
- d. Short list
- e. Inviting shortlisted candidates
- f. Conduct interviews (oral/ written)
- g. Select successful candidates
- h. Offer of Appointment
- i. Acceptance
- j. Introduce the employee on the payroll

- k. Issuing PSR 34 form

13.0. CONTRACTS

An officer employed under a predetermined period of time under a written contract signed by or with the authority from the Secretary for Department of Human Resource Management and Development (DHRMD) and containing terms and conditions of employment individual to such individual, but does not include a permanent officer or employee (MPSR 0:002(5))

According to employment act section 25:2 contract of employment shall be in any one of the following terms:

- Unspecified period of time
- Specified period of time
- Specific task

PROCEDURE FOR HANDLING CONTRACTS

- a. Identify vacancy
- b. Identify eligible candidates through the Ministry/ Partners
- c. Seek authority from OPC
- d. Make submission to DHRMD/Health service commission
- e. Sign Contract between the Ministry and the officer

- f. Introduce the officer on the payroll

14.0. INDUSTRIAL RELATIONS

Industrial relations is the regulation of relationships of labour between groupings of capital such as employer association and company management on the other.

The established machinery or process of consultation and cooperation between the government, organization of employers and workers in promoting sound labour policies and practices.

Good Industrial Relations has at its heart and an earnest desire to develop a sense of cooperation and good faith between workers and management based on mutual respect so that the destructive results of the conflict may be controlled or prevented.

15.0. RIGHTS OF AN EMPLOYEE

- According to the Constitution of Malawi Chapter iv, sec 31 and 32 every person shall have the rights to fair and safe labour practices and remuneration.
- All persons shall have the right to form and join trade unions or not join trade unions.
- Every person shall have the right to freedom of association, which should include the freedom to form association

However, although there are these rights the Labor Relation Act No. 16 of 1996 sec 47 (1) states that an employer or employee carrying on or engaged in an essential service shall not strike or lockout in connection with any such essential service e.g. Police, Malawi Army, Health workers.

- Members of staff who have industrial grievances should be encouraged to go for negotiations.
- Health workers should be informed that it is illegal to strike.
- Health workers who participate, incite, agitate or be involved in industrial action shall be liable to disciplinary action.

16.0. WELFARE OF EMPLOYEES

Is the term including various services benefits and facilities offered to employees by the employers eg. Conducive working environment, provision of coffins, transport, health and safety at work place, provision of advances etc

PROCEDURE

16.1. DEATH OF AN EMPLOYEE

1. Upon the death of a civil servant the Responsible officer must be notified immediately.
2. Upon such notification Responsible Officer shall ensure that the next of kin is notified

3. The Responsible/Controlling Officer shall ensure that all necessary accounting arrangements are made in conformity with financial orders.
4. Provide suitable coffin.
5. Provide transport (not more than four vehicles depending on the availability of resources).
6. Process terminal benefits for heirs

16.2. DEATH OF DEPENDANT

Where a family member of a Civil Servant at his duty station dies, the Government will assist by making available transport limited to two vehicles(depending on the availability of resources).

17.0. ADVANCE

It is a loan given to an employee who has requested for it.

Advances are categorized into the following:

- Emergency Advance -3 months' salary repaid with interest.
- General purpose Advance –18 months' salary
- Motor Vehicle Advance - 24 months from Grade J and above.
- Bicycle Advance
- Home ownership Advance scheme

17.1. ELIGIBILITY FOR AWARDING AN ADVANCE

- Must be an officer not less than 6 months in service.

- Must be confirmed
- Net salary should not be less than half the gross salary after deduction.

However MPSR 1: 701(2) states that no civil servant is entitled as of right to any advance

MPSR 1: 712(1) states that no education advance may be granted unless the institution offering has been approved by National Council for Higher Education (NCHE).

PROCEDURE

- a. An employee should submit duly filled advance application forms in triplicate to HR.
- b. HR to scrutinize the application forms and send them to Ministry for further processing.

18.0. POSTING

According to MPSR 0:002(b) posting is defined as the assignment by the Responsible Officer of an officer to a different post of the same grade –within the same department and within a common service.

18.1. QUALIFICATION

- The exigencies of services.
- On health grounds.

PROCEDURE

- a. Write an application letter through the Controlling Officer.
- b. The Controlling Officer sends the letter to the Ministry for processing.
- c. The officer should wait until the approval from the Ministry.

19.0. WORKING RELATIONSHIP

Employee relationships within an organization. For this to be effective, there is need for the following characteristics among the employees to be maintained;

- Trust
- Mutual respect
- Mindfulness
- Welcoming diversity
- Varied interaction
- Open communication
- Inter-relatedness

20.0. DEPLOYMENT

Deployment is movement of staff from one work assignment to another to meet operational needs.

- This can take the form of work assignments within current job, lateral transfers, relocation or temporary assignment.
- It is the last part of recruitment.

The following policy principles will be embraced in deployment of Human Resources for Health (HRH):

- Hard-to-staff / hard to reach areas shall be given priority in the deployment of health workers.
- Ethics, professional qualifications and experience will be primary consideration in all deployment endeavours.
- Consultation, involvement and participation of relevant stakeholders shall take precedence in the deployment process, especially with regard to the hard-to-staff facilities.

PROCEDURE

- a. Deployment of all health workers shall be based on merit, with minimum appointment criteria endorsed and applied for all positions, without exemption. These criteria shall be informed by essential core competencies, duties and performance standards, as well as stipulated minimum essential qualifications and levels of experience, which must be clearly defined and articulated on all respective job descriptions.
- b. Transparent and objective deployment criteria shall be defined and applied at all times. Decisions regarding the deployment and/or postings/transfer of health workers will be free of bias and reflective of principles of gender balance and equity.

- c. On appointment, each new employee shall be provided with a clear, accurate, complete and up-to-date job description specifying what he/she is employed and paid to do (roles and responsibilities) and the professional conduct expected of them as health-workers.
- d. All newly appointed staff must undergo appropriate orientation and be briefed on, among others:
- governing public service protocols;
 - standing orders or working guidelines and other relevant policies of the Ministry,
 - prevailing rates of salaries, benefits, allowances and other conditions of service;
 - the Strategic Vision, Mission, Goals, Objectives, Structure and Functions of the Ministry and their expected contribution to the attainment of the Vision and Mission of MoH;
 - organizational hierarchy/reporting lines appropriate channels of communication; and
 - current reforms within the public health service.
- e. All newly appointed staff must be provided with the necessary supervisory and peer support including mentoring, coaching and on-the-job training to enhance their competence, performance and productivity within the shortest time-frame.

- f. All health workers will receive and abide by the **Code of Conduct** governing health workers. The Code of Conduct shall be developed and disseminated by the Health Service Commission and the relevant regulatory bodies (for professional health workers such as nurses, doctors, clinical officers, etc).
- g. All re-deployments, postings and/or transfers shall be based on the approved (and fully costed) Annual Plan of the Ministry that will be prepared as an integrated part of the annual budget in consultation with all Directors, Programme Managers and District Health Officers.
- h. The minimum stipulated period of notification for re-deployment, posting and/or transfer shall be formally provided to the employee concerned and the receiving manager (Department Head, Programme Manager, Hospital Director, District Health Officer, Programme) **in writing**, not less than six (6) weeks prior to the expected date for reporting to the duty station.
- i. Following the provision of written notification, it is the responsibility of the receiving controlling officer to make all necessary management, housing, transport, office accommodation and other necessary arrangements for the new employee, prior to his/her date of reporting for duty.
- j. An employee may be redeployed, posted and/or transferred in a temporary acting capacity to occupy a vacant position at a higher grade / level of responsibility for a period of not more

than six (6) months duration, immediately following which the vacant position will be advertised and/or filled.

- k. Any employee formally deployed to a higher graded position in a temporary acting capacity shall be remunerated in accordance with relevant public service guidelines, with regard to the application and/or provision of acting allowances at prevailing rates as stipulated by government from time to time.
- l. DHO to re-deploy the officer to where a vacant post exists

21.0. LEAVE

21.1. TYPES OF LEAVE

21.1.1. ANNUAL LEAVE

- Free time granted annually to a job holder
- Subject to the exigencies, of service a civil servant may be granted by his responsible officer an annual holiday of the following period:

Grade D-A 36 working days

Grade H-E 30 working days

Grade M-I 24 Working days

Subordinate class (Grade P-N) 21 days

Grade Q -R 15 working days

- NB Saturdays, Sundays and public holidays shall not count against any holiday under this part.
- The holiday year runs from 1st July to 30th June of the following year

PROCEDURE

- a. The controlling officer shall compile a leave roaster for each holiday year.
- b. Each officer is required to apply for leave according to the leave roaster and not to proceed on leave before the annual leave forms is approved.
- c. Enter leave days of each officer on the Record of Service Card (PSR22).
- d. Ensure that all officers take their annual leave within the holiday year.

NB.

- Outstanding leave days shall be taken in the first quarter of the following year.
- Accumulation of leave days if justified shall be approved by DHRMD through the Responsible Officer .
- The accumulated leave days shall be taken pending retirement.

- All leave days not taken shall be forfeited.
- Every civil servant shall be entitled to a leave grant according to his/her entitlement.
- Annual leave is not a right but a privilege
- No civil servant shall spend any part of his annual holidays outside the country without permission in writing from his/her Responsible Officer
- Leave calculation is based on 1/12 of the annual holiday for each completed month of service in the holiday year e.g If a person serves for nine months in a holiday year his entitlement will be 1/12 of annual leave entitlement x nine month.

21.1.2. SICK LEAVE

Responsible officers may grant up to six months sick leave with full pay and further six months with half pay to a civil servant in any one year absence due to illness, injury or dental treatment not occasioned by civil servants' impropriety or neglect.

All sick leave days shall be certified by a medical practitioner.

21.1.3. MATERNITY LEAVE

Absence of leave granted to a female civil servant for purposes of confinement before and after delivery.

A female civil servant is required to apply for a maternity leave to the responsible officer

No paid maternity leave shall be granted to female civil servant unless three years has elapsed from the date of the child birth day.

21.1.4. STUDY LEAVE

Refer to Training guide lines as stipulated in the training manual of DHRMD circulated to all cost centers.

21.1.5. UN PAID LEAVE

It is granted when an officer is following a spouse on diplomatic assignment or pursuing a PhD programme recognized with a government or on a self-initiated training programme relevant to his/her profession.

22.0. RETIREMENTS

22.1. TYPES OF RETIREMENTS

- Mandatory Retirement
 - Retirement on medical grounds
 - Retirement in the public interest
- Voluntary Retirement
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PROCEDURE

22.1.1. MANDATORY RETIREMENTS

- a. Upon attaining 60 years of age, a civil servant must be retired.
- b. HR should develop a retirement plan at facility level
- c. HR at HQ to develop an overall retirement plan for the Ministry

HR to inform all officers reaching mandatory retirement age 3 months in advance.

- **RETIREMENT ON MEDICAL GROUNDS**

Where an officer is suffering from infirmity of mind or body which interferes with the performance of the duties of his office.

Where the infirmity is likely to be permanent, the Controlling Officer shall recommend to the responsible officer to retire the ailing officer on medical grounds.

PROCEDURE

- a. The Responsible officer shall direct appropriate Central Hospital to convene a medical board.
- b. The medical board shall submit the results of a medical report to the Responsible Officer, who shall notify the ailing officer through his controlling officer which shall indicate last date of service.

NB.

There is a fee attached to the medical report

- **RETIREMENT IN THE PUBLIC INTEREST**

A civil servant may retire on Public interest upon approval of the Secretary of the President and Cabinet.

The following are the conditions a civil servant may retire on public interest:

- Nominated as a Minister
- Nominated as a Traditional leader

PROCEDURE

- a. The officer to be a Traditional Leader to submit an application through the District Commissioner to the Responsible Officer.
- b. The Responsible officer to submit application letter to DHRMD to seek authority from Chief Secretary.
- c. DHRMD to communicate the approval from OPC to the Responsible Officer.
- d. Responsible Officer to communicate approval to the officer through his Controlling Officer

22.1.2. VOLUNTARY RETIREMENT

- a. When a civil servant has served for 20 consecutive years he may be allowed to retire.

- b. An officer is required to apply to the Responsible Officer through the Controlling Officer indicating the date of retirement and date of first appointment.
- c. The responsible officer to issue a letter of approval of retirement indicating the last day of service.

23.0. ABOLISHMENT OF AN OFFICE

An officer is required to retire where a post in the public service is abolished and it appears to the Responsible Officer that no other post in the public service is vacant to which the holder of abolished post can be appropriately appointed.

α. DOCUMENTS REQUIRED WHEN PROCESSING RETIREMENTS

- i. Retirement letters (Application and approval)
- ii. PSR36 Application for terminal benefits
- iii. PSR 19 letter of conditional appointment on probation
- iv. PSR 34 for industrial class employees
- v. PSR 24 letter of promotion for subordinate class
- vi. Confirmation letter
- vii. Promotion letters
- viii. Incremental credits letter

ix. Updated Record of service card

x. Transfer between posts

24.0. RESIGNATION

Termination of employment initiated by an employee

PROCEDURE

- a. A permanent officer should give 3months notice in writing or pay 3months' salary to Government in lieu of notice.
- b. A probationer should give 30 days' notice or may pay a one month salary to Government in lieu of notice.
- c. In case of a contract officer, notice shall be given according to the period specified in the contract.
- d. In the absence of any specific provision in the contract for the giving of notice the officer shall give 90 days' notice or 3 months' salary in lieu of notice.
- e. Upon receiving resignation letter the Responsible Officer is required to respond timely.

NB.

All officers who were given Government scholarship must pay back the expenses as specified in the scholarship contract.

The Responsible officer is supposed to scrutinize the applicant if he has other obligations with the Government

25.0. TERMINATION OF SERVICE

The employment of an employee shall not be terminated by an employer unless there is a valid reason for such termination connected with the capacity or conduct of the employee or based on the operational requirement of the undertaking. (Employment Act 2000)

However the employee should be provided for an opportunity to defend himself against the allegation.

25.1. REASONS FOR TERMINATION OF SERVICE

- Retirement
- Abolishment of office
- Dismissal
- Resignations
- Redundancy
- Expiration of a contract
- Death

25.2. TYPES OF TERMINATIONS

25.1.1. Summary Dismissal

Termination of contract by the employer without notice or less than that to which the employee is entitled.

25.1.2. Constructive Dismissal

An employee is entitled to terminate contract without notice or with less notice than that to which the employer is entitled by any stated provision of contractual terms where the employer's conduct has made it unreasonable to expect the employee to continue the employment relationship.

26.0. PAYROLL MANAGEMENT

Human resource section is the custodian of the payroll because it:

- Controls the establishment
- Compiles and updates staff return
- Knows HR changes which are taking place
- Formulates the HR salary structure

PROCEDURE

- a. Align the schedule of established offices, updated staff return and payroll
- b. Ensure that they are correct grades and salaries
- c. Capture events as they occur

- d. Ensure rectification of any anomalies that may occur on the payroll.
- e. Submit changes to HQ before the 5th of each month.

27.0. REWARDS AND COMPENSATION

Wages payable to an employee shall be paid in accordance to the terms of the employment contract (Employment Act,(2000))

27.1. Wages payable to an employee

- Shall be paid to the employee or to a person specified by him (employer) in writing.
- Shall be paid in legal tender (form of cash or cheque).

27.2. TYPES OF COMPENSATION

Compensation includes:

- Salary
- Fringe benefits
- Leave grant
- Allowances

27.3. TYPES OF REWARDS

a. Terminal benefits i.e.

-Pension

-Gratuity

b. Awards

28.0. PERFORMANCE MANAGEMENT

Performance management is a structure but flexible approach to improving the performance of employees, sections, divisions or departments and the organization as a whole.

It is a continuous process designed to improve organization team and individual performance.

It is based on a joint problem solving approach that emphasizes on organizational goals and values and linking these to the department. Interaction between supervisors and subordinate is also emphasized.

PROCEDURE

- a. Review of job description by employee and supervisor at the beginning of the financial year
- b. An employee should have an individual annual work-plan aligned to departmental work-plan
- c. Conduct periodic assessments as agreed
- d. Conduct performance appraisal at the end of the financial year
- e. Submit performance appraisal forms to Secretary for Health

NB

Performance management system is both strategic and integrative not a standalone system.

- Strategic – in the sense that it is aligned to the National vision, MGDS, Ministries strategic plan
- Integrative –with other processes and functions i.e. Training, appointment, promotions.

28.0. RECORDS MANAGEMENT

28.1. INTERGRATED HUMAN RESOURCE INFORMATION SYSTEM (IHRIS)

This is web based information system specifically for HR.The system aims at improving the accessibility of HR information without difficulties at all levels in the ministry.

28.1.1. ROLE OF HR OFFICERS ON IHRIS

HR officers should ensure that:

- IHRIS to be updated every 5th of the month.
- IHRIS should be aligned to cost centre staff return.
- All HR officers to be trained on how to operate the IHRIS system
- All DHMT members know how to use IHRIS

28.2. STAFF RETURN

HR officer to continue updating and submitting staff return

Updated staff returns to be submitted to HQ on the 5th of each month.

Staff returns to follow the provided standard format.

28.3. ARCHIVING

Archiving is the process of moving data that is no longer actively used to a separate data storage device for long term retention.

Different documents have different period of retention before sending to national archives

Personal files – 2 to 3 years

Policy files – 4 to 5 years

Finance files – 4 to 5 years

PROCEDURE

- a. Prepare transmittal list (involves: recording subject of the file, reference number, date closed and location)
- b. Files should be packed in sequence of period
- c. Destination and location of file should be known.

29.0. GOVERNMENT CORRESPONDENCES

Government communicates in a standardized format through letters, memorandums, loose minutes and emails, fax

PROCEDURE

- a. All communication is addressed to the controlling officer of the institution.
- b. Communications within Government offices should not include Government logo.
- c. All government correspondence should pass through the Controlling Officer

30.0. CONCLUSION

All policies have to be timely communicated to health workers.

HR officers have to ensure that these documents are available and that employees should be aware of its contents.