

**THE REPUBLIC OF UGANDA**  
**THE EMPLOYMENT ACT, 2006**  
**PILMIVA FOUNDATION (PF)**  
**HUMAN RESOURCE POLICY**

**1. POLICY**

- (a) This Human Resource Policy shall operate in tandem with the Employment Act and where there is any conflict, the Employment Act shall supersede.
- (b) The Organisation recognizes the importance of having a disciplined workforce, which operates within the framework of the Pilmiva Foundation's core values and culture. The Organisation shall therefore ensure fair treatment to all its employees. The Human Resource Manual shall govern the required conduct of every employee in performing their duties. All Organisation employees are expected to read and understand the regulations, as ignorance of their content shall not be accepted as excuse for non-compliance.
- (c) All employees are required to perform their duties with diligence and loyalty, and to implicitly obey the instructions of their superiors and to treat their colleagues and the general public with civility and courtesy.
- (d) Discipline throughout the Organisation will be strictly enforced within the law and misconduct will not be tolerated.

**2. OBJECTIVES OF PILMIVA FOUNDATION**

- a) To facilitate and educate vulnerable and disadvantaged children who show potential for learning and making a career, but have no financial means to realize their potential to do so.
- b) As far as resources allow, meet the physical, mental, emotional and spiritual needs of vulnerable children by providing them with love, care, guidance and education so that they can grow to be valued members of society with a promising future.
- c) To inculcate in the beneficiaries of the Company's activities, to the extent that they are capable, a spirit of generosity towards others who are equally unfortunate.
- d) To develop and conduct trainings, courses, seminars, retreats among others, for both the children and instructors in order to support the children spiritually, intellectually, materially, economically and socially.
- e) To raise resources through charitable funding to fulfil the organization's objectives and also to use and apply the resources of the organization acquired, derived towards the fulfilment of the objectives of the organization.
- f) To work in conjunction with any local, national or international bodies, departments, or ministries for the development and care of children and youths from poor families in Uganda.

**3. CONDUCT**

The matters outlined in this section specify the desired behaviour that must be adhered to. Contravention of the desired behaviour shall lead to disciplinary action in accordance with the Schedule of offences and Penalties in Appendix 1.

**3.1 General Presentation**

All employees of the Organisation must be appropriately, decently and tidily dressed at all times. An employee who is not appropriately dressed shall be liable to disciplinary action in accordance with the Schedule of offences and Penalties in Appendix 1.

### 3.2 Attendance

Employees shall have strict regard to the hours of work which shall be eight (8) hours from Monday to Friday, beginning from 8.00 a.m. to 5.00 p.m. with one hour of lunch break; and an employee shall not be absent from duty without cause. An employee who absents himself/herself from duty without permission shall be liable to disciplinary action in accordance with the Schedule of offences and Penalties in Appendix 1.

### 3.3 Duty

- (a) An employee shall faithfully and diligently discharge any duties allocated to him/her by an officer placed in authority over him/her.
- (b) Employees shall spend their whole time during a working day on the service and at the disposal of the Organisation and shall not engage in trade or any commercial or business activity, which interferes with the performance of official duties.

Failure to abide by the above shall lead to disciplinary action in accordance with the Schedule of offences and Penalties in Appendix 1.

### 3.4 Declaration of Interest

- (a) If an employee has directly or indirectly, through his/her family or other parties, pecuniary or other interests in any company, firm or trading undertaking (other than as an ordinary shareholder in a public company) with which the Organisation enters or is about to enter into contract of any sort, such employee shall without undue delay declare the same to the Administrator. Failure to abide by the above shall lead to disciplinary action in accordance with the Schedule of offences and Penalties in Appendix 1.
- (b) Every employee shall declare and describe the nature of interest and/or business that is, or may in future, be involved with the Organisation, e.g. a firm that supplies goods and/or services to the Organisation. If there is doubt in the mind of the employee as to whether the business may constitute a conflict of interest, then the employee must declare that business. Businesses run by spouses, partners, children and relatives are also categorized as businesses that may bring about conflict of interest, and must also be declared.
- (c) Failure to fully declare any interest that may be a source of conflict of interest or breaching any of the above conditions shall amount to a serious disciplinary offence, which shall lead to summary dismissal.

### 3.5 Divulging Official Information

- (a) Any information of the Organisation shall be regarded confidential.
- (b) An employee is forbidden except in the proper course of his/her duty, to make any communication to the press, anonymously or otherwise, on any matter connected with the affairs of the Organisation or to disclose to any person, otherwise than to an authorised person in the course of his/her duty, had access owing to his/her official position. Breach of this regulation shall lead to summary dismissal.
- (c) An employee shall not under any circumstances divulge or disclose to any person/s whatsoever any information/secrets concerning the affairs of the Organisation while in the service of the Organisation or after its termination without the prior concert of the Organisation in writing.

- (d) An employee who commits the above shall be liable to disciplinary action in accordance with the Schedule of offences and Penalties in Appendix 1.

### 3.6 Bribes and presents

Employees are prohibited from receiving valuable presents (other than gifts of personal friends) whether in the shape of money, goods, free passages or other personal benefits in respect of services rendered in the course of official business. Acceptance of such items shall lead to summary dismissal.

### 3.7 Political Activity

An employee may not engage in political activities during working hours. Wearing of clothes, badges or emblems demonstrating loyalty or support of political bodies will be regarded as engaging in political activities and shall not be permitted while on duty. Failure to abide by the above shall lead to disciplinary action in accordance with the Schedule of offences and Penalties in Appendix 1.

### 3.8 Late Coming

Every employee must report for work and only leave the work place at the stipulated time. Any unjustified deviation from this regulation will render the concerned employee liable to disciplinary action in accordance with the Schedule of offences and Penalties in Appendix 1.

### 3.9 Absence from duty

- (a) An employee who absents him/herself from duty without due cause subsequently approved, or without the consent of his/her Supervisor, will render him/herself liable to disciplinary action in accordance with the Schedule of offences and Penalties in Appendix 1. The employee will also receive no pay for the period of such unauthorised absence.
- (b) If an employee is unable to attend duty by reason of ill-health, must seek for medical treatment and must at the earliest opportunity report the fact to his/her Supervisor, any absence in excess of two days must be supported by a medical certificate forwarded to the Supervisor.
- (c) An employee whose absence on account of ill-health is prolonged by reason of failing to obtain adequate medical treatment or failing to submit himself/herself to such treatment as may be prescribed by a medical Doctor will render him/her liable to disciplinary action in accordance with the Schedule of offences and Penalties in Appendix 1.

### 3.10 Criminal Offence

An employee convicted of a criminal offence by a Court of Law may be liable to disciplinary action or dismissal, depending on the nature of the offence, the severity of the offence, conduct and record of the convicted employee.

### 3.11 Refusal to Obey Instructions

Any employee who refuses or neglects to obey any lawful orders and instructions, or to perform any of his/her duties, or who is incompetent or inefficient in the performance of any of his/her duties, or who misbehaves towards another employee or the public, may

be deemed to have committed an offence and may be liable to disciplinary action in accordance with the Schedule of offences and Penalties in Appendix 1.

3.12 Abscondment

An employee who does not report on duty continuously for four days shall be assumed to have deserted duty and will be liable to summary dismissal.

3.13 Prejudicial Conduct

If by any act or omission an employee conducts himself/herself in a manner prejudicial to the proper performance of any of his/her duties or unbefitting of an employee or is guilty of negligent, loss or damage to the property of the Organisation he/she will be liable to disciplinary action in accordance to the Schedule of offences and Penalties in Appendix 1.

3.14 Dishonesty

Any employee caught in any act of dishonesty will be liable to disciplinary action in accordance to the Schedule of offences and Penalties in Appendix 1.

3.15 Removal of Records

An employee shall not without permission of the officer immediately in charge, remove any record, book or files from the office or section in which they belong. Failure to abide by the above shall lead to disciplinary action in accordance to the Schedule of Offences and Penalties in Appendix 1.

3.16 Erasures and Alterations

An employee shall not make illegal erasures in any of the books, computer files or any other documents of the Organisation. Any alteration in a document shall have prior authorisation and be signed by the employee making the alteration and the officer who has authorised it. Failure to abide by the above shall lead to disciplinary action in accordance to the Schedule of offences and Penalties in Appendix 1.

3.17 Reporting unfaithfulness, Fraud and other misdeeds

It shall be the duty of an employee knowing or suspecting any unfaithfulness, fraud, error or any concealed practice against the interests and smooth operations of the Organisation, to immediately make a report to a responsible officer. Failure to abide by the above shall lead to disciplinary action in accordance to the Schedule of offences and Penalties in Appendix 1.

3.18 Evidence in Court

An employee shall not knowingly give an opinion on the affairs of the Organisation to any person desiring to use such opinion in evidence in a Court of Law or elsewhere without first obtaining express permission from the responsible authority. Failure to abide by the above shall lead to disciplinary action in accordance to the Schedule of Offences and Penalties in Appendix 1.

3.19 Financial Loss

An employee shall not by commission or omission, directly or indirectly cause financial loss to the Organisation. An employee who commits the above shall be liable to dismissal.

### 3.20 Lending to/Borrowing from Customers/Suppliers

An employee shall not engage in any borrowing or lending to Organisation customers or clients, any funds or other items. Failure to abide by the above shall lead to disciplinary action in accordance to the Schedule of offences and Penalties in Appendix 1.

### 3.21 Divulging Secrets

An employee shall not under any circumstances divulge or disclose to any person/s whatsoever any secrets concerning the affairs of the Organisation while in the service of the Organisation or after its termination without the prior consent of the Organisation in writing. Failure to abide by the above shall lead to disciplinary action in accordance to the Schedule of offences and Penalties in Appendix 1.

## 4. MISCONDUCT

Contravention of the desired behaviour according to the issues outlined as conduct shall be misconduct that shall lead to disciplinary action in accordance with the Schedule of offences and Penalties in Appendix 1.

An employee shall be guilty of misconduct if he/she:

- (a) Neglects, disregards or without sufficient reason fails to comply with an order from an officer above him/her or regulations.
- (b) Incapacitates himself/herself for the performance of any of his duties by indulgence in the consumption of any stimulant, alcoholic drink or intoxicating drugs such as heroin, cocaine, marijuana, cannabis sativa, alcohol, etc.
- (c) Improperly discloses any information regarding the affairs of the Organisation to any unauthorised person.
- (d) Utters, writes or publishes threats of any kind or obstructs, or otherwise acts or conducts himself/herself in a manner offensive to or against any employee irrespective of whether he/she is an official of any union or is acting in that capacity.
- (e) Misappropriates, misuses, misapplies or fails to account for the Organisation's funds, property, stores, or causes the loss of any items that belong to the Organisation or any other employee.
- (f) Falsifies work records, for example work schedules, duty roster, bonus sheets, travel warrants, expense claims, stock records, etc.
- (g) Is tardy and unable to maintain proper time keeping.
- (h) Maintains poor work standards.
- (i) Persistently disregards health and safety precautions including failure to wear protective gear.
- (j) Disrupts work of other employees through undue behaviour or damage to work tools, machinery or equipment.
- (k) Gambles on Organisation premises.
- (l) Smokes in prohibited areas or breaks any other hygiene regulations.
- (m) Sleeps while on duty;
- (n) Commits acts of dishonesty at work including soliciting or accepting bribes.
- (o) Deliberately or negligently conducts himself/herself in such a manner that could endanger the life, safety or health of a fellow employee or any other person.

- (p) Commits monitoring offences which result in an employee being disqualified from driving, and where driving is an essential part of the employee's contract of employment.
- (q) Uses abusive or insulting language or behaves in a manner insulting, to his/her employer or to a person placed in authority over him/her.
- (r) Is arrested for a recognisable offence punishable by imprisonment and is not within ten days either released on bail or on bond or otherwise lawfully set at liberty.
- (s) Uses excessive speed in driving or operating mobile plant in restricted areas.
- (t) Sexually harasses a fellow employee.
- (u) Practices discrimination against fellow employees because of sex, religion, tribe, illness or other reasons.

However, misconduct is not only limited to the above explained behaviours, and may be extended according to the changing nature of the business, environment, and organisation values.

#### 4.1 Categories of Misconduct

##### (a) Minor Offences

The following offences shall be treated as minor misconduct for which verbal and written warnings may be given and termination enforced only when all the warning opportunities have been exhausted.

- (i) Absence from designated work place.
- (ii) Reporting to work late.
- (iii) Failure to wear protective wear uniforms, name tags or identity cards.
- (iv) Minor damage to property.
- (v) Prejudicial conduct.

##### (b) Major offences/Serious Misconduct

Actions that constitute Major Offences/serious misconduct, one of the following disciplinary actions shall apply: Refer to Appendix 1.

- (i) Written warning.
- (ii) Suspension.
- (iii) Termination of employment with or without benefits.
- (iv) Loss of salary.
- (v) Dismissal.

#### 4.2 Employee Grievance

##### 4.2.1 Policy

The Organisation shall always be committed to ensuring that employees co-exist harmoniously and any differences arising in the course of their work shall be resolved amicably. The Organisation shall therefore endeavour to afford its employees a fair and prompt consideration of their grievances.

##### 4.2.2 Procedure

###### (a) Determination of a Grievance

Any dispute or difference over, or dissatisfaction with the interpretation or application of this manual or any allegations that an employee has been subjected to unfair treatment, shall be considered a grievance and shall be processed

through the following procedures that shall be reviewed from time to time as may be required.

(b) Channelling Grievance

- (i) An employee with a grievance shall report to his/her immediate supervisor with copies to the head in writing, stating in full the reasons for the grievance and any evidence in support of the case.
- (ii) Where the supervisor can handle the grievance, he/she shall discuss the grievance with the employee and if they come to a common stand, the supervisor shall in writing appropriately communicate to the employee, giving a copy to the head.
- (iii) Where the supervisor is not the head and he/she is unable to make a decision, he/she shall refer the grievance to the head and inform the employee accordingly within fourteen (14) days.
- (iv) The head shall investigate the grievance and advise the employee concerned of his/her decision or of action being taken within seven (7) days of the receipt of the grievance.
- (v) An employee or a group of employees aggrieved and all other staff, shall carry out work normally and shall not resort to any other action while the grievance is in the process of redress – except in cases of dismissal.
- (vi) All the above process of grievance procedure shall be in writing and routed through the appropriate channel with copies to the relevant head.
- (vii) Copies must also be sent to the employee's personal file.

(c) Appeal to the Administrator or Board

- (i) Any employee shall have the final right to appeal to the Administrator or Board, depending on the appointing authority.
- (ii) If the employee is not satisfied with the way the matter has so far been handled or the decision made, he/she shall have the option to refer the grievance to the Officer responsible for Human Resource.
- (iii) All letters of appeal against the disciplinary action shall be addressed to the appointing authority, and copied to the Administrator in cases of Board appointments.

## 5. DISCIPLINARY PROCEDURES

### 5.1 Definition

Disciplinary procedure is a formal way of addressing a complaint made by the employer, in this case Organisation, against an employee.

### 5.2 Purpose and Scope

This procedure is designed to help and encourage all employees to achieve and maintain standards of conduct, attendance and job performance. The Organisation mission, core values and all policies governing Organisation work and this procedure apply to all employees, to ensure consistent and fair treatment for all.

### 5.3 Principles

- (a) No disciplinary action will be taken against an employee until the case has been fully investigated.
- (b) At every stage in the procedure, the employee will be advised of the nature of the complaint against him/her, and will be given the opportunity to state his/her case before any decision is made.
- (c) At all stages the employee will have the right to be accompanied by a work colleague during disciplinary interview, if the employee needs the colleague's support to clarify or support his/her defence.
- (d) No employee will be dismissed for a first breach of discipline except in the case of gross misconduct when the penalty will be dismissal without notice or payment in lieu of notice.
- (e) An employee will have the right to appeal against any disciplinary penalty imposed.
- (f) A disciplinary action may be implemented at any time if the employee's alleged misconduct warrants such action.

### 5.4 The Procedure

#### 5.4.1 Disciplinary Committee

- (a) The Organisation shall establish a Disciplinary Committee to handle and advise the Administrator on the course of action to be taken on all disciplinary matters. There will be a disciplinary committee composed of the Officer responsible for the Human Resource and two other persons to be appointed by the Administrator. A staff representative will sit on the said committee as may be appropriate.
- (b) The disciplinary committee shall observe the principles of Law, natural justice and equity.
- (c) Any staff aggrieved by the decision of the disciplinary committee may lodge an appeal in writing to the Administrator stating the grounds of appeal and the Administrator's decision on the matter shall be final.
- (d) In the case of Heads of Department and Manager, the Board shall handle all Disciplinary matters.
- (e) Cases that are referred to the Disciplinary Committee or Board shall be those where all established avenues of handling misconduct have been exhausted. This means advice, verbal warnings and written warnings have been given.
- (f) Misconduct categorized as gross or serious misconduct shall not warrant following the warning process, but shall straight away be handled by the Disciplinary Committee or Board for a final decision.

#### 5.4.2 Advice

A member of staff who has committed a minor breach of a regulation of the Organisation may be advised, verbally or in writing, by the immediate Supervisor.

#### 5.4.3 Verbal Warning

Verbal warning shall be given in cases of isolated minor offences if matters warned of are not persistent.

#### 5.4.4 Written Warning



- (a) Where an immediate Supervisor has established that an employee has committed a disciplinable offence, he/she shall issue to the employee, a warning letter, copied to the Officer in charge of Human Resources for the personal file and the supervisor's superior manager.
- (b) When an employee commits the same or similar offence for a second time, in the period of twelve (12) months, the immediate supervisor shall issue a second warning letter. In case of a third offence, the Supervisor shall issue a third and final warning and recommend any other disciplinary action to the Manager in charge of Human Resource and his/her own Head of Department.

#### 5.4.5 Investigations

- (a) The Organisation shall investigate all cases of alleged misconduct and if it considers the misconduct proved and that disciplinary action should be taken, the Organisation may give such punishment to the employee, as it may deem necessary.
- (b) Such punishment may be in the form of termination of service with or without benefits, denial of salary increments, warning, or any combination of such punishments as outlined.
- (c) Provided that if a Court of Law acquits the employee of the misconduct, the Organisation shall accept the verdict and not seek to administer any further punishment, provided that this will not prejudice the Organisation's right of appeal.

#### 5.5 Process

- (a) When a Administrator considers it necessary to institute disciplinary proceedings against an employee, a preliminary investigation will be carried out and a report made to the Human Resources who, if he/she finds it necessary, shall forward to the employee a statement of the allegations made in the report, and shall ask the employee to state in writing before a day to be specified any grounds on which he/she is to defend him/herself.
- (b) If after considering the report of the Administrator considers that, if the offence is proved, some penalty other than dismissal is likely to be appropriate, he/she shall so inform the supervisor and, if he considers it necessary, make a full report for such action thereon as he/she may deem appropriate.
- (c) If the employee does not reply to the allegation forwarded under Section (a) above within the period specified or if he/she fails to defend him/herself to the satisfaction of the Human Resource (HR), the latter shall inform the Administrator and immediately convene the Disciplinary Committee.
  - (i) The HR shall thereafter, inform the accused employee that investigations are being carried out on the allegations made against him/her and that he/she will be required to appear before the Disciplinary Committee before any decision is reached.
  - (ii) If during the course of the inquiry grounds for framing of additional charges against the officer are disclosed, the Disciplinary Committee shall so inform the employee and permit him/her full facilities for answering such charges before any decision is reached.

- (iii) The Disciplinary Committee shall thereafter submit a report of its findings to the Administrator with appropriate recommendations.

(d) Thereafter the Administrator will cause the necessary disciplinary action to be taken.

#### 5.6 Disciplinary Actions/Penalties

After an investigation of charges against an employee has been carried out and the charges proved, the Committee shall be at liberty to impose on the employee any or some or all of the following sanctions:

- (i) Forfeiture of payment if absent from duty without leave or reasonable excuse.
- (ii) Deduction from salary of any amount of money to restore property negligently lost or damaged.
- (iii) Deferment of increment.
- (iv) Termination of service with or without benefits.
- (v) Instant dismissal.

PROVIDED that disciplinary sanctions taken against an employee are without prejudice to any criminal or civil liability he/she may incur or may have incurred.

#### 5.7 Disciplinary action while criminal proceedings are pending

- (a) If criminal proceedings of a nature likely to warrant disciplinary proceedings are instituted against an employee in any Court of Law, the supervisor concerned shall forthwith report the facts to the Administrator with a recommendation as to whether the employee should be suspended up to three (3) months or should not be suspended from the exercise of his/her powers and duties.

#### 5.8 Conviction on Criminal Charges

- (a) If criminal proceedings are instituted by Government against an employee, he/she may be suspended from duty up to three (3) months.
- (b) If an employee is convicted for a criminal charge with no option to a fine, the employee shall be dismissed without benefits.
- (c) The Organisation reserves the right to terminate the contract of employment on grounds of doubtful integrity.

#### 5.9 Suspension

- (a) If for any reason the Administrator for considerations of public interest decides that an employee should cease, forthwith, to exercise the powers and functions of his/her office, he/she may interdict the employee from the exercise of those powers and functions to pave way for investigations against the employee.
- (b) An employee who is suspended shall receive half his/her monthly salary.
- (c) If the subsequent disciplinary proceedings do not result in the employee's dismissal, the whole of the salary withheld shall be restored to him/her when the final decision is made.
- (d) An employee on suspension shall not be allowed into the Organisation's premises except when summoned by the Committee.

#### 5.10 Summary Dismissal

- (a) An employee guilty of gross/serious misconduct shall be summarily dismissed by the Administrator on the recommendation of the Disciplinary Committee.
- (b) In case of Chief Officers, the Administrator shall recommend to the Board before such dismissal.
- (c) Any employee who abets another employee to commit any serious misconduct shall be deemed to have committed a major offence and shall be liable to summary dismissal as well.
- (d) An employee may be summarily dismissed for committing an offence which renders his/her continued employment undesirable or a disgrace to the Organisation.
- (e) Any case necessitating the institution of Court proceedings shall be handled according to the relevant Laws.

#### 5.11 Forfeiture of Pension and Other Rights

Subject to the provisions of any law, an employee who is dismissed shall forfeit rights, privileges or claims to gratuity, or other retiring award. Such employee shall also forfeit any rights, privileges or claims he/she enjoys in regard to leave or passages at the Organisation's expense. The employee will however be entitled to his/her portion of contribution in case of Contributory Schemes.

#### 5.12 Reinstatement

- (a) An employee who is not punished as a result of the investigation shall be reinstated and shall be entitled to the full amount of the emoluments he/she would have received if he/she had not been suspended. But if he/she is suspended as a result of the investigation, he/she may forfeit such emoluments.
- (b) The Administrator or HR shall communicate to the affected employee the decision to reinstate him/her.

#### 5.13 Records

All records relating to investigations, acquittals and punishment shall be entered and retained in the personal files.

#### 5.14 Termination for Accumulated Warnings

If an employee commits further misconduct after accumulating three written warnings in respect of misconduct that is proved, the Organisation may terminate his/her service without giving any more warnings.

#### 5.15 Payment for Damaged/Embezzled Property

Without prejudice to any other disciplinary action, the Organisation shall require any employee who loses or damages Organisation property or who misappropriates Organisation funds to make good to the Organisation such loss or damage or misappropriation.

#### 5.16 Loss of Rights and Privileges

Any employee whose services are terminated for misconduct may, at the discretion of the Organisation forfeit any rights, privileges or benefits that may have accrued to him/her at the date of termination of his/her service. Such loss of benefits, shall extend to benefits accrued under any Retirement Benefits Scheme.

## APPENDIX 1

### Schedules of Offences and Penalties

The following penalties shall be applied against an employee after the offence committed by an employee has been heard and fully investigated in compliance with the relevant law.

NO.	OFFENCE	FIRST	SECOND	THIRD	FOURTH
1.	Significant pattern of late arrival for work	1 <sup>st</sup> Verbal Warning	1 <sup>st</sup> Written Warning	Final Written Warning	Dismissal
2.	Significant pattern of poor standard of work	1 <sup>st</sup> Verbal Warning	1 <sup>st</sup> Written Warning	Final Written Warning	Dismissal
3.	Unauthorised absence for one day	Verbal Warning & no pay for that day	1 <sup>st</sup> Written Warning	Final Written Warning	Dismissal
4.	Failure to wear or use protective clothing/ equipment	Verbal Warning	1 <sup>st</sup> Written Warning	Final Written Warning	Dismissal
5.	Abandoning work station without permission	1 <sup>st</sup> Written Warning	2 <sup>nd</sup> Written Warning	Final Written Warning	Dismissal
6.	Sleeping on duty	1 <sup>st</sup> Written Warning	2 <sup>nd</sup> Written Warning	Dismissal	
7.	Improper disclosure of Organisation information	1 <sup>st</sup> Written Warning	Final Written Warning	Dismissal	
8.	Unauthorised absence for 4 or more days	1 <sup>st</sup> Written Warning	Final Written Warning	Dismissal	
9.	Wilful failure to obey legitimate instructions	1 <sup>st</sup> Written Warning equivalent to 2 <sup>nd</sup>	Final Written Warning	Dismissal	
10.	Wilful failure to obey legitimate instructions, with safety risk	Immediate suspension and final Written Warning	Dismissal		
11.	Working under the influence of alcohol or drugs where there is a safety risk This is illegal and risky to other employees	Summary Dismissal	Working under the influence of alcohol or drugs where there is a safety risk		

12.	Seeking outside intervention on matters affecting employment	Summary Dismissal	Seeking outside intervention on matters affecting employment		
13.	Initiating a fight or other violent behaviour at work	Summary Dismissal	Initiating a fight or other violent behaviour at work		
14.	Wilful damage to or destruction of property	Summary Dismissal	Wilful damage to or destruction of property		
15.	Theft of Organisation property	Summary Dismissal	Theft of Organisation property		
16.	Fraudulent behaviour or forgery	Summary Dismissal	Fraudulent behaviour or forgery		
17.	Gross negligence endangering life	Summary Dismissal			
18.	Seeking outside intervention on matters affecting employment	Summary Dismissal			
19.	Soliciting or receiving a bribe and any such other act of corruption and dishonesty	Summary Dismissal			
20.	Arrested for an offence punishable by imprisonment	Summary Dismissal			
21.	Sexual harassment of fellow employee	Summary Dismissal			
22.	Discrimination of fellow employee	Summary Dismissal			