

WORKPLACE POLICY DOCUMENT

FOR

CENTRAL EAST EDUCATION DIVISION

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

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FOREWORD

A policy is simply a set of guidelines or principles used as the basis for making decisions in an organisation. Policies are therefore developed at various levels of organisations or systems in order to guide operations and practices.

In recent times, CEED as an extended arm of Government and Ministry of Education in particular has developed workplace policies to help its staff understand appropriate conduct and behaviour, actions and processes at the workplace. Some policies covered in this document are on management of staff, health and safety risks, fleet management and managing school projects.

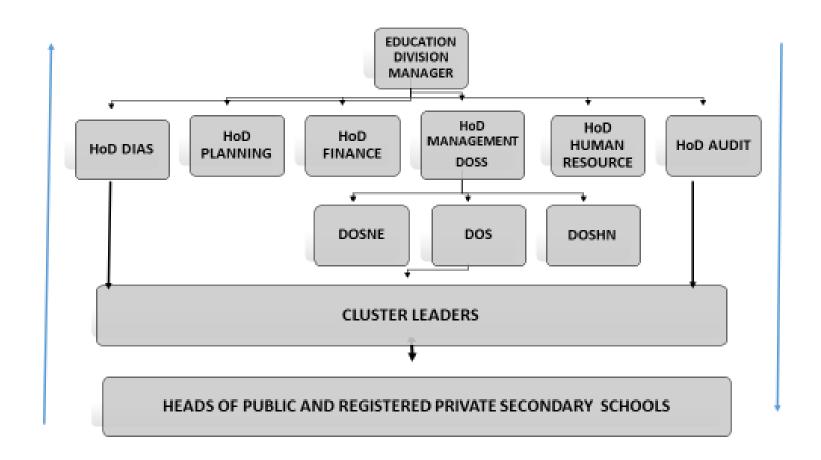
This is a legal document derived from the general policies of the Ministry of Education and Government of Malawi. The document and issues contained herein are therefore subject to review from time to time as need arise; and to make it in tandem with any new government policy and procedures.

I therefore appeal to all staff members and stakeholders to uphold the policy with seriousness and help in making CEED a better working place for quality service delivery and positive results.

BILLY CHIKHWANA BANDA
EDUCATION DIVISION MANAGER

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1.0 CEED ORGANISATION AND COMMUNICATION STRUCTURE



2.0 POLICY ON STAFF MANAGEMENT

This policy provides guidelines on interpretation of government policies on staff recruitment, welfare as well as ethical and professional conduct at the workplace. The guidelines are outlined as below:

2.1 Recruitment

- 2.1.1 All public officers in the civil service are recruited and promoted following the existence of an establishment and warrant of recruiting and promotion to fill the post. The office shall always facilitate this process following the laid down procedures and specifications.
- 2.1.2 Schools through their management structures like SMC, PTA and BoG may hire temporary staff and shall be responsible for their salaries and other benefits as agreed. The recruiting agent is expected to see to it that the recruitment process is fair, transparent and open to every eligible person in the surrounding area.
- 2.1.3 Procedures that the school through the SMC, PTA and BoG should follow when recruiting staff using their own resources include:
 - a) The school identifies a vacancy which is a critical need
 - b) A meeting is called with PTA or SMC or Board of Governors to discuss on the need to fill the vacancy
 - c) Minutes of the meeting are taken
 - d) Once approved by the SMC, PTA or BoG; an advertisement is done using different ways
 - e) After receiving applications, shortlisting is done and the date for interviews is set
 - f) The board of interviews shall comprise of:

❖ Board of governors/PTA/SMC (chair)

Head teacher (secretary)

Chief's representative

❖ Senior Teacher (HOD)



- g) When interviews are over, a report is written and filed
- h) Successful candidate is given an offer letter
- i) Salary should be structured within or above government minimum wage of MK35,000 (subject to change)
- j) An annual contract shall be drafted and signed by the successful candidate
- k) The contract may be renewed or not renew at the end of every year.

2.2 Professional conduct and dress code

- 2.2.1 An officer shall always be in decent attire on every official working day.
 On Fridays, officers must wear Malawian Traditional attire. T-shirts and Jeans wear shall not be an alternative.
- 2.2.2 An officer should always be punctual for duties; starting time is 07:30 am, lunch break from 12:00 to 13:00 and knocking off time is 16:30 hr. Guards must be handed over the premises at knock off time and handover the same at the starting time.
 - Those responsible for cleaning the offices must ensure that the office rooms are clean before 7.30 am.
- 2.2.3 An officer shall always seek permission for excuse from duties from the immediate supervisor
- 2.2.4 In order to properly guide the staff and inculcate good work ethics among officers, the institution will engage officers in:
 - a) The interpretation of the MPSR.
 - b) Guidance and counselling.
 - c) Reflection sessions orally or in writing.
- 2.2.5 Where an officer's behavior and conduct doesn't change, the following shall be applied:
 - a) Step 1. An officer shall be verbally warned (reprimand)
 - b) Step 2. An officer shall be strongly warned verbally.
 - c) Step 3. A written warning shall be issued
- 2.2.6 If the officer does not change, then deserves interdictions. The officer must know the whole procedure.

2.2.7 An officer who feels aggrieved, mistreated or unfairly handled has an opportunity to report either in person or in writing to the Institution Integrity Committee, Discipline committee, Social Welfare Committee. Officers do also have that freedom of writing and slotting their issues in the suggestion box.

2.3 Loans

This Office shall facilitate the processing of loans by officers and the following procedures shall apply:

- a) The officer should write a letter to the Head of Institution requesting for identification.
- b) The head of institution shall write an identification letter to the Education Division Manager.
- c) The Education Division Manager shall write an irrevocable letter to the Bank only when this procedure has been followed
- d) Any officer who does not follow this procedure will not be assisted and will be asked to go back.

2.4 HIV and AIDS

The main trust of these guidelines revolve around initiating and carrying out programs in the work place using the mandatory 2% ORT budgetary allocation. The components of the programs will include the following:

2.4.1 Prevention and advocacy

This involves creation of HIV and AIDS awareness and promotion of positive attitude and behavioral change among employees. These will include:

- a) Promotion of testing and support programs in the work place
- b) Provision of information and materials on safe sex practices
- c) Promotion of attitude and behavior change
- d) Encouraging HIV and AIDS peer education and counselling programs at work place
- e) Creating a pool of resource-persons on HIV and AIDS intervention programs
- f) Sensitization of employees on emerging issues in relation to HIV/AIDS from time to time

2.4.2 Care and support to the infected and affected

The programs under care and support will attempt to mitigate the negative socio-economic impact among officers. These include:

- a) Establishment of appropriate linkages, networks and referral systems for comprehensive care and support through referrals.
- b) Linking infected employees and their families to support groups
- c) Provision of counselling services at the work place
- d) Provision of nutritional support to the infected employees.

2.5 Funerals

- 2.5.1 Upon the death of a public officer:
 - a) The institution shall provide a coffin according to the grade of the deceased and transport to and from the burial place.
 - b) Where family members of the deceased express interest in a coffin above the Grade, the office will allow family members to top up.
 - c) The office will have representative to attend the officers' funeral and will provide transport to and from the burial place.
 - d) The Division office will send a representative to a funeral involving the death of a secondary school head teacher in the division
- 2.5.2 Upon the death of any immediate family member living with the officer at the time of death, the institution shall provide transport to and from the burial place. All other funeral arrangements and expenses will be under the charge of the bereaved family members.
- 2.5.3 Upon the death of any staff recruited by the school, the recruiting agent (SMC, PTA and BoG) shall be responsible based on the terms and conditions of employment.

3.0 MOTOR VEHICLE AND TRANSPORT MANAGEMENT POLICY

The major objective of the Motor Vehicle and transport Management policy of Central East Education Division is to ensure that all government directives, policies and circulars are followed in the management of government vehicles at this office.

However, specific conditions of this Division such as unavailability of public transport to and from residential areas have demanded that we develop a policy to address such conditions.

Currently, the Division has the following vehicles that are allocated to different sections and institutions as follows:

MG 700 AM: Divisional Manager

MG 569 AL: Human Resource and Finance

MG 679 AE: Planning

MG 435 AF: DIAS

MG 340 AC: Pool Vehicle (has problems)

MG 568 AL: Salima District Secondary Schools

MG 588 Y: Pool (Non-runner)

MG 839 Z: DEM Kasungu

ZA 8124: Madisi Secondary School

025 MG 609: Nkhotakota Secondary School

025 MG 136: Kasungu TTC

It is, therefore, expected that the following will be adhered to at all times as stipulated in this policy:

- a) All officers will travel to the duty office from home using own mode of transport except the Education Division Manager (EDM)
- b) Heads of sections (from Grade F) may be picked from home if they have fuel in their sectional fuel card.
- c) If a section head or officer wants to use a vehicle assigned to another section; s/he must liaise with the Office Superintendent (OS) and the concerned head of section
- d) Officers travelling to the field will be picked from their homes and back accordingly at the agreed time.

- Each vehicle must have its own file which must be updated regularly. The OS must ensure that all records for motor vehicles are always updated and in good order.
- f) Each motor vehicle must have a log book and this must be updated regularly.
- g) Drivers must ensure that motor vehicles are kept clean at all times.
- h) Drivers must ensure that vehicle logbooks are properly updated and dully signed by the authorizing officer at all times.
- i) Drivers must ensure that vehicles are parked at the office after each use and every trip.
- j) At no time should government vehicle be parked at driver's home at night. If this happens, the drivers will be disciplined.
- k) A Government vehicle must only move upon instruction from a senior officer (from Head of Department to EDM level).
- 1) All motor vehicle servicing and maintenance documents must be properly filed.
- m) Government vehicles must be used for official trips only except in cases of emergencies, funerals and illnesses affecting officers and their family members.
- n) Drivers must obey instruction given by senior officers except in cases where the senior officer provides guidance contrary to the contents of this policy.
- o) All procedures regarding servicing; maintenance and utilization of government motor vehicles must be adhered to at all times.
- p) When it is raining and/or when need arise; officers will be picked from their homes to the office and from the office to their respective homes.
- q) The OS must seek approval from EDM whenever another department requests to use one of the Vehicles.

4.0 POLICY ON PROJECT MANAGEMENT AT SCHOOL LEVEL

4.1 Community initiated projects

- 4.1.1 Projects should be initiated based on needs analysis (situation analysis) and should reflect the needs or gaps that exists in the school community.
- 4.1.2 Any project at the school should be reflected in the Secondary School Improvement Plan (SSIP).

- 4.1.3 The project should be approved by all relevant stakeholders from the school community
- 4.1.4 Once the idea of a project is hatched, the schools should inform the Division office in writing about the project stating the following;
 - a) Objective of the project
 - i. Output target
 - ii. Target Outcomes
 - b) Nature of the project
 - c) Source of funds
 - d) Estimated cost
 - e) Estimated duration
- 4.1.5 Every project should have its own file. All documents related to the project activity including financial liquidations (about the projects) should be kept in this file. Once the project is completed, the file should be closed.
- 4.1.6 Every project should also have a stores' ledger which should show materials in and out and the relevant signatories.
- 4.1.7 Every project that is locally financed should also have a project cash book which should show all financial transactions related to the project (this does not substitute the school's cash book)
- 4.1.8 If it is construction, the school should obtain a standard plan from the Division. Where a plan is not immediately available the Division office will advise the school to outsource and the Division will have to certify the plan.
- 4.1.9 Use of mad or clay mortar for construction is strongly disallowed. All construction work should use cement mixed with sand for construction mortar.
- 4.1.10 Use of environmentally friendly bricks for construction is encouraged.
- 4.1.11 The school should involve the Division office in siting of any infrastructure

- 4.1.12 In case of roofing; no lesser than 28-gauge iron sheets should be used, and trances must be properly spaced at least 1.2m part
- 4.1.13 The school should update the Division on the progress of the project from time to time until the project is finished.
- 4.1.14 Once construction is completed, the schools should inform the Division for final approval for usage.

4.2 Donor initiated projects

- 4.2.1 Sometimes donors come to a school with a project. This happens mostly when the school is within an impact area of an NGO or donors. Before, the project commences, the school should link the donor and the Division office.
- 4.2.2 In case of constructions; the school should make sure that the donor uses approved standard plans (provided by the Division). Where the donors insist to use their own plans, these should be certified by the Division
- 4.2.3 The Head Teacher as the immediate supervisor of the project, should make sure that standards are adhered to at all times.
- 4.2.4 Where the donor entrusts the school with financial resources for the project, the school leadership should make sure the funds are properly accounted for.

4.3 Government initiated projects

- 4.3.1 Where Ministry of Education Science and Technology is implementing a particular project at the school, the school manager should inform the Division in writing (sometimes Ministry may go straight to the school without informing the Division)
- 4.3.2 The School manager should keep the Division informed
- 4.3.3 All projects are subject to monitoring by the Division office.

4.4 Revenue collection on schools' projects

Management should ensure that:

- 4.4.1 All forms of revenue collected must be recorded in separate Revenue Register like Development fees register, Boarding fees registers and other registers if the school has any other source of revenue.
- 4.4.2 All revenue collected by the school must be banked before use.
- 4.4.3 All revenue receipt, invoices, deposit slips and payment vouchers must be properly filed.
- 4.4.4 If a school does not have an Accounts Officer; the school must through its management structures appoint or hire an appropriate officer to collect and keep records of school revenue.
- 4.4.5 The head of the school must on daily basis call for revenue records for checking.

5.0 RISK MANAGEMENT POLICY

This policy provides Central East Education Division (CEED) with a plan to prepare for an unexpected hazards, accidents and emergencies that are likely to occur at the office premises. The plan is critical because injured officers, broken equipment and poor operational practices will expose CEED to unnecessary delays and poor performance in service delivery. The plan's ultimate goal is therefore to create a safe and secure environment at the workplace with specific objectives to:

- a) Increase awareness towards understanding risks.
- b) Promote office commitment towards risk reduction
- c) Stimulate multi-disciplinary and inter-sectoral partnerships on risk management.

The plan highlights risks the office foresee likely to occur and further provides an estimated level of impact of each risk. The risk assessment matrix is therefore contained at the end.

5.1 Steps followed during formulation of the risk management plan.

- a) Identification of the risks
- b) Analysis of the risks
- c) Evaluation and ranking of the risks
- d) Suggested possible treatment of the risks
- e) Monitoring and review of the risks

5.2 The risks

These include:

- **5.2.1** Electric fire
- **5.2.2** Blown off office roofs
- **5.2.3** Occupational health and safety
- 5.3 Possible causes of the risks
- **5.3.1** Poor electrical wiring system
- **5.3.2** Inadequate trees around office premises
- **5.3.3** Inadequate capacity to manage office equipment.
- **5.3.4** Lack of adherence to proper hygienic practices.

5.4 The risk management plan

| NATURE OF RISK | RISK | CAUSES | IMPACT | LEVEL OF IMPACT | ACTION TO ADDRESS RISK | ASSUMPTION | RESPONSIBLE OFFICER |
|----------------|------|--|---|-----------------|---|---|------------------------|
| Mechanical | Fire | Poor electrical wiring system of buildings | Official documents burnt | High | Train staff how to manage electrical equipment | Availability of financial resources for training | PO |
| | | Old and rusty electrical wiring system of buildings | Destruction of buildings Injuries to staff | High | Regular inspections Regular maintenance | Landlord's willingness to maintain the buildings | PO |
| | | Poor management of electrical appliance | Office equipment destroyed Injuries to staff | High | Use qualified technicians Proper management of electrical appliances | Officers' adherence to proper management of electrical appliances | PO |
| | | | | | Regular inspections | | |

| Environmental | Strong winds | Inadequate trees around office buildings | Destruction of property and equipment | High | Plant more trees around office buildings | Readiness of other partners to support with seedlings | PO |
|---------------|-----------------|--|---|------|--|--|-------|
| | | | | | Office information to be backed up in other forms | | |
| | | Brocken fisher boards | Injuries to staff | High | Regular inspection and maintenance | Willingness of landlord to maintain | PO |
| | | | Blown off roofs and breaking of walls | High | Train staff what to do during such emergency | Readiness of other partners to provide training | PO |
| Health | Diseases | No pit latrines Irregular supply of sanitary materials for use by staff | Filthy flash toilets leading to poor working environmen t | High | Construct stand by pit latrines for males and females | Willingness of the landlord to construct | DOSHN |

| Improper use | Transmission | High | Ensure regular | Willingness of | DOSHN |
|-------------------|--------------|------|------------------|------------------|-------|
| of flash toilets; | of and | | supply of | people to | |
| | contracting | | sanitary | adhere to proper | |
| | infectious | | materials | hygiene | |
| | diseases | | | measures e.g. | |
| | | | | washing hands. | |
| Poor hygiene | Disrupted | High | Sensitise people | | DOSHN |
| practices and | delivery of | | on proper use | | |
| Intermittent | services due | | of toilets and | | |
| supply of | to illnesses | | other sanitary | | |
| water during | | | facilities | | |
| dry season | | | | | |
| | Disease | High | Use posters to | | DOSHN |
| | outbreaks | | educate clients | | |
| | | | on good | | |
| | | | hygiene | | |
| | | | practices | | |
| | | | | | |