



RIGHT TO ACCESS INFORMATION COMMISSION (**RAIC**) SIERRA LEONE

STAFF MANUAL REGULATIONS

2026

TABLE OF CONTENTS

SECTION ONE: BACKGROUND	Page
1.0 Welcome Address.....	7
1.1 Introduction.....	8
1.2 Purpose of the Manual.....	8
1.3 Scope of the Manual.....	9
1.4 Definition.....	10
SECTION TWO: GUIDING PRINCIPLE AND ORGANIZATIONAL STRUCTURE	
2.0 Mission.....	11
2.1 Vision.....	11
2.2 Core Values.....	11
2.3 Objective.....	11
2.4 Organisational Structure.....	11
2.5 Starting work with the Commission.....	13
2.6 Induction/Orientation.....	14
2.7 Topics to be covered under induction.....	14
2.8 Specific Orientation.....	15
2.9 Probationary Period.....	15
SECTION THREE: GENERAL EMPLOYMENT POLICIES AND PRACTICES	
3.0 Hours of Work and over Time Policy.....	16

3.1	Code of Conduct.....	16
3.2	Dress code and public image.....	16
3.3	Equipment Entitlement.....	17
3.4	Vehicle Safety and Policy.....	17
3.5	Sexual Harassment and Discrimination Policy.....	18
3.6	Health and Safety.....	19
3.7	Non- Smoking.....	20
3.8	Alcohol/Illegal Substance.....	20
3.9	Discipline	21
3.10	Disciplinary Policy and Procedures.....	21
3.11	Grievance and Disciplinary Policy.....	22
3.12	Collective Grievance.....	23
3.13	How to Address Grievance Matters.....	24
3.14	Categories of offence.....	24
3.15	Actions Constituting Minor Rule Violations.....	25
3. 16	Actions Constituting Gross Misconduct.....	25
3. 17	Action to be taken against Serious Misconduct.....	25
3.18	Procedures on action constituting minor rule violation.....	26
3. 19	Actions to be taken Against serious Misconduct.....	27

3. 20 Actions to be taken Against Gross Misconduct.....	28
--	-----------

3. 21 Executive Level Disciplines.....	28
---	-----------

3. 22 Appeals.....	28
---------------------------	-----------

SECTION FOUR: STAFF WELFARE

4.0 Staff Welfare scheme.....	29
--------------------------------------	-----------

4.1 Death in service benefits.....	29
---	-----------

4.2 Staff Advancement Policy/ Capacity Building.....	29
---	-----------

4.3 Bereavement Benefits.....	30
--------------------------------------	-----------

SECTION FIVE: PERFORMANCE MANAGEMENT

5.0 Performance Appraisal Management Evaluation.....	30
---	-----------

5.1 Job Plan.....	31
--------------------------	-----------

5.2 Performance Management Policy.....	31
---	-----------

5.3 Performance Management Principles.....	31
---	-----------

5.4 Performance Management Procedures.....	32
---	-----------

5.5 Time Line for Monitoring staff Appraisals.....	33
---	-----------

5.6 Types of Recognition and Rewards.....	33
--	-----------

5.7 Employee Recognition and Rewards Policy.....	33
---	-----------

5.8 Rewards and Incentives.....	33
--	-----------

5.9 Promotion Policy.....	34
----------------------------------	-----------

5.10 Objectives.....	34
-----------------------------	-----------

SECTION SIX: REMUNERATION POLICY

6.0	Salaries.....	35
6.1	Acting Allowance.....	36
6.2	Remuneration Review Process.....	36
6.3	Remuneration Amendment.....	36
6.4	Per Diem Policy.....	36
6.5	Income Tax.....	36

SECTION SEVEN: LEAVE ENTITLEMENT POLICY

7.0	leave entitlement policy.....	37
7.1	Annual Leave and all approved leave.....	37
7.2	Bereavement Allowances.....	39

SECTION EIGHT: RECRUITMENT PROCESS AND PROCEDURE

8.0	Recruitment and Selection Policy.....	39
8.1	Job Posting.....	40
8.2	Rotation Policy.....	41
8.3	Equal Employment Opportunities.....	41

SECTION NINE: COMMUNICATION AND CARE FOR ASSETS.

9.0	Internal and External Communication	41
9.1	Policy on Conflict of Interest.....	41
9.2	Social media usage policy.....	42
9.3	Guidelines for responsible social media usage.....	43
9.4	Official social media accounts.....	44
9.5	Terminated authorization.....	45
9.6	Inappropriate use of the commission systems.....	45
9.7	Privacy and Data Protection Policy.....	45
9.8	Employees data and personnel files.....	45
9.9	Confidentiality.....	46
9.10	Access to the Office Outside of Working Hours.....	46

SECTION TEN: SEPERATION FROM THE RAIC/ LEAVING.

10.0	Termination of Service.....	47
10.1	Redundancy policy.....	47
10.2	Terminal benefits.....	48
10.3	Dissemination of the policy.....	48
10.4	Review of the policy.....	48

10.5 RAIC head quarter location and its regional offices in Sierra Leone.....48

SECTION ONE: WELCOME ADDRESS.

1.0 MESSAGE FROM THE CHAIRMAN AND INFORMATION COMMISSIONER

I am happy to welcome you to the Right to Access Information Commission. We wish you every success in your new job and we hope you will quickly feel at home. This manual was developed to describe some of the expectations, especially in the areas of discipline, work ethic, and performance, we have for all our employees and what you can expect from the leadership of the Commission. This manual will also provide you with an insight on regulations, procedures, and processes you need to know when working in a public sector environment. We hope that your experience here would be challenging, enjoyable and rewarding. Again, you are welcome.

1.1 INTRODUCTION

The Right to Access Information (RAI) Act was enacted by the Sierra Leone parliament on the 29th October, 2013. In almost a year later, the Government of Sierra Leone established the Right to Access Information Commission (RAIC) as the legally regulatory body to facilitate freedom of Information in Sierra Leone, with the appointment of the Chairman/Information Commissioner and four Regional Commissioners.

The RAIC was founded at the highest point of the Ebola disease outbreak in the country, in October, 2014 following a sustained advocacy campaign by a coalition of national Civil Society Organizations, in collaboration with international partners.

This decision by Government is consistent with Article 19 of the Universal Declaration of Human Rights and 9 of the African Charter on Human and Peoples Rights which provides for the right to seek, receive and impart information and ideas, through various media channels, regardless of borders, in tandem with Article 19 the International Covenant on Civil and Political Rights, with the appropriate internationally accepted exemptions to protect such as Individuals privacy, safeguard national security, Defence, customs and traditions, among others.

This novel action under very difficult circumstances is geared to promote Transparency, Accountability and Good Governance, which lays a solid foundation for sustained socio-economic development.

1.2 PURPOSE OF THE MANUAL

The Right to Access Information Commission (RAIC) Staff Operating Procedure (SOP) Manual Regulations detail the standards, procedures, processes, and methods by which the Commission operates as an organization. They have been established to clearly indicate how the Commission should function efficiently, effectively and sustainably.

The Staff Regulations of the Commission are a code of instructions applicable to all employees of RAIC and establish the conditions of service for all Staff Members;

These Regulations may be amended by circulars issued by the Commission from time to time.

This Manual is intended to provide a general understanding and implementation of the basic Human Resource policies and procedures. It is a step-by-step guide to conducting the general HR tasks undertaken by the Human Resources division. It is a

reference and working guide to the day-to-day administration of personnel policies, procedures and practices.

These procedures provide employees with a high degree of understanding, cooperation, efficiency, unity achieved through systematic measures and uniform application of modern human resource practices. It is essential that employees understand these procedures so that they comply with them.

The Executive Secretary as well as the Administrative officers & the Human Resources Manager and the Regional Programme officers are responsible for ensuring that copies of the Manual are available in their departments'

These Regulations shall be reviewed at least every five years.

1.3. SCOPE OF THE MANUAL

This manual applies to all Right to Access Information employees, regardless of their position, employment status or level of seniority. It covers policies on employment, employee relations, code of conduct and other relevant areas of the human resource management.

However, others policy conditions can be made to apply by the President of the Republic of Sierra Leone to Political Appointees, i.e., the Chairman/ Information Commissioner and Commissioners, and in such circumstances shall supersede any other information stipulated in this manual.

1.4 DEFINITIONS

Definition 1: "The Commission" means the Right to Access Information Commission and comprises the Chairman/Information Commission Commissioner and four Regional Commissioners, the Executive Secretary, Managers and professional staff members

Definition 2: "Chairman and Information Commissioner" means the overall head of the Commission

Definition 3: "Commissioner" means the head of the Commission in one of the regions

Definition 4: "Executive Secretary" means the administrative head and secretary to the Commission.

Definition 5: "Head of Department" or "Departmental Head" means a Manager of a Department in the Commission.

Definition 6: Clerical posts" means all Secretarial support staff such as Human Resources and Administrative Assistant.

Definition 7: "Appointment" means the conferment of an office of emolument in the Commission whether or not subject to subsequent confirmation upon a person.

Defination 8: Next of Kin" means persons appointed by the employees who can be called upon in case of an emergency and who may also receive employees' benefits as stated above

Definition 9: "Personal Information" means any information that identifies or can be used to identify an individual, such as names, addresses, contact details, social security numbers, financial data, bio-data, or any other data protected by

Definition 10: "Intimidation/Victimization" means any adverse action taken against an individual in response to their submission of a lawful complaint, report, or participation in an investigation of harassment or discrimination.

Definition 11: "Harassment" means any unwelcome conduct, verbal, non-verbal, physical, or visual, that is offensive, intimidating, hostile, or creates an uncomfortable or offensive work environment. This includes but is not limited to derogatory comments,

jokes, insults, gestures, images, or any other behaviour that belittles or ridicules an individual based on their protected characteristics.

SECTION TWO:

2.0 Mission: To ensure an open space in information accessibility through effective collaboration for sustainable development

2.1 Vision: To be part of the Global Information Rights Society

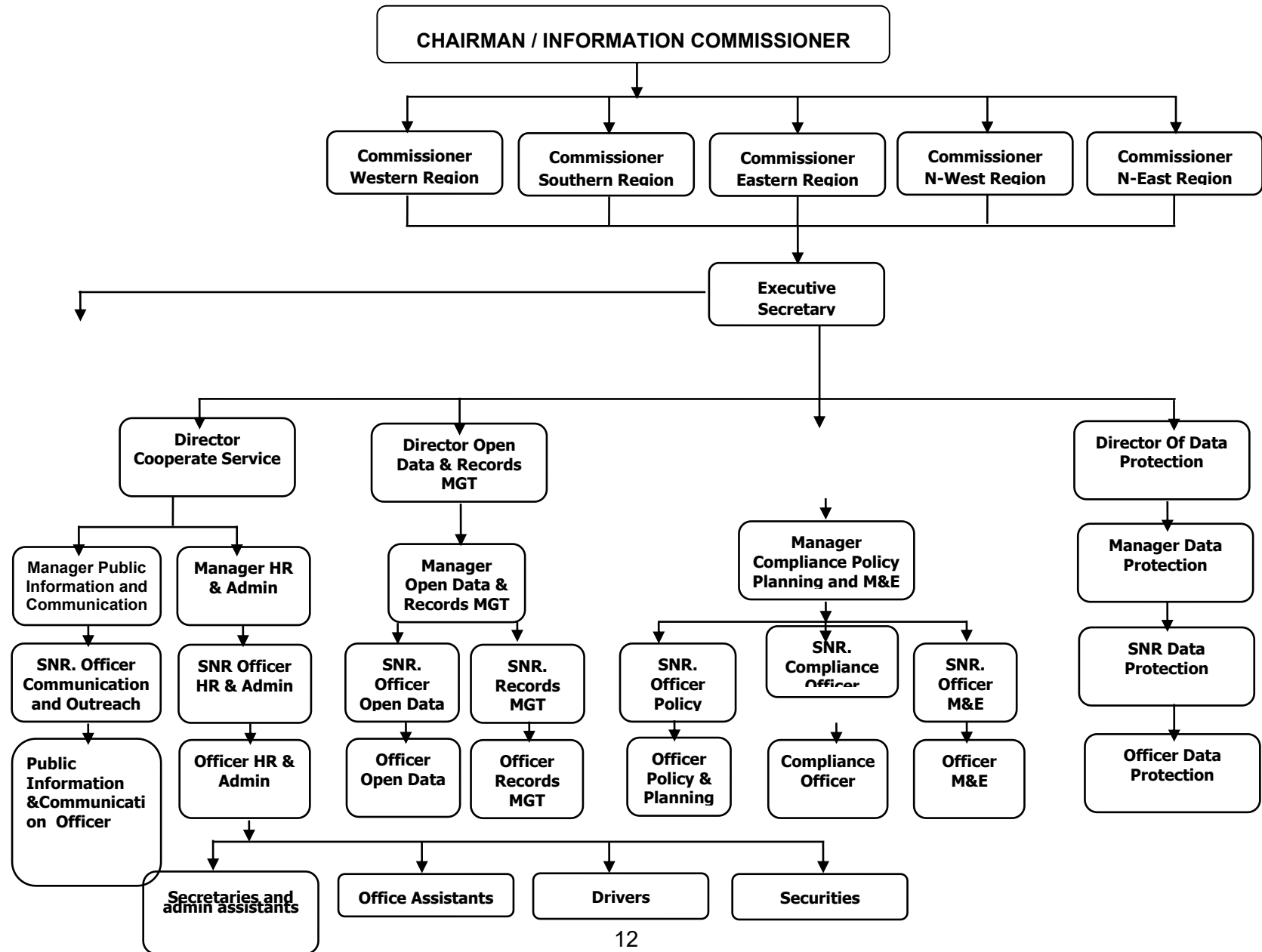
2.2 Core Values: Openness, Transparency, Accountability, Fairness, Swiftiness and Integrity

2.2 OBJECTIVE: The overall objective of the Commission is to promote the demand and supply of information among the general public, public authorities, and the private sector in accordance with the Act enacted by the Sierra Leone Parliament on 29th October, 2013.

2.4 The Organizational Structure of the Right to Access Information Commission (RAIC)

The Administrative head of the Right To Access to Information Commission is the Chairman/Information Commissioner who is appointed by the President subject to the approval of Parliament. He/She reports to the Board and is primarily responsible for the efficient running of the day-to-day affairs of the Commission. The Chairman/Information Commissioner is assisted by four Regional Commissioners. The Executive Secretary, the Human Resource Manager and Admin, Legal Advisers, Administrative Officers and other support staff Each specified operational area is headed by a Commissioner who represents RAIC in the areas and is responsible for the successful implementation of all operations and administrative activities

RAIC ORGANOGRAM



**Finance
Procurement
Internal Audit &
Budget**

**Director
Compliance Policy
Planning and M&E**

2.5 Starting Work with the Right To Access Information Commission (RAIC)

On first appointment with RAIC all permanent employees will receive a Letter of Appointment, a job description, a copy of RAIC's Conditions of Service, Code of conduct. These document, in addition to subsequent policies developed, together will form the contract of employment between the employee and RAIC.

A copy of the Letter of Appointment signed by both the employee and the Chairman and Information Commissioner or his/her designate will be placed on his/her personal file. Signature of this copy by the employee indicates acceptance of the Conditions of Service and the Code of Conduct. Only the Chairman and Information Commissioner (or his/her designate) is authorized to sign Letters of Appointment. An employee moving from one post to another will not serve a probation period and service will be deemed as continuous

2.6 Induction/ On boarding

Staff induction/on boarding is a learning process where new staff becomes familiar with the Commission, – our vision, mission, values and structure. This is an important time for new staff to become familiar with their role and responsibilities and gain an understanding of how their role and that of their team, department and programme fits in with the wider mandate of the Commission.

Orientation process that allows new staff to become familiar with the Commission's vision, mission, values and structure, their role and responsibilities.

As a result:

- i. HR Manager/of the post base will be responsible for ensuring that all team members have undergone an induction programme from their start date.
- ii. The HR Manager and Recruiting Manager will prepare an internal announcement ideally 15 days before the starting date.
- iii. Each staff member will have an induction designed for his/her specific role and needs, regionally or nationally according to the job mission.
- iv. It is recommended that new staff have the opportunity to give feedback on their induction one to three months after starting.

2.7 Topics to be covered under induction:

- (i) Introduction to staff within the RAIC office in Freetown and Regional offices.
Background of RAIC
- (ii) RAIC In Sierra Leone current context (FOI) MOU with Code for Africa and Right to Access Information.
- (iii) RAIC's Conditions of Service and other HR policies, Administration (transport, procurement, office procedures, etc.) and financial policies/ procedures;
- (iv) RAIC's Performance Review System and monitoring procedures;
- (v) RAIC's vision and mission, Core Values and Culture, Core Competencies, strategic and operational plans, current structure, projects activities and units.

(vi) Security briefing and Security Plan

2.8 Specific Orientation:

- Specific unit or project area pertaining to the staff concerned.
- Discussion of job responsibilities and expectations in the job description;
- Development of an individual work plan and objectives for the probation period of the employee

2.9 PROBATIONARY PERIOD

Each contract of employment for Permanent/Fixed term staff with RAIC includes an initial probation period during which both RAIC and the employee can review the appropriateness of the appointment. The recommended probation period is six (6) months. However, in exceptional circumstances – and only with the authorization of the Chairman (or his/her designate) the probation period can be extended to a maximum of nine (9) months from the start of the contract. The extension of probation together with reasons will be notified to the employee in writing.

In the event that the staff were on a temporary contract and then were made a permanent staff he or she will undergo a probationary period of 3 months.

At the end of this period the employee will receive a written notification of whether s/he has successfully passed the probation, based on the results of their probationary evaluation. Following the views of the Line Manager of the new employee, the Chairman and Information Commissioner or his/her designate signs the letter of "Confirmation of Employment Contract" or the probation period extension letter. Human Resources (HR) will ensure that letters are standardised and follow procedure.

SECTION THREE: GENERAL EMPLOYMENT POLICIES AND PRACTICES

3.0. Hours of Work.

Monday – Thursday

8:00am – 12:00 noon

12:00 noon – 1:00 p.m (Lunch Break)

1:00 p.m – 4:45 p.m

Friday

8:00 a.m. - 3:00 p.m. (No Lunch Break)

RAIC will maintain a standard working hours as prescribed by the law. Staff will be aware of their work prescription.

The above schedule is subject to any statutory provisions in place or any pronouncement made by Government to the effect.

- Employees shall strictly observe the working hours of the commission and should endeavour to be punctual at work.
- Lateness and/ Absenteeism shall not be tolerated and defaulters shall be penalized in accordance with standard guidelines of the labour laws of Sierra Leone.

3.1 Code of Conduct:

RAIC expects employees to adhere to high ethical standards in their conduct, both within and outside the workplace. This policy outlines the Commissions' expectations regarding honesty, integrity, conflicts of interest, and ethical decision-making. It may also include guidelines on accepting gifts, avoiding bribery, and maintaining professional boundaries.

At RAIC, we are committed to upholding the highest standards of ethical behaviour in all aspects of our operations.

This policy on ethical behaviour serves as a guide for all employees, contractors, and stakeholders to understand and adhere to the principles and values that define the Commission. The purpose of this policy is to foster a culture of integrity, trust, and accountability while promoting responsible and ethical conduct throughout all decision-making processes

3.2 Dress code and public image:

The Right to Access Information have a specific dress code requirements based on the nature of work and the commission's image, including expectations for professional attire, safety gears, and any specific guidelines for different roles.

RAIC recognizes the importance of maintaining a professional and appropriate image in the workplace.

This Dress Code Policy outlines the guidelines and expectations for appropriate attire and personal grooming for all employees while in the Office or on duty representing the commission.

The purpose of this policy is to promote a professional and respectful work environment appearance, and align with the commission's values and public image.

(a) Business/Official Attire

- i Business attire is expected for employees and individuals in client-facing roles, meetings, and formal occasions.
- ii Men are expected to wear professional formal African dresses or shirts, trousers, and shoes.
- iii Women are expected to wear professional dresses, or formal tops, and shoes to fit

3.3 Equipment Entitlement

Equipment like computers, desktops, laptops, cameras etc required for specific jobs will be provided to staff based on recommendations from the Line Manager. It is the responsibility of the Human Resources Manager who Support Staff and the Line Manager to decide who should be provided with this equipment, according to available budgets.

All equipment items provided to staff must be signed for by the relevant staff and a copy will be placed in his/her personnel file. Equipment will be valued and, in the case of failure to return equipment at the end of contract, the relevant amount will be deducted from any terminal benefit amount due to the employee. Employees are encouraged to abide by the equipment policy.

3.4 Vehicle Safety

Employees are expected to observe safe driving practices while operating the Commission's Vehicle in the performance of their jobs (whether the vehicle is provided by the Commission or is personally owned), which includes only making telephone calls or sending messages if it can be accomplished without taking one's hands from the steering or focus from the road. Employees must comply with any additional segment guidelines or applicable laws that impose greater restrictions on the use of communications devices while operating a vehicle.

- (a) The commission shall not be liable for injuries or damage to persons that are not

authorized to be on board the commission's fleets.

(b) Reports of any accident should be immediately reported to the Transport Manager and the Director of Administration.

(c) Drivers that are intoxicated with high quantities of alcohol, prohibited substances, drugs shall not be allowed to drive the commission's vehicles. High quantities shall be interpreted as the standard interpretations recognized by the Ministry of Health and sanitation

3.5. HARASSMENT AND DISCRIMINATION POLICY.

RAIC has a zero-tolerance policy for any form of harassment or discrimination in the workplace. Employees are expected to treat each other with respect and dignity. Procedures for reporting and addressing harassment or discrimination complaints are clearly defined.

RAIC is committed to providing a safe, inclusive, and respectful work environment for all employees, contractors, visitors, and clients. This policy aims to prohibit all forms of harassment and discrimination based on protected characteristics, promoting a culture of dignity, equality, and diversity within the organization. RAIC will not tolerate any behaviour that undermines this commitment

3.5.1 Sexual Harassment

- i. Sexual harassment is regarded as gross industrial misconduct and, if Proved, makes the individual liable for instant dismissal. Other severe penalties may be reserved for minor cases, but there will always be a warning that repetition will result to dismissal.
- ii. Sexual harassment will not be tolerated
- iii. Employees subjected to sexual harassment will be given advice, support and counselling as required.
- iv. Assistance will be given to the employee to complain formally if informal discussions failed.
- v. The final decision of Management on sexual harassment issues shall be predicated on the content of the recommendations of the investigation committee appointed by Management.

3.5.2 Investigation and Remedial Action.

- i. RAIC will promptly investigate all reports of harassments and Discrimination.
- ii. Investigations will be conducted in a confidential and objective manner

- iii. Individuals involved in the investigation will be interviewed, and any relevant evidence will be gathered.
- iv. If it is determined that harassment or discrimination has occurred, appropriate remedial action will be taken.

This may include disciplinary action, up to and including termination of employment or contract.

3.6 HEALTH AND SAFETY

- (a) Employees are expected to take reasonable care of their own health and safety and that of others who may be affected by their work or actions. Employees are expected to comply with any safety policies and codes which may be in force, they are expected to comply with health and safety requirements and to report to line management dangerous incidents or accidents or potential hazards.
- (a) Failure to comply with health and safety requirements; to report to line management about dangerous incidents/accidents or potential hazards and recklessness or a user/colleague/other person will be regarded as gross misconduct, depending on the facts of the matter.

3.6.1 Employee Responsibility - "Safety Begins with Me"

The Commission relies on its employees to contribute to a safe work environment. Employees should adopt a "safety begins with me" approach in the workplace. Employees should comply with all applicable health and safety procedures and use necessary protective equipment and safety devices when required to do so in the workplace.

- i. Employees should notify their managers or other appropriate manager promptly about any potential unsafe conditions or safety hazards. Concerns may be reported anonymously.
- ii. The HR department under the general guidance and support of Management shall ensure that employees are regularly and periodically supplied with the necessary protective clothing and/or safety devices such as boots, masks, protective suits, breathing devices, cutlasses, torch-lights, or any other appropriate devices as the nature of work may require.
- iii. Management shall ensure that Trainings/Refresher trainings on Health and workplace safety are conducted at least once every three years.
- iv. Employees will not be penalized in any way for reporting unsafe practices.
- v. Employees should report all accidents (minor or major) promptly to their immediate supervisors and the Human Resources department should be notified about all

- accidents within 24 hours upon its occurrence.
- vi. If a life-threatening or emergency situation exists, employees should instantly seek the appropriate medical attention, and thereafter follow up or report the matter as in (f) above.

3.7 NON-SMOKING

As part of a broader strategy to improve employee health, it is the policy of the Right to Access Information to limit or stop the habit of smoking by any of its employees, clients, contractors, visitors and guests, all of whom are required to comply with this policy.

- Smoking in any form, including the use of tobacco products (pipes, cigars and cigarettes) or “vaping” with e-cigarettes, shall only be permitted in areas specifically designated and posted as “Smoking Areas.” Those who smoke must avoid smoking in the RAIC in order to maintain Commission facilities.
- In any area where smoking is prohibited by law, it is also prohibited by the RAIC Policy (e.g., public places, adjacent to fuel storage and flammable/combustible liquid dispensing activities).
- Smoking is prohibited at all times in vans and in any other multiple-occupant, and the commission owned vehicles.
- Employees must comply with the smoking policy, which prohibits smoking within the RAIC premises.
- Employees are cautioned that smoking can be considered to damage their health and other employees’ health. Failure to comply with the smoking policy may be considered, depending on the facts of the matter, misconduct in itself, as a failure to comply with RAIC policy.

3.8 ALCOHOL / ILLEGAL SUBSTANCES

- i. Employees must not be under the influence of alcohol or illegal substances while at work.
- ii. Being under the influence of alcohol or illegal substances put colleagues, users, clients, young people or other persons etc. at risk or bring the Institution into disrespect and will be regarded as a gross misconduct, depending on the facts of the matter.

3.9 DECIPLINE

The Commission recognizes the importance of having a disciplined workforce; ensuring

that ethical standards are maintained within the framework of RAIC Core Values and culture.

Policy Objectives. The objectives are:

- i. To ensure fair treatment of staff who become liable to disciplinary action.
- ii. To institute discipline in the workplace.
- iii. To lay out the procedure for establishing the responsibility of any staff member accused of any offence in a clear manner.
- iv. To correct behaviours.
- v. To create a socially conducive work place environment
- vi. To promote mutual respect and dignity between and among employees.
- vii. It is applicable to all staff.

3.10 Disciplinary Policy and Procedures

The Commission recognizes the importance of having a disciplined workforce; ensuring that ethical standards are maintained within the framework of RAIC Core Values and culture.

3.10.1 Policy Objectives

The objectives are:

- i. To ensure fair treatment of staff who become liable to disciplinary action.
- ii. To institute discipline in the workplace.
- iii. To lay out the procedure for establishing the culpability of any staff member accused of any offence in a clear and concise manner.
- iv. To correct behaviours.
- v. To create a socially conducive work place environment
- vi. To promote mutual respect and dignity between and among employees.

Policy Application

This policy applies to all staff.

3.10.2 Policy Principles

- i. It is the responsibility of the Line Manager to counsel staff on all appropriate matters.
- ii. "JUSTICE DELAYED IS JUSTICE DENIED" The procedure is designed to establish the facts quickly and to deal consistently with disciplinary issues.
- iii. "YOU MUST HEAR THE OTHER SIDE" At every stage employee shall have an opportunity to state their case.
- iv. "THE RIGHT TO CHALLENGE THE EVIDENCE PRESENTED AGAINST HIM OR HER" Where the matter is brought before the Disciplinary Committee, an employee shall have an opportunity to cross examine on any evidence presented against him or her.
- v. "THE RIGHT TO CALL WITNESSES" Where permissible, an employee may have witness (es) to give evidence or speak in his favour.
- vi. "THE RIGHT OF APPEAL" An employee has the right to appeal against any disciplinary decision by his Head of Department, Disciplinary Committee or Management.

3.11 Grievance and Disciplinary Policy

RAIC has established grievance and disciplinary procedures to address employee concerns, complaints, or violations of company policies. The procedures ensure a fair and impartial investigation and provide a framework for resolving conflicts and administering disciplinary actions when necessary.

Policy Application

The Policy shall apply to all staff. It is expected that most issues will be resolved informally but where this is not the case, the standard set out below should be followed.

Stage I

Any Employee desiring to raise a grievance in which he is directly and personally concerned, shall raise the matter with his immediate superior who will respond in writing, within 3 working days.

Stage 2

If not resolved in stage 1, the employee shall raise it up in writing with the Head of Department who shall Endeavour to resolve the issue within three (3) working days from the date of receipt of the grievance.

Stage 3

If the grievance is not resolved at Stage 2, the aggrieved employee shall take the issue up in writing with the Director of HR and keep the Chairman, the regional commissioners and the his / Head of Department in copy.

Stage 4

The Chairman, the Commissioners, , the Executive Secretary and the HR Department shall review the complaint and resolve on the approach to use i.e., whether to constitute a committee or to use any other reasonable approach. All information from officers who have previously attempted to resolve the complaint would be sought in writing to help the parties at this stage to become knowledgeable of the circumstance of the grievance.

(a) Except where absolutely impracticable, Management shall ensure to resolve all grievances submitted to its desk within one calendar month.

(b) The final decision of the resolution process shall under the general guidance of the Chairman be communicated to the party or parties aggrieved by the Head of Human Resource.

3.12 Collective Grievance

If the grievance is deemed to be collective; i.e., more than four staff members, the matter will be channelled directly to the Chairman and s/he will select a committee to probe the issue within a maximum of two weeks

(a) The committee shall present its report including recommendations to the Commission.

(b) The HR will present the recommendations at Senior Management meeting.

(c) The report shall be reviewed at this stage.

(d) The HR shall communicate to the Chairman the final decision of Management on the issue for onward communication to the aggrieved group of employees

3.13 How to Address Grievance Matter

1. The Head of Department of the alleged defaulting employee shall submit a written report about the employee's conduct to the HR department and inform the Chairman/ Information Commissioner and the Executive Secretary in copy.
2. The HR shall review the report, briefly conduct a preliminary oral interview with the employee to apparently hear his own side of the story and advise Management on the next line of action.
3. For complex matters and where the employee reiterates strongly about his innocence or not to bear liability, the HR shall recommend that an investigation committee be constituted by Management.
4. where the evidences are clear (irrefutable) and or the accused has admitted guilt at his free will in the presence of at least two witnesses, the HR department under the general guidance of Management shall institute an appropriate administrative action that is proportionate to the severity of the offence

Such administrative actions could be a strongly worded warning letter, suspension for a definite period with half pay for no more than three calendar months, indefinite suspension (while remorseful behavior is surveillance), demotion, transfer to a lower cadre station, postponement of possible promotion, etc.).

Appeals

An employee has the right to appeal against any decision by virtue of the disciplinary procedure. Any employee who wishes to appeal against any disciplinary decision must do so in writing to the Chairman within 5 working days giving reasons for the appeal.

Stage 1 A panel appointed by the Chairman/Information Commissioner, or the Board will be established to hear the Appeal and decide the case as fairly as possible.

Stage 2 . The forwarded matter is decided by the Board of the Commission. The decision of the Board shall be final.

3.14 Categories of Offences

For the purposes of attaching penalties to offences/ Disciplines and describing the manner to deal with same, offences are classified into three categories viz.

- i. Actions constituting Minor Rule Violations
- ii. Actions constituting Serious Misconduct
- iii. Actions constituting Gross Misconduct

3.15 Actions Constituting Minor Rule Violations

Rule violations of a minor nature have little effect on the effects on the safety of the Commission work, but shall not be tolerated if repeated.

The following are a few examples.

- i. Tardiness and high incidence of absenteeism.
- ii. Absence from duty for one day without satisfactory explanation.
- iii. Persistent lateness in reporting for work.
- iv. Leaving the assigned place of work during working hours without permission.
- v. Failure to observe assigned work schedules (starting time, quitting time, rest and lunch periods)
- vi. Sleeping during working hours
- vii. Performing unauthorized personal work during office work time

3.16 Actions Constituting Serious Misconduct

Serious misconduct include but not limited to offenses that are continued failure to perform assigned workload; high frequency of absenteeism; wilful, deliberate, or negligent acts or violations of the Commission Rules, Policies or procedures. It covers the following which is in no way inclusive of all possible violations

- i. Refusal to carry out management's instructions under the terms of your employment.
- ii. Persistently disobeying the lawful orders or instructions of your supervisor or superior officer.
- iii. Insubordination
- iv. Acts of indecent or immoral behaviour during office hours.
- v. Deliberately delaying or restricting work or inciting others to delay or restrict work
- vi. Being under the influence of alcohol or un-prescribed drugs during working hours.
- vii. Racial, tribal or sexual harassment / victimization.

3.17 Actions Constituting Gross Misconduct

The list is not exhaustive but nonetheless comprises the following: Any act of deceit or dishonesty relating to the Employee's employment and /or the operations/affairs of the Commission, Gross Insubordination.

- i. Larceny or unauthorized possession of employee's property or property belonging to another colleague or a visitor Assault of clients, fellow employees or third parties within the course of employment. Fighting or striking your fellow employee on duty.
- ii. Willfully endangering the health and safety of others either by action or

omission.

- iii. Willfully damaging the properties of the Commission, employees and those belonging to members of the Commission during working hours. Gross negligence that could lead to damage of corporate image among other things.
- iv. Disclosure of any confidential/classified secret information of the Company to an unauthorized person or entity.
- v. Divulging any confidential information of the Commission affecting its activities
Wilfully refusing to carry out lawful instructions from superior Officer; Drunkenness or being under the influence of any drug while on duty; Fraud, stealing, embezzlement or any similar criminality causing wilful damage to the property of the Company
- vi. Conviction in the court of law for any criminal offence except traffic-related offences;
- vii. Accepting or offering bribes
- viii. Absence from duty for a period more than ten days without permission.
- ix. Negligence or deliberate act resulting in damage to the Company's property or financial loss to the Company.
- X. Persistent absentism, lateness, and poor performance

3.18 Procedures on Actions Constituting Minor Rules Violations:

When a staff member commits any of the minor offences or an equivalent, the following will be the disciplinary procedure.

1. Oral Query

If the conduct of the offender falls within this category (Minor Rules Violations) the offender will be given a formal oral query by his/her supervisor, in the presence of another staff. The Formal Oral query should be recorded in writing and signed by his supervisor. The employee will be requested to reply and his/her reply will together with the formal oral query recorded in writing be put in the employee's personal file.

2. Oral Warning

Where the oral reply is unsatisfactory the supervisor should issue an oral warning to the staff in the presence of another staff. The employee will be told that if there is a repetition, he would receive a more severe punishment. This also will be recorded in the employee's file.

3. Written Query

Where staffs persist in any of the offences listed above a written query will be issued by his supervisor. The employee would be requested to reply in writing and his/her written reply will together with the written query be put in the employee's personal file.

4. Written Warning

Where the written reply to the written query is unsatisfactory, the supervisor should issue a written warning to the staff and keep the Head of HR in copy. The employee will be told that if there is a repetition or if there is no improvement after the specified period a final written warning will be issued or the matter forwarded to the Disciplinary Committee for appropriate action or he would receive a more severe punishment. This also will be recorded in the employee's file.

5. Final Written Warning

- Where conduct is still unsatisfactory by the employee with reference to offences listed above, the Head of Department or Supervisor shall forward the matter to the Head of HR informing the HR about the series of previous actions of the employee and shall also present copies of previous queries and warning letter.
- The Head of HR shall review and issue out a strongly worded warning letter (if applicable).
- Should the employee fail to adhere to the warning, the HR department shall recommend to Management that the employee be suspended for two weeks on half monthly salary and shall be suspended pursuant to approval by Management.
- An employee that decides to repeatedly commit the same offence despite previous warning and or two weeks suspension will be requested to proceed on an indefinite suspension and or the HR Department shall again recommend to Management that the services of the employee be terminated.

3.19 Action to be taken against Serious Misconduct

- Management may decide to use various approaches in handling serious misconducts based on needful considerations and the prevailing circumstances. These may be treated on case-by-case basis.
- The Head of Department of the alleged defaulting employee shall submit a written report about the employee's conduct to the HR department and keep the Chairman and regional commissioners in copy.

- The Head of HR shall review the report, briefly conduct a preliminary oral interview with the employee to apparently hear his own side of the story and advise Management on the next line of action.
- For complex matters and where the employee reiterates strongly about his innocence or not to bear liability, the Head of HR shall recommend that an investigation committee be constituted by Management.
- For matters where the evidences are clear (irrefutable) and or the accused has admitted guilt at his free will in the presence of at least two witnesses, the Head of HR department under the general guidance of Management shall institute an appropriate administrative action that is proportionate to the severity of the offence
- Such administrative actions could be a strongly worded warning letter, suspension for a definitive period with half pay for no more than three calendar months, indefinite suspension (while remorseful behavior is surveillanced), demotion, transfer to a lower cadre station, postponement of possible promotion, etc.).

3.20 Actions to be Taken Against Gross Misconduct

When a staff member commits any of the offences categorized as gross misconduct as stated in (3.21.10) or an equivalent thereto as may be deemed by the judgment of Management, the following actions may be instituted:

- The Head of department shall directly send a detailed report on the issue to the Chairman.
- An investigation committee shall IMMEDIATELY be set up by the Chairman to conduct an investigation and submit an investigation report including recommendations to the Chairman within three weeks.
- The Chairman shall within two weeks review the report, consult the Board of Commissioners as appropriate and communicate the decision of the Board/Management to the HR department for onward dissemination and further actions.
- The Chairman shall hold the views and recommendations of the investigation committee to high esteem and respect but reserves the right to make a final decision on the matter.
-
- An employee under investigation shall be suspended indefinitely and shall be on half pay until the decision of Management on the matter is communicated to the HR department for onward communication to the accused.
- In the event the decision of management shows that the employee is innocent as accused, the HR department shall request the Finance Department to facilitate the payment of his/her outstanding salary and the Head of HR shall organise a counseling session or a rehab session for the employee.

- The least penalty for gross misconduct shall be one month suspension without pay and dismissal of service shall be the highest punishment. Notwithstanding the literal interpretation of (e), Management may decide to proceed with legal charges in addition to other disciplinary actions as and when necessary against an employee that grossly misconducts himself/herself

SECTION FOUR: STAFF WELFARE SCHEME

4.0 Staff Welfare Scheme

The commission recognizes that it has a social responsibility for its employees. In particular, the Commission is aware that the most valuable asset in the Commission are its Human Resources. At the moment, our welfare services relate to individuals and the personal services in connection with sickness and bereavement.

4.1 Death in Service Benefit

- (a) On the unfortunate death of a serving employee,
 - i. a family member or the employee's supervisor shall submit a copy of the death certificate of the employee to the human resource department for onward submission to management.
 - ii. the Commission shall apply the interpretations of this manual as provided for the payment of death benefit.
- (b) Management shall support the cross-sectional representation of the HR Department, and other employees to attend the funeral ceremony/ memorial rites of the deceased.
 - i. All other benefits owed to the employee shall be paid according to current rules and procedures as authorized by NASSIT or the commission.

4.2 Bereavement Benefits (Death of a staff immediate family members)

- (a) In the event of a death of a family member,
 - i. The employee shall submit a copy of the death certificate of the family member to the human resource department for onward submission to management.
 - ii. The Company shall apply the interpretations of this manual as provided in Management shall support the cross-sectional representation of the HR

Department, and other employees to attend the employee's family member's funeral ceremony/ memorial rites of the deceased.

4.3 Staff Advancement Policy/Capacity Building.

(a) Generally, RAIC shall recognize the three types of training policies in the Commission in order to enhance staff advancement or their Capacity Building:

(i) In-House Training Policy

(ii) Self-Development Policy

(iii) Educational Training Leave

(b) Where a professional staff member requires training to continue to keep his certification in line to his career path, the cost of such training shall be borne by the Commission if funds are available.

(c) The Commission may also, with the approval of the Chairman/Information Commissioner bear the cost of Degree courses required for vocational and technical training at accredited Universities and Colleges in areas related to the efficient running of the Commission for confirmed staff members.

(d) All employees receiving training at the expense of the Commission shall be bonded and continued to serve as employee of the Commission in accordance with the Bonding Policy.

(e) Quality is placed on providing employees with opportunities for fieldwork experience and correct interpretation / implementation of policies.

4.4 PERSONS WITH DISABILITY

Rule 12.15 States that: An officer with a disability shall be subject to the same terms and conditions of employment and the same compensation, privileges, benefits, incentives or allowances as his/her colleagues without disability, except where reasonable accommodation is required and possible

SECTION FIVE: PERFORMANCE MANAGEMENT

5.0 Performance Appraisal/ Evaluation

Performance evaluations are conducted to assess employees' job performance, provide feedback, and identify areas for improvement or development. The performance evaluation process are defined in the performance management policy.

5.1 The Job Plan

The Job Plan specifies what is expected of the officer over the review period through establishing the work priorities and the results to be achieved. The central component of the Job Plan is the list of objectives/targets agreed on. The number of objectives/targets shall depend on the number of duties in the job description and their level of importance. Where duties are listed by key responsibilities or main areas of activity then a specific objective/target should be set for at least one priority duty within each key responsibility/area of activity. For most positions, up to four work objectives/targets will be sufficient. An additional 'personal improvement' objective may be set. The specific technical skills and job knowledge required in the position should also be specified at the time of agreeing on the job plan.

The Annual Performance Appraisal exercise to the extent practicable shall have four phases:

- i. Planning agreement of a job plan/target between the supervisor and the supervisee which will form the basis of discussion of progress through the coming review period shall be not later than 15th January of each appraisal year
- ii. Assessment of the officer by the supervisor using official forms;
- iii. An appraisal interview between officer and supervisor to discuss the supervisor's assessment of the officer before the appraisal form is completed and signed;
- iv. Follow-up on actions agreed during the appraisal interview to link the assessment to the work plan

5.2 Performance Management Policy

The purpose of this Performance Management Policy is to establish a framework for effectively managing and improving employee performance within the RAIC. This policy outlines the guidelines, procedures, and responsibilities for performance managements to alignment with the commissions goals and objectives.

5.3 Performance Management Principles

The following are principles for effective performance management

- a. Clarity: Employees should have a clear understanding of their roles, responsibilities, and performance expectations. Clear and specific goals should be established to guide performance.

- b. **Regular Feedback:** Ongoing feedback and coaching should be provided to employees to support their professional growth and development. Feedback should be timely, constructive, and focused on both strengths and areas for improvement.
- c. **Performance Recognition:** Outstanding performance should be recognized and rewarded to motivate employees and foster a positive work environment. Recognition can be both formal and informal, including bonuses, promotions, public appreciation, and non-monetary rewards.
- d. **Development Opportunities:** Opportunities for professional development should be provided to enhance employees' skills, knowledge, and capabilities. These opportunities can include training programs, workshops, mentoring, job rotations, and educational assistance.

5.4 Performance Management Process

- i. **Goal-Setting:** At the beginning of each performance cycle, employees and their managers will collaboratively set SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals that align with the company's objectives. Goals should be documented and regularly reviewed to ensure progress and provide clarity.
- ii. **Ongoing Feedback and Coaching:** Managers are responsible for providing regular feedback and coaching to their employees. This can be in the form of one-on-one meetings, informal discussions, or structured performance conversations. Feedback should be focused on strengths, areas for improvement, and development opportunities. Employees are also encouraged to seek feedback from their peers and colleagues
- iii. **Performance Evaluations:** At the end of each performance cycle, a formal performance evaluation will be conducted to assess the employee's performance against the established goals and competencies. Evaluation criteria will be objective, fair, and consistent across the organization. Evaluations will consider both the achievement of goals and the demonstration of core competencies
- iv. **Performance Improvement Plans (PIPs):** In cases where an employee's performance falls below expectations, a Performance Improvement Plan can be initiated. The plan will outline specific performance deficiencies, expected improvement and a timeline for achieving those improvements. Supervisors will provide the necessary support and guidance to help employees meet the desired performance standards.

5.5 Time line for Monitoring Staff Appraisals

- i. A Staff Appraisal template shall be prepared by the Commission and issued to the responsible officers. The appraisal shall be on third -yearly basis, i.e., first at the start of the new year, Secondly at the mid of the year and at the end of each Results Agreement Period.
- ii. The Human Resource Department shall monitored the entire activity and produce a Staff Appraisal report before the ending of appraisal year of 31st December for the following year.

5.6 Types of Recognition and Rewards

1. Informal Recognition: Informal recognition encourages a culture of appreciation on a day-to-day basis. Employees are encouraged to express gratitude and acknowledge each other's efforts through verbal recognition, thank-you notes, or other forms of informal appreciation.
2. Formal Recognition: Formal recognition programs are designed to honor outstanding performance, achievements, and contributions. These programs may include:
 - i. Employee of the Month/Quarter/Year: Recognizing employees who consistently demonstrate exceptional performance and go above and beyond their regular duties.
 - ii. Team Recognition: Acknowledging exceptional teamwork, collaboration, and successful completion of projects or milestones.
 - iii. Innovation and Creativity Awards: Recognizing employees who introduce innovative ideas, processes, or solutions that have a significant positive impact on the company.
 - iv. Customer Service Excellence Awards: Honoring employees who consistently provide exceptional customer service and exceed customer expectations.
 - v. Longevity Awards: Recognizing employees for their dedicated service and loyalty to the company at specific milestones (e.g., 5, 10, 15 or 20 years of service).

5.7 Rewards and Incentives: In addition to recognition, employees may be eligible for various rewards and incentives, such as

- Performance-based bonuses or commissions
- Gift cards

5.8 Employee Recognition and Rewards Policy

4.4 (a) RAIC recognizes and rewards employees for their contributions and achievements. The commission may have programs to acknowledge outstanding

performance, long-service awards, employee of the month/year recognition, or other initiatives to motivate and appreciate employees' efforts.

4.4 (b) We believe that recognizing and rewarding employees' contributions and achievements is essential to foster a positive work culture and will drive exceptional performance.

5.9 Objectives

The primary objectives of this policy are as follows:

- (a) To acknowledge and appreciate outstanding employee performance, achievements, and contributions.
- (b) To motivate and inspire employees to excel in their roles and exceed expectations.
- (c) To reinforce a positive work environment, team collaboration, and a culture of recognition.
- (d) To attract, retain, and develop top talent by offering competitive rewards and recognition programs.
- (e) To align employee recognition and rewards with the organization's core values, goals, and strategic objectives

5.10 Promotion Policy.

Rule 5.1 Of the Civil Service Regulations and Code States: Promotions are linked to an increase in responsibility, authority and salary. To implement a promotion, there shall be a vacant post available at a level higher than the substantive grade level of the officer to be promoted, and the officer promoted shall be assigned to that post and made responsible for carrying out the duties attached to it

Rule 5.14 Of the Civil Service Regulations and Code States that Subject to availability of a vacancy, the minimum period of service to be eligible for consideration for normal promotion to the next higher grade shall be five years.

PREAMBLE 5.5 Of the Civil Service Regulations and Code States that As part of the manpower planning process, Administrative Heads of MDAs shall ensure that the list of officers eligible for consideration for promotion are transmitted to the Director-General annually

Internal promotions shall be the first option to fill an existing vacancy;

In effecting such promotions competent staff with requisite qualifications or its equivalence/experience shall be appointed to either an Acting position or a substantive position as Management may decide on case -by case basis

- (a) Through the Man Power Budget Plan prepared by the HR for the year in session.
- (b) Promotions to Acting positions may be confirmed after six months subject to the following.
 - Satisfactory performance
 - Permanent absence or departure of a substantive holder of the post.
- (c) Promotions can be recommended by Unit Heads, Immediate Supervisors, and the Human Resource Department due to their length of Service, Experience gained and the Performance of the officer .
- (d) There is no right of an employee to claim any promotion apart from the one sanctioned by Management through the Man Power Budget Plan.

Rule 15.39 In determining cases, the Performance Appraisal Record in the officer's file shall be a major element in the decision of the Director-General or the Commission.

SECTION SIX: REMUNERATION.

6.0 SALARIES:

Payment to the Staff is made monthly. Payment is made directly into an individual Bank Account. Both for convenience of the Commission and to encourage saving by the Staff, the commission prefers that new members of staff should open a Personal Bank Accounts into which their salaries can be paid.

6.1 PAYMENT OF ACTING ALLOWANCE

Rule 2.20 of the Civil Service Regulation and Code states that All recommendations for acting appointments shall be submitted to and approved by the Chairman of the Commission before the effective date of the acting appointment.

RULE: 2.25. of the Civil Service Regulation and Code states that an officer in a special Acting Capacity shall be eligible to earn an acting allowance amounting to 75% of the difference between the salary of the substantive post holder and the salary of the higher position, the duties of which the officer is performing. In the case of spinal point system of salary administration, the acting allowance shall be calculated as 75% of the difference between the salary of the substantive post

(a) In the event that such difference exceeds twice the monthly gross of the officer that has been requested to act, he/she shall be paid a maximum monthly acting allowance of twice his/her (the acting officer's) monthly gross only.

(b) No Senior Staff shall normally be required to act in a vacant post for a continuous period exceeding 1 year.

(c) At the expiration of this continuous period, the employee may if proved satisfactory made substantive in the post; This condition holds only for employees whose conduct and performance are satisfactory during the acting period

(d) Gazette of July 2011. State that where his or her current salary is already more than the minimum the difference shall be calculated from the next higher point in the grade

6.2 FUEL SUBSIDY ALLOWANCE

An allowance approved by Management and the Board from time to time shall be payable to Senior Staff to facilitate the efficient performance of their duties.

6.3 PER DIEM POLICY.

RAIC will provide Per Diem to cover the cost of food and incidentals incurred while on RAIC related business outside the employee's normal place of work. The rates are stated in the Per Diem Policy and can be changed from time to time depending on government pronounced rate for both senior and Junior staff.

6.4 OVERSEAS RATES:

When National Staff Members are required to travel overseas on official engagement, their entitlement will be either provided by the hosting organisation or by the Commission as calculated based on the current International Rate in the United States Dollars.

6.5 INCOME TAX

All income paid to employees is taxable according to Sierra Leonean tax regulations. The principle of Pay as You Earn (PAYE) is applicable

SECTION SEVEN: LEAVE ENTITLEMENT POLICY.

7.0 LEAVE ENTITLEMENT POLICY.

Leave provisions are built into employment policy to ensure that staff members have adequate time off from work for rest and recreation, sickness and other personal obligations. The manager reserves the right to renegotiate agreed annual leave dates.

but it's expected that staff do make every endeavour to inform their manager before taking such leave. If it is not possible to give advance notice to the manager, s/he must ensure that his/her manager is informed before the end of the first day of the individual's personal situation and duration he /she will be away from work.

Leave Entitlement: Application for leave will not be considered during the probation period; however, this does not apply for sick or compassionate leave

Abuse of leave entitlements will result in disciplinary action.

7.1 ANNUAL LEAVE AND ALL APPROVED LEAVES:

Annual leave is meant to provide staff Members a time off from work for rest and recreation. The Leave period runs from January to December every year.

The Commission may grant the following types of leave:

- 1. Annual Vacation Leave; Rule 6.9.** All Officers shall be entitled to thirty calendar days's annual Leave after the probationary Period.
- 2. Study Leave** (with or without pay) allows officers to undertake various courses of study to enhance their knowledge, skills and efficiency.
- 3. Sick Leave;** is leave granted to officers on account of illness or injury, preventing the officer from performing assigned duties Any period of sickness in excess of 5 working days must be accompanied by a medical certificate from a registered/approved medical practitioner. Periods of absence not accompanied by an acceptable certificate, will be treated as unauthorised leave and subject to query. In cases of prolonged or frequent sick leave, RAIC may refer an employee for an independent medical examination to assess his/her suitability for current employment.
- 4. Maternity Leave: Leave** is leave granted to a female officer for a period covering fourteen (14) weeks
- 5. Paternity Leave:** is leave granted to male officers for a period covering fourteen

(14) calendar days per child, to enable them to provide support to their spouses/partners after child delivery.

Procedure to obtain paternity Leave Shall Include:

- i. The employee sends an application together with a medical certificate from a medical doctor together with evidence of the legal spousehood, to the Head of Human Resources through his/her departmental Head.
- ii. The Head of HR reviews and submits the application to the Executive Secretary for approval.
- iii. Head of HR communicates the decision of Management to the employee and keeps other relevant authorities in copy.
- iv. A male worker shall not be entitled to more than one paternity leave per year.
- v. The employee seeking to proceed on paternity shall inform the Head of Human Resources Department three days of delivery by the spouse except where medical uncertainties constrain the employee from doing so

6. Urgent Private Affairs (UPA) Leave or Casual Leave. States That Urgent Private Affairs (UPA) leave may be granted to officers for a period not exceeding forty-eight (48) hours. Such leave shall not count as part of the officer's earned annual leave and shall not be granted more than twice in a year

7. Casual leave granted to an officer shall be inclusive of all weekends and public holidays, and shall be deducted from his/her earned vacation leave. It shall be reckoned from the day the officer proceeds on leave unto to the day preceding his/her resumption of duty. No officer shall be granted casual leave more than two times within a year. Casual leave is granted to officers to enable them attend to personal needs and shall not exceed twenty-one (21) days

8. Special Leave. is leave granted at the discretion of the Chairman to meet special needs of the officer. EG. A staff member who is getting Wed or losses a member .

9. Terminal Leave; Rule 6.3 in the States that Vacation leave and Terminal leave granted shall exclude Saturdays, Sundays and Public Holidays.

7.2 BEREAVEMENT ALLOWANCES : RAIC will make a contribution of Le 5,000 (Five Thousand Leones) to Staff on the death of the following relations:

Legal spouse (husband/wife)

Legal parent

Legal children

Upon Death of a staff member, it shall be NLE. 10,000(Ten Thousand Leones)

This amount is subjected to periodic reviews or reasonability.

SECTION EIGHT: RECRUITMENT PROCESS AND PROCEDURE

8.0 RECRUITMENT PROCESS AND PROCEDURE

The Public Service Commission has been charged with the responsibility for the recruitment of Competent, Permanent and Pensionable Officers on behalf of the N-RAIC.

For contract Officers, Volunteers or any temporary recruitment shall be done by the Commission and can use the following recruitment checklist to make sure that all steps of the recruitment and selection process are followed.

i. Internal applicants

Internal applicants wishing to apply for internal positions should ideally have been in their current post for at least a year. Internal applicants should seek authorisation from their current line Manager prior to their application.]

In some cases, a Vacant post would first be advertised internally to give opportunity to staff who would have served a minimum of one year in particular position to apply for the higher post advertised as a way of motivating staff.

Where a staff is desirous of moving to another location within RAIC operational area that staff can apply for the position whether it is an equivalent or higher graded position.

iii Local Media Advertising

The Human Resources Manager is responsible for sending the advert to the selected local newspapers and/ or other relevant Agencies. Relationships should be developed with suppliers to be cost-effective and to make sure that they understand our recruitment needs.

iv. Sole Sourcing

In the event where the position is a hard to fill position or the time frame for the recruitment is very restrictive the HR Manager can advise for sole sourcing to be done in order to expedite the process.

v. Confirmation of Appointment

When the successful candidate has met all the requirements and a start date has been confirmed, the Human Resources Manager will be responsible for sending a confirmation of appointment offer letter together with the final statement of terms and conditions of employment. If the offered candidate does not have internet access, the confirmation of appointment letter and statement of terms and conditions of employment completed with all relevant employment details will be sent to the candidate.

At this point the Human Resources Manager may need to chase any outstanding documents needed from the new starter (that is, the Personal Information Form, bank details etc.).

8.10 Employee Categories /Classification

(a) **Regular/Permanent Employees:** Regular employees are those who have been hired on a permanent basis and have an ongoing employment relationship with the Commission. They are entitled to all benefits, rights, and privileges as outlined in their employment contracts, policies, and relevant employment legislation.

(b) **Temporary Employees:** Temporary employees are engaged for a specific duration or purpose. They are not considered permanent employees and may have limited benefits and rights compared to regular employees. Their employment period will be clearly defined in their employment contract or agreement

(c) **Part-Time Employees:** Part-time employees are those who work fewer hours than regular full-time employees. Their employment status and benefits are determined based on the proportion of hours worked compared to full-time employees and this will be expressly communicated in their letters of appointment

(d) **Contract/Consultant Employees:** Contract or consultant employees are engaged on a contractual basis for a specific project or task. They are not considered regular employees and may have a different set of terms and conditions of employment, including compensation and benefits.

8.2 TRANSFERS:

This means that staff members can be transferred to any postings while still maintaining their positions or can be posted in a higher position with all associated benefits and facilities, to any location in the operational areas of the commission for any period of time.

8.3 Staff Re-Deployment and Re-Location Policy

(a) Re-location – A permanent move from the usual place of work (base) to that of another at the request of RAIC A new employee being relocated for the first time to a location from his official residential address.

(b) Staff can be requested by their Line Managers to temporarily re-deploy from their normal base of work to another location. Such re-deployment is usually time bound and for a specific purpose i.e. to cover staff leave or illness.

(c) Staff whether new or old being re-located for the first time will be entitled to a 'one-off' payment of Le 15,000, (Fifteen Thousand Leones) that is inclusive of rental, transportation or the buying of household items.

(e) If an officer is requested to be transferred from the regional Offices to Freetown. This payment Shall be Le 25,000 (Twenty-Five Thousand) that is inclusive of rental transportation or the buying of household items.

SECTION NINE: COMMUNICATION AND CARE FOR ASSETS

9.0 Internal and External Communication

All internal and external communication in the Commission must be approved by the Chairman and Information Commissioner or his designate.

9.1 Conflict of Interest Policy

Employees are required to disclose any personal, financial, or professional interests that may conflict or potentially create a bias in their duties or decision-making.

This Conflicts of Interest Policy outlines guidelines and procedures to identify, disclose, and manage conflicts of interest that may arise among employees, officers, commissioners, volunteers, and any other individuals affiliated with the commission ("RAIC"). The

purpose of this Policy is to ensure that all decisions and actions taken by individuals associated with the commission are free from bias and in the best interest of the commission and its stakeholders.

9.1.1 Scope

This Policy applies to all individuals associated with the commission, including Chairman, employees, officers, commissioners, volunteers, contractors, consultants, and anyone acting on behalf of the commission.

A conflict of interest arises when an individual's personal, financial, or other interests conflict or appear to conflict with the interests of the commission. This conflict may compromise the individual's judgment, objectivity, or ability to act in the best interest of the commission.

9.1.2 Disclosure of Conflicts of Interest

When an individual becomes aware of a potential or actual conflict of interest, they must promptly disclose the details to the designated representative, such as the Human Resources Department or the Executive Secretary.

- ii. The disclosure should include sufficient information to allow the commission to assess the nature and significance of the conflict.
- iii. Such disclosures could be done orally or in writing.

(a) Rule 13.17 of the Civil Service Code and Regulations states: No officer shall give a contract, or play any role whatsoever, whether formal or informal, in awarding a contract to a company, partnership or firm in which the officer, or any member of the officer's family, has a financial interest.

(b) Rule 13.21 States that: Civil Servants are required to declare their assets as required by the Anti-Corruption Commission Act of 2019

(c) Rule 13.30 states that Civil Servants shall not give preferential treatment in a manner that shall significantly compromise their decision-making or judgment.

9.2 Social Media Usage Policy

This policy provides guidelines for employees on the appropriate use of Social Media Platforms in relation to their employment with RAIC. It cover areas such as responsible posting, protecting confidential information, avoiding offence that may have a

negative impact on the commissions 's reputation, and maintaining a clear distinction between personal and professional online presence.

9.2.1 Social Media Usage Policy

The purpose of this Social Media Usage Policy is to establish guidelines and best practices for the use of social media platforms by employees, contractors, consultants, and other individuals acting on behalf of the company (referred to as "users"). This policy aims to ensure responsible and professional use of social media while protecting the reputation and interests of RAIC.

9.2.2 Scope

This policy applies to all users who engage in social media activities on behalf of the commission or use social media platforms in a manner that may impact the commission's reputation.

9.3 Guidelines for Responsible Social Media Use

- Professional Conduct: staff Members shall conduct themselves professionally when using Social Media Platforms, by adhering to the commission's code of conduct and applicable laws and regulations.
- Accurate Representation: Users shall clearly indicate that their views expressed on social media platforms are personal opinions and do not necessarily reflect the views of the company unless explicitly authorized to speak on its behalf.
- Protecting Confidential Information: Staff members shall not disclose confidential information about the commission, its employees, partners on Social Media Platforms.
- Respect for Privacy: Staff Members shall respect the privacy and personal information of others and shall not post or share any content that violates privacy rights
- Intellectual Property Rights: Staff Members shall respect intellectual property rights and shall not post or share copyrighted material without proper authorization.

Compliance With Legal Requirements: Staff Members shall comply with all applicable Labour and Employment Laws, regulations, and copyrights when using Social Media Platforms.

9.3.1 Personal Social Media Use

Personal Accounts: Users are allowed to maintain personal social media accounts separate from their professional responsibilities. However, they should ensure that their personal activities do not negatively impact the commission's reputation.

Disclaimers: Users are encouraged to include a disclaimer on personal social media accounts clarifying that their views are personal and not representative of the commission.

Privacy Settings: Users should review and adjust privacy settings on personal social media accounts to protect their personal information and limit access to unauthorized individuals.

9.4 Official Social Media Accounts

Authorization: The creation and management of official social media accounts representing RAIC require prior approval from the designated authority.

Account Administration: Official social media accounts should have designated administrators responsible for content creation, monitoring, and engagement. These administrators should be trained on social media best practices and should follow this policy.

Content Guidelines: Official social media accounts should adhere to the commission's branding guidelines, messaging standards, and content approval processes. All content should be accurate, truthful, and align with the commission's values.

Monitoring and Moderation: Official social media accounts should be regularly monitored to ensure compliance with this policy. Inappropriate or offensive comments, spam, or other violations should be promptly addressed and removed as necessary.

9.4.1 Consequences of Policy Violations

Policy Violations: Any violation of this policy may result in disciplinary actions, including verbal or written warnings, suspension, termination of employment, or legal action, depending on the severity and frequency of the violation.

Legal Consequences: Users may be held legally liable for their social media activities that violate laws or regulations, defame individuals, or infringe upon intellectual property rights.

Policy Review and Updates

This Social Media Usage Policy shall be reviewed periodically to ensure its effectiveness and compliance with changing technologies, social media platforms, laws, and regulations. Updates to the policy may be made as necessary, and users shall be notified of any changes

9.5 Terminated Authorization

(a) Employees whose services are no longer needed will be required to submit all the commission's property in their possessions before the acceptance of their resignations/payments of end of service benefits.

(b) Legal Actions: Shall be instituted against an employee who fails to submit the commission property in their possession after the tendering of their resignation letters or after been terminated or dismissed.

9.6 Inappropriate Use of the Commission Systems

The Commission's computer systems should not be used for unlawful activities, including copying, downloading, distributing, streaming, storing, displaying or using software or other copyrighted materials in violation of copyright laws or license agreements. Employees who are uncertain as to the appropriate use of Commission systems should seek clarification from their manager.

(a) The Commission's computer systems are provided for the work of the commission, and employees should use the Commission email address when conducting the Commission affairs. The Commission understands that employees will use these systems from time to time for personal activities. Employees should have no expectation of privacy when doing so

9.7 Privacy and Data Protection Policy

The Right to Access Information Commission recognizes the importance of privacy and data protection for its employees, and stakeholders. This policy explains the commission's commitment to complying with relevant data protection laws and outlines procedures for handling personal information and employee's privacy rights.

9.8 Employee Data and Personnel Files

The Commission shall maintain confidential personnel files related to their employment. The Commission shall take appropriate steps to secure information and prevent unauthorized disclosure.

"Personal information" can include an employee's name, contact details, date and place of birth, Social Security Number, dependent information, medical information,

and other personal information related to accommodations or time off requests.

9.8.1 Employee Personnel Files

(i) Employees' personnel files are maintained by the HR Department. Employees may review or receive a copy of their personnel file by making a request (with reasonable notice and reasonable frequency) to HR via email.

9.8.2 Employee Responsibilities

Employees with access to personal information share in the responsibility to protect that information.

Employees are responsible for keeping their personal information up-to-date, including home address, phone numbers, emergency contacts, marital status and dependents. To view or update personal information, visit HR Department.

9.9 Confidentiality

1. Any materials (i.e. files, documents, letterhead, Business cards, tapes or any copies) relating to RAIC, except for material published for public distribution, may not be retained or used for an employee's own purposes or conveyed to any other body/organisation, unless authorised by the Chairman and Information Commissioner or a senior employee advising on behalf of the Commission.
2. Personal information about individual employees, must be treated as confidential within RAIC and must not be passed to outside organisations without the employee's permission, or unless RAIC is legally required to do so.

A breach of confidentiality may be considered to be gross misconduct, depending on the facts of the matter

9.10 Access to the Office Outside of Working Hours

Access to the office or your place of work outside the normal working hours and weekends will only be permitted with the approval of the Chairman and Information Commissioner.

SECTION TEN: SEPERATION FROM RAIC.

10.0 Separation from the RAIC is a means by which an employer/ employee relationship is brought to an end. It can take several forms including: **death, retirement, resignation, termination, and dismissal.**

Rule 16.27 of the Civil Service Code and Regulations states an officer who **resigns** and is not a subject of an inquiry or investigation under the provisions of this Code and Rules and is not indebted to government or has government property/assets in his/her custody, shall be entitled to his/her end of service benefits.

Rule 16.4 of the Civil Service Code and Regulations states an officer must give written notice of his/her intention to resign one (1) month before the resignation date

Rule 16.29 of the Civil Service Code and Regulations states **Termination** within the meaning of Preamble 16.4 is a separation from the Service initiated by Government, other than retirement, non-renewal of a contract or summary dismissal for serious misconduct.

Rule 16.30 of the Civil Service Code and Regulations states **Abandonment** of post is a separation initiated by the officer other than by resignation and is not considered a termination initiated by Government. Abandonment of post includes refusal to change duty station after reassignment

10.1 Redundancy Policy

RAIC redundancy policy goal is to settle among the judicious management of the wage bill, optimal utilization of human resource and the provision of job security for employees.

1. Staff serving under the terms of permanent employment shall be immune to redundancy except as a result of a performance that speaks on that behalf.
2. Contract staff and support staff (casuals) may be made redundant based on the existence of limited resources, when the position is no longer relevant.
3. The HR department shall engage and notify these staff at least one month prior to such actions.

10.2 Terminal Benefits

Staff having attained the statutory retirement age of 60 years, or resigned their position or whose contracts have come to an end, or are retired on medical grounds are entitled to terminal benefit. The terminal benefits entitlement will be calculated as set out in the Gazette and as revised by the government.

(i) No compensation will be paid to consultants or employees on casual contracts.

10.3 Dissemination of the Policy

A copy of this Policy shall be handed to every staff as well as new staff during their induction.

10.4 Review of Policy

This Recruitment and Selection Policy, together with any supporting procedures will be reviewed in every five years upon request by staff members. The reviews process shall be led by the Executive Secretary and the HR Manager

10.5 ADDRESSES OF RAIC HEAD QUARTER AND ITS REGIONAL OFFICES IN SIERRA LEONE

National Secretariat:

58 Kroo Town Road,

Freetown,

Tel: [+232/ 030359669/030-319948](tel:+232030359669)

Email: accessinfo@raic.gov.sl

Eastern Region:

22 Turay Street,

Kenema City,

Kenema District

Northern Region:

31, Mabanta Road,

Makeni City,

Bombali District

Southern Region:

188 New Gerihun Road,
Bo City,
Bo District
Mobile Tel: +

Western Region:

6B Middle Hill Cut Road,
Freetown,
Western Area Urban