HR Policy and Guidelines

Board Statement

The Board of Directors of the MIoD sets the strategic aims of the company to ensure that the necessary human and financial resources are in place for the MIoD to meet its Vision, Mission and Goals in line with our Values. The MIoD is committed to the best HR practices and believes that our people are our most valuable asset and that providing a safe and healthy working environment is not only a basic responsibility, it is fundamental to the success of our Institute. The Company accepts its ethical and corporate social responsibilities and recognises its obligation to conduct its activities in full knowledge of, and compliance with, the requirements of applicable employment legislation, regulations and approved codes of practice. The MIoD will achieve this by adopting a policy of best practice in managing people.

The principal objectives of the MIoD Human Resources Policy are to ensure that:

- All HR policies are in line with MIoD Values of Integrity, Loyalty, Excellence, Accountability, Knowledge and Foresight, Teamwork and Innovation, and Transparency
- Recruitment practices are professional, transparent and equitable
- Management philosophies and practices promote and encourage empowerment, motivation and retention of high calibre employees.
- Employment relationships are based on mutual trust, fairness and equality of opportunity for all.
- The dignity and individuality of all employees is respected
- No applicant or employee is subjected to discrimination of any kind
- All employees are trained to carry out their role competently and are supported to develop to their full potential
- All company activities comply with all relevant legislation and guidance, and follow all health, safety and environmental policies.
- Compensation and reward mechanisms are designed to motivate all employees to work towards the achievement of corporate and individual goals
- Communications between management and employees are mutually accepted as open and honest.

The CEO is responsible for ensuring that this policy is applied. This policy will be reviewed on a regular basis and modified if required.

1. COMPENSATION AND BENEFITSPOLICY

The MIoD is focused on continually developing a workforce that is dedicated, motivated and well trained in order to assure the Institute's future development and growth as well as providing long term employment for individual employees.

To achieve this goal the MIoD provides competitive compensation and certain social benefits to all employees while maintaining a positive work environment.

1.1Compensation

The MIoD is committed to providing a total compensation package that enables the Institute to attract and retain skilled employees for all positions. A competitive total compensation package includes an effective salary and a benefits plan which aims to:
-pay a fair basic salary for the job by benchmarking against similar jobs and similar organisations in Mauritius and taking into consideration internal equity, specific job requirements, and the skills, knowledge, and abilities of the employee
-provide basic benefits
-recognise individual contribution through the performance bonus system

The total compensation package also includes payment of a 13th month salary in line with Mauritian legislation, which is normally paid in December and is calculated proportionately to the time of service during the year.

All employees will receive a pay slip and salaries will be paid on 26th of each month by standing order.

1.2 Overtime

The MIoD does not expect its employees to work overtime, except in exceptional circumstances which must be approved by the CEO in advance.

1.3Job Description

Every job holder must have a job description approved by the CEO and acknowledged by the job holder.

1.4 Key Performance Indicators (KPIs)

Every job holder will have annual KPIs set by the CEO. The CEO's KPI's are set by the Board.

1.5 Annual Performance Appraisal

Formal performance appraisals occur annually as per the start date of each job holder. Each employee and his/her manager prepare a written evaluation of the performance of the employee. The goals of this performance appraisal are to:

a. facilitate communication of all aspects of performance between the employee and the manager;

b. identify areas in which improvement and learning will help the employee become more successful in the future, allowing him/her to make further contributions;
c. identify individual development needs, desires, and plans;
d. establish a permanent record of the employee's work history that is as straight-forward and objective as possible;
e. serve as a basis for salary reviews and performance bonuses; and to
f. incorporate goals for meeting the employee's career development plan.
Appraisals are discussed with employees and placed in their employment files. Employees have the opportunity to comment in writing on their evaluations and to discuss them fully with their manager.

1.6 Annual Salary Increase

Subsequent to the annual performance appraisal, the MIoD management will consider each employee's performance and determine whether a salary increase is warranted (based on cost of living increases, any change in duties of the employee and the financial position of the MIoD) and make recommendations for the proposed amount of the increase, if any. The CEO will approve all increases in consultation with the Nominations Committee. The Nominations Committee will be responsible for recommending and approving any increases to the CEO's salary. Approved annual increase sare effective as from the employee's date of joining and will start as from the completion of the first full year of service. Statutory annual increases are paid as per local legislation and may be incorporated in the annual increase if any.

1.7Annual Performance Bonus

Subsequent to the annual performance appraisal, the MIoD management will consider each employee's performance and determine whether a performance bonus is warranted and make recommendations for the proposed amount of the bonus, if any. The CEO will approve all performance bonuses in consultation with the Nominations Committee. The Nominations Committee will be responsible for recommending and approving any performance bonus for the CEO. Approved performance bonuses are payable as from the employee's date of joining and will start as from the completion of the first full year of service.The annual performance bonus will range from 0 to 2 months basic salary maximum.

1.8 Benefits

The MIoD's benefits programme is updated and communicated annually. It is the responsibility of the employee to review benefits information and, where appropriate, make personal choices on the benefits available to him/her.

Job related benefits include:
-Travelling or car allowance
-Government pension contribution
-22 days paid holidays per year
-15 days paid sick leave per year

-Annual overseas travel allowance
-Mobile telephone allowance

Other optional benefits may include:
-Medical programmes
-Life insurance
-24/7 accident insurance
-Private pension scheme
-Educational assistance

Eligibility, level of coverage and contributions are determined by the nature of an employee's appointment. Details of the content, conditions and applicability of various benefits are contained in each employee's contract.

Optional benefits are determined by the employee's length of service and choice and are contributory.

1.9 Salary Disputes

The MIoD seeks to provide a fair and equitable compensation system. If an employee disagrees with a management decision, he/she may use the MIoD's Grievance Procedure to seek resolution to their concerns. If this process fails to resolve the problem, the employee may appeal to the Board whose decision will be final.

1.10 Annual Leave

After 12 months of service, all employees are entitled to 22 paid working days leave every year. However, the maximum which can be taken at one stretch will depend on the exigencies of the Institute's program and activities. Save as expressly agreed in writing with management, leave cannot be accumulated from one year to another.

Employees must apply for leave in writing at least 15 days in advance for leave not exceeding 10 consecutive days and one month in advance for leave exceeding 10 consecutive days and leave will be approved on the basis of first come first serve and taking in to consideration the requirements and commitments of the Institute.

The leave year shall run from 1 April to 31 March with people joining after 1 April having a pro-rata entitlement.

1.11 Sick Leave

Employees are entitled to up to 15 days paid sick leave per year. Whenever sick, employees must advise management as soon as possible and are required to provide a medical certificate for periods of sick leave in excess of *2* consecutive

days. Save in exceptional circumstances and at the discretion of management, unused sick leave shall not be extended or accumulated from one year to another.

1.12 Other Leaves of Absence

Other than provided for by the local legislation (eg maternity leave – 12 weeks and paternity leave – 5 continuous working days), MIoD does not usually provide other types of leave of absence. However in exceptional circumstances, employees may apply to management. In all cases, the terms and conditions of the leave must be documented and agreed upon in advance by the employee and the CEO.

2. CONDITIONS OF WORK

2.1 Work Hours

As per their contract, employees are required to work an average of 45 hours per week excluding lunch time. The current business hours are usually from 8.30 a.m. to 5.30 p.m. from Monday to Friday. However, employees agree that they may be exceptionally required to work such other or additional hours as are necessary to complete their duties without additional payment. From time to time, employees may be required to work during week-ends to fulfill the requirements of the Institute's activities.

2.2 Attendance and Punctuality

The MIoD depends on employees to report to work regularly and on time. Employees must be punctual and maintain satisfactory attendance. Frequent or unscheduled absences and repeated lateness may result in disciplinary action. Employees who are absent from work in excess of 3 consecutive days without calling to report their absence may be terminated from employment on the basis of job abandonment.

2.3 Smoking and Other Substances at Work

No smoking is allowed in the MIoD offices and employees who do smoke should ensure they only use approved smoking areas. Alcoholic beverages shall not be consumed on the office premises except in special circumstances approved by the Chief Executive. Staff shall not allow the consumption of alcohol or drugs to adversely affect their work performance or official conduct. To be under the influence of prohibited drugs will be considered a dismissible offence.

2.4 Appearance

The MIoD does not seek to inhibit individual choice in relation to employee's appearance. However, in order to promote a professional image that enhances and promotes a positive corporate image, all employees shall maintain a high standard of personal hygiene and grooming and dress appropriately at all times in relation to their role.

2.5 Personal Property

Any personal property such as jewellery, cash, credit cards, clothes, cars, motorbikes or bicycles etc. left on MIoD premises is done so entirely at employee's own risk. Employees are strongly advised not to leave any valuables unattended, either on our premises or in their own vehicle. The MIoD does not accept liability for loss or damage to any personal property whatsoever, unless used for MIoD purposes.

3.STAFFING, RECRUITMENT AND SELECTION

The MIoD recognises that its employees are fundamental to its success and is committed to ensuring that the staffing, recruitment and selection process is conducted in a manner that is systematic, efficient and effective and promotes equal opportunities and diversity. A strategic and professional approach will enable the Institute to attract and appoint employees with the necessary skills and attributes to fulfil its strategic aims and support the MIoD's values. This policy has been designed to provide a flexible framework that promotes good practice.

The MIoD recognises that the basis of successful recruitment is dependent upon finding and retaining people who have the appropriate level of skills and qualifications, who will identify with the objectives, values and aims of the MIoD and see themselves as making a positive contribution towards these. It is an integral part of the MIoD's policy to encourage the personal development of all members of staff and it endeavours to actively support and guide our employees in a positive manner so that they are fully capable of meeting the requirements of the job and the Institute. All employees are selected based upon their attitude, skills, experience, references and aptitude.

The MIoD's recruitment process also aims to be effective in producing sufficient and suitable candidates in as cost effective way as possible.

The MIoD's staffing, recruitment and selection policy aims to:
-ensure that all individuals are selected, promoted and treated fairly on the basis of their relevant merits and abilities;
-ensure that equality of opportunity and diversity plays a dominant role in all aspects of the recruitment process;

-promote and actively encourage best practice for all types of recruitment throughout all levels and categories of post within the MIoD;

3.1 Staffing

As a responsible and respected employer, MIoD aims to be in a position to offer secure permanent employment opportunities. In acknowledging this aim, the MIoD recognises that there will be times in which this is not always possible and that there will be circumstances in which it is only feasible to offer temporary or supply employment. The decision to recruit and what format the employment should follow will be made by the CEO in conjunction with the Board according to the professional requirements of the Institute.

3.2 Scope

Regardless of the category of post (permanent, temporary, relief, etc.) the Staffing, Recruitment and Selection policy applies to all employees and the principles contained in it should be applied consistently as far as reasonably possible, even when posts may need to be filled at very short notice.

3.3 Equal Opportunities

The MIoD is committed to a policy of equal opportunities to ensure that no unlawful discrimination occurs in the recruitment and selection process on the grounds of race, religion or belief, colour, sex, age, national origin, disability or sexual orientation.

3.4 Workforce Continuity and Succession Planning

As part of its Staffing, Recruitment and Selection Policy, the MIoD recognises that workforce continuity and succession planning are an important element. In this respect, the MIoD will:

- monitor absences and resignation data
- make appropriate leave provisions
- implement and encourage knowledge sharing systems
- ensure exit interviews and management of knowledge handover

3.5 Planning and Preparation

When a vacancy arises it presents an opportunity to consider restructuring or to reassess the requirements of the job. The following questions need to be asked:

-has the purpose of the job changed?
-has the job changed from its original destination?
-have work patterns, new technology or new products altered the job?
-are there any changes anticipated which will require different, more flexible skills from the future job holder?

Where a vacancy occurs through the resignation of an existing employee, the

employee should be encouraged via an exit interview to give feedback on their role, responsibilities and associated issues to see if useful changes can be made to the job description and/or person specification.

The answers to these questions should help to clarify the actual requirements of the job.

3.6 Job Profile

Before advertising, a job profile should be drawn up using the standard Job Profile Template (Appendix 1). A review of the content should always take place at this stage. This should detail the main purpose, the main tasks and the scope of the job. A good job profile is vital to the success of the recruitment and selection process as it is the foundation upon which the person specification, the advertisement, the interview and appraisal and performance procedures will be derived. Writing a good job profile helps in the process of analysing the needs of the job. A good job profile also enables prospective applicants to assess themselves for the job and provides a benchmark for judging achievements.

3.7 Person Specification

Having established the duties of a job through the process of drawing up a job profile, it is necessary to clearly establish what attributes a person needs to be able to fulfil the duties of the job. The person specification describes the knowledge, skills, abilities, experience and qualifications needed by the individual to carry out the duties of the job, as described in the job profile. This should be prepared using the Person Specification Template(Appendix 1). The criteria specified under these headings should be measurable and justifiable, as they will form the basis of the selection process. It is very important that the skills, aptitudes, knowledge and any criteria relating to personal qualities or circumstances included in the specification are related precisely to the needs of the job. It is also essential not to discriminate against particular groups of potential applicants. The person specification helps the selection and subsequent interview to operate objectively and in a systematic way by reducing subjectivity and bias.

3.8 The Selection Panel

A selection panel should now be chosen. All staff involved in the recruitment and selection process will receive appropriate guidance in fair interviewing and selection procedures and must be aware of the principles of sex, race, disability and age discrimination and other relevant legislation. The selection process must be carried out consistently for all jobs at all levels. The selection of new employees will be based on job requirements and the individual's suitability and ability to do the job and information sought from applicants will relate only to the qualifications for or

requirements of the job. The panel should consist of at least two people and should involve the CEO and one or more of the Directors of the Nominations Committee. As soon as membership of the panel is identified they should plan and set dates for the whole recruitment schedule. The panel should:

-agree the recruitment channel or channels and the design and content of the advertisement
-agree on selection methods, e.g. interviews, selection tests such as practical psychometric tests, role plays, team exercises etc
-shortlist applications
-develop interview questions
-decide if references/medicals are to be requested and when
-conduct interviews and any selection tests
-make the appointment decision

3.9 Advertising

All positions will be advertised internally and externally using the MIoD website and, if necessary, external advertising. All postings where possible will have at least a 2 week closing date from the date of advertising/posting.

3.10 Shortlisting

Before the interview stage, a shortlist of candidates who best match the job description and person specification will be drawn up and these candidates invited for interview.

3.11 Interviews

Planning for the interview is very important. It not only ensures that all applicants are treated fairly but are also left with a positive and professional image of the MIoD. The panel should decide how the interview will be structured and plan the questions. A structured interview designed to discover all relevant information and assess the competencies of the applicant is an efficient method of focusing on the match between job and applicant. It also means that there is a consistent form to the interviews. All questions should relate to the selection criteria and should be free of bias. Appropriate interview arrangements should be offered to disabled applicants to enable them to compete on an equal basis. If selection tests are to be carried out they must be free of bias and relate to the necessary requirements of the job. Consideration in giving any tests must include the objectives of such a test, the efficiency of the method selected, the number of applicants and the costs and benefits of such a method.

The purpose of the interview is to draw information from the applicant beyond that already contained in the application form to decide if they would be suitable for the job and to allow applicants the opportunity to demonstrate their skills, knowledge and abilities against the person specification. Each panel member should make separate ratings against the pre-determined essential and desirable criteria from the job

person specification using Interview Assessment Forms supplied to all panel members. Each candidate should be rated immediately after the interview to avoid forgetting details. This assists transparency as it provides a clear audit trail which ensures good practice. The panel should keep an open mind on all applicants and a decision should only be made after all applicants have been interviewed and assessed against the person specification. The panel needs to be clear about why applicants were not selected and ensure that their notes reflect the decision making process. At the end of the interview scores can be compared to reach a final decision. Where consensus is reached by the interview panel there is no need for further discussion. However further discussion and a second interview of the top 2 or 3 candidates may be necessary if there is not complete agreement on ratings for each candidate. The outcome should be a fully transparent process allowing robust and helpful feedback to the candidates upon their request.

3.12 Pre-employment Checks

-References – two references will be obtained for the successful applicant. The successful candidate will be advised that an offer of employment is subject to obtaining references which are satisfactory to the MIoD. One reference should be sought from the present/most recent employer and one from a previous employer. Personal references will be sought where it is not possible to obtain employment references.

-Qualifications -candidates invited for interview for all posts will be required to bring with them or make available the original copies of any relevant academic qualifications and certificates gained. Relevant checks will be made on the authenticity of academic qualifications if these are essential for the post

-All candidates will be asked to provide a Certificate of Morality

-Eligibility to work in Mauritius- applicants will be asked to produce relevant documents to prove their eligibility.

-Declaration of Fitness -candidates will be asked to make a self-declaration of their physical and mental capability to undertake the work on offer as part of their contract of employment.

3.13 Job Offer

Once the successful applicant has been identified he/she will receive a letter of offer in 2 copies which will also serve as a contract and which will state the main terms and conditions of employment, the specifics of the job and any other conditions, including any pre- conditions or post-conditions. The applicant will be asked to indicate their acceptance of the terms and conditions of employment by signing and returning one copy to the MIoD for its records within 7 days. A notification should

then immediately be sent to all unsuccessful applicants to thank them for applying and to inform them of the outcome.

3.14 Induction

Following the appointment to the post, an induction programme will be developed for the new employee in line with their responsibilities and job description.

3.15 Records Management

Records of all applications and recruitment will be kept for a 6 month period.

3.16 Review of Recruitment Practice

Recruitment procedures and practices will be kept under review so as to ensure that this policy is being adhered to and to ensure that it does not include requirements or conditions that constitute, or may lead to, unlawful discrimination.

3.17 Outsourcing

It may be decided by the CEO, in agreement with the Nominations Committee, to outsource all or part of the above process, although in all cases the final appointment decision will be made by the CEO in conjunction with the Nominations Committee, taking into consideration the recommendations of the recruitment agency.

3.18 Complaints

Any applicants who feel that they have not been treated fairly in the recruitment and selection process may write to the Chairman of the Nominations Committee who will investigate the matter and report back to the applicant.

3.19 Appendix 1 - Job Profile

JOB PROFILE			
Job Details:			
Employee Name			
Job Title		**Responsible to**	
		Date Joined	

Main Purpose of Job	
Organizational Context	
Key Relationships	
Internal	
External	
Key Dimensions	
Subordinates **No Founders and Patrons** **No of members (approx)** **No of events** **Budget**	

Performance Objectives

Key Results Areas	Principal Accountabilities	Standards

Person Specification

Qualifications, Skills and Knowledge	
Essential	Desirable

Experience			
Approval			
Job Holder			
Name		Job Title	
Signature		Date	
CEO			
Name		Job Title	
Signature		Date	

4. GRIEVANCE PROCEDURES

The grievance procedure is intended as the tool by which a member of staff may formally have a grievance, regarding any condition of their employment, heard by the management or the board of the MIoD. The aggrieved employee has the right to representation by a 3rd party or a work colleague

In the event of a member of staff wishing to raise a grievance, it is preferable for the grievance to be satisfactorily resolved as close to the individual and their manager as possible. It is understood however that this is not always possible and that a formal procedure is required to ensure the swift and fair resolution of matters which aggrieve the company's employees.

Time scales have been fixed to ensure that grievances are dealt with quickly, however these may be extended if it is agreed upon by both parties.

This procedure is not intended to deal with dismissal or disciplinary matters which are dealt with in a separate procedure.

4.1 Stage 1

An employee who has a grievance, should raise the matter with the CEO immediately either verbally or in writing. If the matter itself concerns the CEO, then the grievance should be taken to the Chairman of the Nominations Committee.

If the CEO is unable to resolve the matter at that time then a formal written grievance form should be submitted (see Appendix 1). The CEO should then respond within 7 working days to the grievance unless an extended period of time is agreed upon by both parties. The response will give a full written explanation of the CEO's decision and who to appeal to if still aggrieved.

4.2 Stage 2

In most instances the MIoD would expect the CEO's decision to be final and for the matter to come to a close. However, in some circumstances the employee may remain aggrieved and can appeal against the decision of the CEO.

The appeal to the next in line, that is the Chairman of the Nominations Committee, must be made within ten working days of the original response to the employee's grievance. The appeal must be in writing (see Appendix 2) and contain the original formal Grievance Form. The Chairman of the Nominations Committee will attempt to resolve the grievance. A formal response and full explanation will be given in writing, as well as the name of the person, to whom they can appeal if still aggrieved, within 10 days.

4.3 Stage 3

If the employee still remains aggrieved there will be a final level of appeal to the Board via the Chairman. This appeal must be made in writing (see Appendix 3), enclosing a copy of the original Grievance Form, to the Chairman within ten working days of receipt of the Stage 2 response. The Chairman will arrange and hear the appeal, along with 2 other independent directors not previously involved and respond formally with a full explanation within 20 working days.

Where a grievance is raised against a Director then the grievance will be heard by the Chairman as in Stage 3. Where a grievance is raised against the Chairman, the grievance will be heard by the Vice Chairman as in Stage 3.

There is no further right of appeal and the decision of the Board will be final. Where however both parties agree that there would be some merit in referring the matter to a third party for advice, conciliation or mediation, arrangements will then be made to find a mutually acceptable third party.

4.4 Using mediation

An independent third party or mediator can sometimes help resolve grievance issues before it is necessary to invoke the formal procedure. Mediation is a voluntary process where the mediator helps two or more people to solve a conflict before it turns into a dispute in an attempt to reach an agreement.
Mediation is not part of the MIoD's formal grievance procedure. However if both parties agree to mediation, and there is no cost to the MIoD, then the grievance procedure can be suspended in an attempt to resolve the grievance through that route. If mediation is not successful, then the grievance procedure can be restarted.

4.5 Appendix 1 Grievance Procedure

To: Chief Executive Officer

From:

Date:

Dear…….

In line with the MIOD's Grievance Procedure, I wish to take out a formal grievance against:

The details of my grievance are shown below:

Yours sincerely,

4.6 Appendix 2 Grievance Procedure

To: Chairman of the MIoD Nominations Committee

From:

Date:

Dear…….
On (within 10 days of the response to the initial formal grievance) my grievance against …….was heard by……
I am not satisfied with the outcome of this meeting and would like to appeal to yourself for a further hearing of my grievance, in line with the MIoD's Grievance Procedure.

I enclose a copy of the original letter regarding this matter and other correspondence and information related to it.

Yours sincerely,

4.7 Appendix 3 Grievance Procedure

To: Chairman of the MIOD Board

From:

Date:

Dear…….

On (within 10 days of the response to the second stage of the formal grievance) I appealed to……against the decision made at my initial grievance against……..

I remain dissatisfied with the outcome of this meeting and would like to appeal to you for a further hearing of my grievance, in line with the MIoD's Grievance Procedure.
I enclose a copy of the original letter regarding this matter and other correspondence and information related to it.

Yours sincerely,

5.COUNSELLING

Counselling is a "without prejudice" attempt to correct a situation and prevent it from getting worse without having to use the disciplinary procedure. Where improvement is required, the employee must be given clear guidelines as to:

- what is expected in terms of improving shortcomings in conduct or performance
- the time scales for improvement
- when this will be reviewed
- the employee must also be told, where appropriate, that failure to improve may result in formal disciplinary action.

A record of the counselling should be given to the employee and a copy retained in their personnel file. It is imperative that any counselling should be followed up and improvements recognised and recorded.

If during counselling it becomes clear that the matter is more serious, then the discussion should be adjourned, and pursued under the current disciplinary procedures.

6. DISCIPLINARY PROCEDURES

6.1 Warnings

Examples of Minor Misconduct:
Below are listed examples of misconduct which may warrant either a Verbal Warning or a First Written Warning. It is stressed however that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issue of a warning.

- Persistent lateness and poor time-keeping
- Regular absences from work
- Smoking within unauthorised areas.
- Failure to work in accordance with prescribed procedures
- Poor quality of work
- Unreasonable standards of dress or personal hygiene.
- Failure to observe company regulations and procedures

Verbal Warning
A Verbal Warning is appropriate when it is necessary for management to take action against an employee for any minor failing or minor misconduct.

First Written Warning
A First Written Warning is appropriate when:

- a verbal warning has not been heeded and the minor misconduct is either repeated or performance has not improved as previously agreed.
- an offence is of a more serious nature for which a written warning is more appropriate.
- the recurrence or accumulation of minor offence/offences, will lead to more severe disciplinary action.

Final Written Warning
A Final Written Warning is appropriate when:

- an employee's offence is of a serious nature falling just short of one justifying dismissal.
- an employee persists in the misconduct which previously warranted a lesser warning.

All letters of warnings should include:

- The nature of the offence and where appropriate notice that if further misconduct occurs, more severe disciplinary action will be taken.

- The period of time given to the employee for improvement
- A copy of the warning and any supporting documentation must be attached to the individuals personnel file.
- The employee must also receive a copy of the warning which in the case of any written warning will be sent to their home address by recorded delivery if not handed to them in person with acknowledgement
- In the case of a final written warning, reference must be made to the fact that any further misconduct may constitute gross misconduct leading to dismissal

6.2 Disciplinary Procedures

Examples of Gross – Misconduct:

Listed below are examples of misconduct which may be considered to be gross misconduct and warrant a final written warning or dismissal. It is stressed however that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issuing of a Final Written Warning or Dismissal.

- Theft, including unauthorised possession of Company property.
- Breaches of confidentiality, prejudicial to the interest of the Company,
- Being unfit for duty because of the misuse/consumption of drugs or alcohol.
- Refusal to carry out a management instruction which is within the individual's capabilities and which would be seen to be in the interests of the company.
- Breach of confidentiality / security procedures.
- Physical assault, breach of the peace or verbal abuse.
- False declaration of qualifications or professional registration.
- Failure to observe Company rules, regulations or procedures.
- Wilful damage of Company property
- Incompetence or failure to apply sound professional judgement.
- Bribing or attempting to bribe another individual, or personally taking or knowingly allowing another person to take a bribe.

In most cases where misconduct or serious misconduct is suspected, within 10 days of becoming aware of such misconduct, the MIoD shall notify the employee(s) concerned and the latter shall have 5 days to furnish any necessary explanations. Should such explanations prove to be unsatisfactory, it will be necessary to immediately launch the disciplinary procedures and convene the employee concerned to a Disciplinary Committee.

The Disciplinary Committee will be held within a reasonable time following a formal investigation and will be chaired by an appropriate person (the CEO, the Chairman, a 3rd party) who would accompanied by another MIoD Director or 3rd party. Witnesses may be called at the hearing, by the MIoD and the employee (or their representative)may be allowed to question these witnesses. The employee has a right of representation at this hearing.

The investigating chairman would be asked to present his/her findings to the CEO or the Board of the MIoD, who will then take any necessary decisions in relation thereto, the Institute not being bound by the recommendation of the Disciplinary Committee.

The final decision must be made to the employee in writing within 7 days of the last meeting of the Disciplinary Committee:

No further action and employee reinstated
Warning
Serious warning
Final warning
Dismissal

Should anyone who is subject to disciplinary action resign during the course of it, the action will cease unless there are extenuating circumstances which require its continuance.

6.3 Dismissal

Dismissal is appropriate when a disciplinary committee has concluded that an employee has been guilty of persistent misconduct which becomes tantamount to gross misconduct, all other lines of disciplinary procedure have been exhausted and the employer cannot in good faith take any other course.

The letter confirming dismissal will contain the reason for dismissal and any administrative matter arising from the termination of employment.

7. IT POLICY- COMPUTER, EMAIL AND INTERNET USE

Employees who have access to the Company's computers including email and access to the internet as part of their job must not abuse this by using these facilities for purposes unrelated to company business.

Limited personal use of the internet is permitted during formal breaks. Accessing or distributing pornographic or other unsuitable material is strictly prohibited and may constitute serious misconduct.

Only software packages properly authorised and installed by the MIoD may be used on company equipment. Employees must therefore not load any unauthorised software onto company computers.

A company email address is provided for responsible use on company business and should not be used in any other way whatsoever.

8. ENVIRONMENT, HEALTH AND SAFETY

8.1 Introduction

The MIoD is committed to meeting environmental, health and safety standards, maintaining a safe and healthy workplace for all and minimizing the impact of its activities on the environment.The MIoD recognises and accepts its responsibility as an employer to maintain, so far as is reasonably practicable, the safety and health of its employees, and of other persons who may affected by its' activities.

It is the duty of employees not to put themselves or others at risk by their acts or omissions. Employees should also ensure that they are familiar with the company health and safety arrangements. Should any employee feel concern over any health and safety aspects of their work, this should be brought to the attention of management immediately.

A list of emergency numbers will be posted in the office in a prominent place.

8.2 Procedure in the event of an accident

An Accident Book is available with the CEO and it is the responsibility of each individual employee to report and record any accident involving personal injury. Any accident or near miss occurrence (i.e. no one was injured but the incident had the potential to injure or kill) at work should be reported immediately to the CEO.

All employees who are absent from work following an accident must produce a doctors certificate which clearly states the nature and cause of the injury.

8.3. Employees' Medical Data

All employees shall, at their discretion furnish to the CEO, a list of any chronic syndromes, weaknesses or diseases from which they suffer, including allergies to enable the best actions to be taken in case of ailment or accident.

8.4First Aid

A First Aid Kit is available on the premises. In case of an emergency, the SAMU should be called straight away.

8.5 Fire Safety

Employees should follow these steps to help prevent fires:

- Before you use any electrical appliances carry out a quick check to make sure that the cables, plugs etc are not damaged.

- Do not use any electrical equipment that shows signs of damage, even if you think it is only minor. Report any faults you find to the CEO and find an alternative appliance.
- Ensure that you place your rubbish in the proper waste bins. Do not overfill the bins, and ensure that your waste bins are emptied regularly.

Action to take when the fire alarm goes off:

- Immediately stop what you are doing and walk (do not run) to the nearest available safe fire exit. If your nearest exit/route is obstructed, choose another route. Make sure that you are aware of the fire exits and routes in your area.
- Follow the instructions of your designated Fire Warden.
- Direction signs should indicate the route to your fire exit. These comprise a white arrow on a green background sometimes accompanied by the words 'FIRE EXIT' and also a pictogram of a running man. The arrows indicate the direction of the nearest fire exit.
- Do not use a lift to leave the building - always use designated stairs.
- Make your way to the appropriate assembly point.
- Once you are at the assembly point you should report to the Fire Warden, so that they can account for the people in their designated area.
- Do not leave the designated assembly point, or attempt to re-enter the building, until you have been instructed to do so by the Fire Warden.

Action to take if you discover a fire:

- The alarm must be raised for every occurrence of a fire, no matter how small it appears to be. This will ensure that people in the building have adequate notice to evacuate should it begin to spread quickly. In addition, modern furnishings may allow the fire to develop unnoticed, so time is of the essence if everyone is to get out safely.
- Call the fire brigade at the earliest available, and safe, opportunity and do not attempt to tackle the fire unless you have been appropriately trained and can safely do so e.g. a small fire in a waste paper basket. Unless you have been trained you could be putting yourself or somebody else at risk.

8.6 Environment

The MIoD tries to ensure that all its procedures are environmentally responsible and prevent pollution wherever and whenever possible. The MIoD also strives to conserve natural resources and to improve energy efficiency wherever possible.(See CSR Policy).

9. TRAINING AND DEVELOPMENT

9.1 Training and Development Policy

The MIoD recognises the need to develop its employees so that they are fully equipped to deliver the MIOD's professional objectives. It is our policy to ensure that our employees have the appropriate knowledge, skills and behaviours to meet the needs of our members and the organisation and to encourage our employees to achieve their full potential.
The MIoD aims to:

- To equip our employees with the appropriate knowledge, skills and behaviours required for the job
- To provide leadership and management development
- To identify the development needs of the MIoD and those of individuals and balance the two
- To ensure that development needs are identified as part of the business planning process and reviewed regularly.
- To promote the use of the full range of development opportunities, ensuring that where a formal course is chosen it is the most appropriate solution.
- To ensure equality of access to all development opportunities.
- To provide effective induction for all new appointees
- To provide a progressive training and development scheme to enable staff to
- develop relevant skills and acquire knowledge to underpin their current role as related to the goals of the MIoD

9.2 Personal Development Planning

Personal Development Planning is undertaken through the Annual Performance Appraisal and is aimed at:

- enabling management and employees to make effective arrangements to identify and meet learning needs
- developing the skills, knowledge, values and behaviour that employees need to do their current jobs well

9.3 Attendance of Training Courses

Employees are expected to attend MIoD workshops as well as other training and development courses and activities whenever required to do so and report back on the usefulness of the course and their ensuing action plan.

10. POSITIVE WORKPLACE CULTURE

The MIoD recognises that a positive workplace culture leads to increased productivity, better employee morale and the ability to keep skilled workers. The MIoD works towards the creation of a positive workplace by:
-having a clear statement of our company, vision, mission, objectives and values
-setting clear goals
-ensuring fair and equal treatment of all employees
-promoting open and honest communication

-providing an open door policy and encouraging interaction with employees
-promoting a positive attitude, friendly atmosphere and upbeat environment.
-handling conflict quickly and fairly and promoting dialogue
-encouraging employees in their daily work and keeping them informed about company progress and new developments.
-valuing the work done, giving regular feedback and rewarding our employees for their achievements through the performance bonus scheme
-regular training and development opportunities
-ensuring equal opportunities for all employees

11. CORPORATE SOCIAL RESPONSIBILITY (CSR)

Although the MIoD is a not for profit organisation and does not contribute to the CRS tax, the company is a firm believer in CSR and plays its role as a good corporate citizen by:

- Implementing and encouraging green practices
- Fostering a culture of social responsibility
- Sharing and communicating the value of corporate social responsibility to employees and the community

The MIoD does this by:
-promoting and encouraging stewardship, better corporate ethics and long-lasting practices that promote both personal and corporate accountability.
-encouraging each employee's personal contribution to social responsibility
-reducing the company's environmental impact by evaluating our ecological footprint
-reducing each employee's carbon footprint by:

- Recycling paper in the office.
- Collecting food and donations for the under privileged
- Encouraging reduced energy consumption-including staggered staffing to allow after rush hour transit and permit telecommuting to the degree possible.
- Encouraging shutting off lights, computers and printers after work hours and on weekends for further energy reductions.
- Switching to laptops over desktop computers where possible (laptops consume up to 90% less power.)

12.CODE OF CONDUCT

12.1 Standards of Behaviour

The MIoD Code of Conduct outlines standards of behaviour expected of all employees of the MIoD so that:
-all employees conduct themselves in a professional manner
-all employees understand their responsibilities and obligations, and have guidance when faced with an ethical dilemma or conflict of interest.

-all employees respect the rights, beliefs and property of others.
Employees shall be required to be familiar with the Code of Conduct and ensure adherence to its guidelines. All employees shall appreciate that departure from the provisions of this Code of Conduct may result in disciplinary action.

12.2 Legal Conformance

The highest legal, moral and ethical standards of honesty, integrity and fairness are to be practiced in the conduct of the MIoD's affairs. In order to meet this standard, the MIoD expects all employees to operate and act in full compliance of all applicable laws and regulations and the spirit in which those laws and regulations were written.

12.3Personal and Professional Behaviour

All employees shall follow the MIoD Code of Conduct, all relevant Government Regulations and Legislation and appropriate professional standards.

12.4 Behaviour outside Hours of Duty

Employees shall conduct their personal affairs in a manner that does not affect their professional duties. Employees shall be aware that their activity or behaviour outside of working hours could bring the integrity and reputation of the MIoD into disrepute.

12.5 Interaction with Colleagues

All employees shall work cooperatively with colleagues, support and learn from each other and accept differences in personal style. Employees shall respect, and seek when necessary, the professional opinions of colleagues in their area of competence, and acknowledge their contribution.

12.6 Core Values

All employees shall be committed to the Core Values of the MIoD:

- Integrity
  Leading Mauritian corporations and institutions to international best practice in corporate governance while upholding the highest ethical, moral and professional conduct.
- Excellence
  Aiming for excellence in all we do and being passionate about our values.
- Accountability
  Acting responsibly and demonstrating accountability for our decisions.
- Knowledge and Foresight
  Promoting the learning and continuous development of our members and the acquisition of planning and transformational skills.

- Teamwork and innovation
  Working together, in mutual respect, towards a common goal, recognizing that innovation comes from harnessing diversity.
- Transparency
  Operating in a fair and transparent manner and devoting time for the benefit of the Institute and its members.

12.7 Ethical behaviour

All employees shall behave ethically in a manner consistent with the values of the MIoD. If in doubt, employees should seek advice from management.

Employees are encouraged to report to a manager any behaviour by another employee they consider to be unethical. This may include behaviour that you believe violates any law, rule or regulation or represents corrupt conduct, substantial mismanagement of company resources, or is a danger to public health or safety or to the environment. Reports of such shall be protected against reprisals providing the claim is based on a reasonable belief, is reported to an appropriate person and is not malicious.

12.8 Equal Opportunities

Employees decision making and professional conduct shall be consistent with the provisions of the Equal Opportunities Act. Employees shall ensure they observe the EOA principles, exhibit appropriate behaviours and provide a work environment free from harassment (including sexual), bullying and discrimination.

12.9 Use of Company Resources

Employees shall ensure that all company resources are used effectively, economically and responsibly in the course of their duties. Employees shall use company facilities and equipment for official purposes only, unless given explicit permission for limited private use. This private use may be granted to enable employees to better manage the balance between work and private commitments.

Material that is fraudulent, harassing, embarrassing, sexually explicit, profane, obscene, intimidating, defamatory or otherwise unlawful or inappropriate must not be sent by e-mail or other forms of electronic communication, including Facebook or other social networking sites from company computers, or displayed or stored on company computers (Refer to IT Policy regarding internet usage).

12.10 Intellectual Property and Copyright

Employees shall acknowledge that the MIoD shall have sole ownership of the intellectual property, including copyright, of all materials used and/or produced during

the course of their duties and shall not make use of such materials outside the course of their normal duties without the written permission of the MIoD.

12.11 Use and Release of Information-Public Comment

Whilst it is recognised that employees have the right as an individual to make public comment, employees shall not reveal confidential information in public. Information of a confidential nature shall not be used by any employee in any public comment without the prior approval of the Chief Executive. Approval from the Chief Executive shall be required before employees approach the media, or respond to media approaches on any issues.

12.12 Confidentiality and Privacy

Members and member-related information is confidential. Any information regarding members shall not be conveyed to another person, without management authorisation. All employees shall comply with legislative requirements inrespect to Confidentiality and Privacy, especially the Data Protection Act.

Employees shall not, except in the performance of their duties, in any way disclose to any person, entity or company whatsoever, either directly or indirectly, any dealings, transactions or affairs that are confidential to the MIoD, which may come to their knowledge in the course of their employment.
Employees shall not use for their own benefit or the benefit of any other person, or divulge or communicate to any other person (except authorised officials of the MIoD) any confidential information made available to them during their employment with the MIoD or any other information which they may obtain or receive, in relation to the MIoD's or its members' affairs.

Employees shall use their best endeavours to prevent any such disclosures or publications during and after their employment with the MIoD. Once an employee has left the MIoD, confidential information obtained during employment shall not be used to advantage the prospective employer or disadvantage the MIoD.

Employees shall, however, be permitted to use information obtained in the course of their employment with the Company which:

(a) is in or has become part of the public domain other than by reason of a publication or disclosure made in breach of these presents;
(b) is information which the employee had acquired prior to the disclosure of such information by the MIoD and which was not subject to any obligations or restrictions regarding confidentiality;
(c) is or has been obtained by the employee free of restriction from any third party duly entitled to disclose the same;
(d) is required by law, regulation, order of a court of competent jurisdiction or other legal process to be disclosed; or

(e) is otherwise required by law to be disclosed.

Employees may disclose official information that is normally given to members of the public seeking that information. No advice on professional matters should be given by employees.

Employees shall take reasonable steps to protect personal information from misuse and loss, and from unauthorised access, modification or disclosure. Members have a right to access their personal information and seek corrections to it.

12.13 Conflict of Interest

Employees shall comply with the MIoD's Conflicts of Interest Policy and always act in the company's interest and not in any manner designed to gain unfair advantage for themselves or for other individuals, family, friends or business acquaintances.

12.14 Gifts and Benefits

Employees shall not seek to accept favours or gifts for services performed in connection with official duties. Staff shall not use their position to encourage or obtain a private benefit (See Conflicts of Interest and Procurement Policies)

12.15 Financial Probity and Accountability

Employees shall ensure that in financial matters, including the handling of monies, there is full accountability in relation to any advice or transaction in which they may be involved. Employees with responsibilities of a financial nature shall act in accordance with the MIoD's financial policies and shall observe the relevant legislative and regulatory requirements.

12.16 Criminal Offences

Employees shall immediately inform the CEO if charged with a criminal offence punishable by imprisonment or, if found guilty, of an offence which would significantly affect his/her ability to perform normal duties. Employees shall inform the CEO of any such criminal offence of which they have been found guilty before or during their public employment.

12.17 Outside Employment

Employees shall not engage in outside employment, or conduct a business, trade or profession, outside the MIoD, while employed by the Institute, without written authority from the Chief Executive. If approval is granted, it is the employee's responsibility to ensure that at all times the additional employment does not interfere with work performance and that there is no conflict of interest.



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