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INTRODUCTION
This is a handbook that provides information on the processes and procedures of the activities and functions undertaken by the Area HR Office. The objective is to provide a simple, straight-forward and check-list business processes and procedures that can easily be applied to reduce turnaround time in performing the functions of the Area Office.

With the devolution and decentralisation of the functions of the Human Resources Department, all Human Resources issues relating to staff on salary levels G1 to G20 was designated as the responsibility of the Area Human Resources. Thus the Accra-Tema Area Office was established to provide the following basic Human Resource functions to client Departments in the Accra-Tema Area:

- Staff Resourcing
- Staff Documentation and Services
- Staff Industrial Relations and Welfare
- Staff Compensation and Benefits

The mandate of the Human Resources Department is to assist the Authority design and implement systems, policies, programmes and practices that will attract, develop and retain appropriately skilled employees, and to create a harmonious and productive industrial climate to support the attainment of corporate goals.

Admittedly, the HR function has changed dramatically and has expanded beyond its operational and administrative activities. In modern organisations, the HR practitioner is expected to add value to the business by designing and aligning HR strategies, systems and policies with business goals and strategies. This value addition requires that we constantly review our processes and procedures.

It is against this background that this groundbreaking handbook has been prepared basically to assist the HR practitioner to identify with the policies and principles, processes and procedures, and practices and problems of the Human Resource function even at the lowest level in the Authority

The ultimate gain in this respect will definitely go to the Authority and HR practitioners who will use it as their guide in the performance of their duties.
1.0 **STAFF RESOURCING**

All Departments through the Human Resources Department have the obligation to fill vacancies with the best qualified personnel. This is mostly done through transfers, promotions and new appointments.

Under this function, the Area HR Office is required to:

- Study the recruitment plan drawn by the Departments.
- Consolidate job requirements of the positions to be filled
- Draw a Resourcing Programme
- Liaise with Corporate Planning and Resourcing to advertise positions.
- Review and shortlist for Salary Grades 1-16, based requirement from the client departments.
- Act as secretary to interview Panels between Grades 16 and prepare report.
- Organise an induction session for newly engaged staff, National Service and attachment Personnel.
- Initiate action to confirm appointments of staff on salary Grades 1-16 based on recommendations from Heads of Departments.
- Handle transfer of staff on Grades 1-16.

1.1 **Unsolicited Applications**

When unsolicited applications are received:

- Record into the incoming mail register
- Send to the Manager to minute for further action
- After the Manager minutes them, letters of acknowledgement are sent to the applicants if need be
- The applications are then put on the live register for future consideration when any vacancy becomes available

1.2 **Staff Establishment**

This document specifies the approved number of staff to be recruited into each position in the Department. After receiving the approved staff establishment document from the Director, Human Resources for the various Departments:

- Register into the incoming mail note book
- Send to the Manager to minute action to be taken
• File in the Staff Establishment file for future reference

1.3 **Internal and External Advertisement**

Positions are advertised either internally or externally. The format in preparation of an advert is as follows;

• State the position being advertised
• State department in which the position is wanted
• State requirements in terms of qualification and experience
• State job location
• State remuneration
• State method/ mode of application
• State closing date for the submission of applications

For internal adverts:

• The advertisement is forwarded under cover of a memo to the Manager, CSR&D for review.
• After the review the Manager, CS&D forwards it to the M.I.S Department for circulation
• A copy is then sent back to the Accra-Tema Human Resources Area Office to be filled.

For external adverts:

• In the event that no employee of the Authority qualifies or applies for the position, an external advert is placed.
• The Area Human Resources Office reviews unsolicited applications or prepares an external advert to solicit for suitable applicants for the position.
• External adverts have the same format as the internal adverts.

1.4 **Short listing and Interview**

At the close of the advertisement, we shortlist the various applicants for the advertised position. This is done by matching the requirements with the applications received, to determine which of the applicants qualify.
The Head of Department or his designated authority usually sits as Chairman or Chairperson of the interview panel. The Chairman or Chairperson receives the bulk applications. As a policy, the minimum number of panelists on an interview for senior staff position should be five (5) and three (3) for junior staff position.

Procedure

1. After it has endorsed the selected applicants, a memo is then written to the client Department, to propose panelists and date for the interview.
2. Following that, a resume of the selected applicants is prepared and sent to the Manager for review. A resume is a summary of the candidates’ curriculum vitae. It is usually in the form of a table and contains the name, age, educational qualification, work experience and computer literacy of the selected candidates.
3. Upon receipt of the names of the nominated or selected panelists from the client department, letters are then written to both the panelist and candidates
4. The letter to the panelist should advise the panelist on the position and the Department for which the interview is being conducted, the date, the venue and location and time of the interview. The Chairman/Chairperson is informed about the other members and Secretary of the panel. The other members are also advised as such.
5. The letter that is written to the candidates advises them on the position for which they are attending the interview, the date, venue and location and time of the interview.

1.5.1 Interview Appraisal Sheets and Score Sheets

1. Interview Appraisal Sheets are prepared for the candidates. This is a standard document. It is only the name, age, sex and job applied for that is usually changed to fit with the interview being conducted. There are two types of appraisal sheets namely one for salary grade G1-12 and one for salary grade G13 and above.
2. It is also necessary to prepare Score Sheets on which the panelist will record the marks awarded to each of the candidates.
3. A list of the candidates and the time for which each candidate would be interviewed should be attached to the cover page of the folder. The arrangement of the candidates should correspond with the arrangement on the resume and the order in which they will appear.
4. Folders are then prepared for the panelists. Each folder should contain a resume of the candidates, interview appraisal sheet, score sheets, copy of letter to the panelists, the time schedule for the interview, the
advertisement notice, and a list of candidates in order of scheduled appearance

- The letter to the panelists, list of candidates, and copy of the advertisement should be attached to the inside cover of the folder, while the other documents are put in the folder.
- Address letters through the Directors or the Heads of Departments of the panelists.

1.5.2 Arrangements for Snacks and Lunch

- Write to the Director, Real Estates & Security Services requesting for snacks and lunch for the Panelists depending on the duration for the interview.
- A copy of this memo should be sent to the Manager, Accra- Tema Estates and the Senior Catering Officer.
- The venue for the interview is prepared before time to provide a congenial atmosphere for the panelists and the interviewees.
- If the venue is the Head Office Cafeteria, then there is the need to write to the Real Estate and Security Department and book the place in advance for the interview.
- Make sure the venue for the interview is properly cleaned and the table to be used is also provided with all the necessary items such as pencils, eraser, and Tea items on one side of the table.

1.5.3 Interview Report

After the interview the Secretary immediately prepares the interview report for Executive approval. Upon receipt of the approved interview report:

- Enter into the incoming mail note book
- Forward it to the Manager for review
- The Manager endorses the report then forwards it for the necessary approvals requested before the appointment process begins.

1.6 Appointment Letter

As prescribed under the CBA and the SSCS, appointments in the Authority shall be signed by the Chief Executive or by his delegated authority. All appointments to the Authority are subject to a successful pre-employment medical examination and receipt of referees’ recommendations.

The date of assumption of an employee shall be as stated in the acceptance portion of the appointment letter which shall be communicated to the department concerned before assumption of duty, or the date the
successful applicant actually assumes duty. Kindly note that, the date of assumption must always be within the first week of the month.

**Procedure**

- An appointment letter together with the request for Medical Examination Form under covering memo is sent to the successful applicant to go for the medical examination.
- When the Director, Health Services advises us that the employee is medically fit for the job, a request is sent to Corporate HR to issue the employee with a staff number.
- When the employee assumes duty a Personal Detail Form is given to him or her to fill which should be completed and returned under cover of a memo from the department stating that the employee has assumed duty.
- Prepare an employment advice slip for the new employee upon receipt of the completed personal details form. The slip consists of the name of the employee, the job title, the employees Department, the salary grade of the employee, the staff number. The Slip should also indicate that the employee be paid utility (water and electricity) subsidies.
- Open a Personal File for the employee. The Personal file contains copies of the employee’s Appointment Letter, Employment Advice Slip, Leave advice and other job related documents. A Confidential File should also be opened for the employee to contain his Personal Detail Forms, appraisals and related performance documents.
- However, if the appointment is for an existing employee such as when being given a new appointment, the above procedures are not done.

### 1.7 Transfers

Transfers within Departments is done by the Head of Department or the Executive. The transfer slip is signed by the Area Manager on behalf of the Director, Human Resources.

**Procedure:**

- The Department Head advises the Human Resource Office of the transfer through a copy of the letter to the employee or through a memo.
- The Director, Human Resources requests the Area HR Office to issue a transfer slip.
- The Area HR then issues a transfer slip to regularize the transfer.
- Record into the outgoing mail register.
• Distribute the transfer slips to the various Departments or people concerned.

1.5 Personnel Requisitions

Personnel Requisitions should be matched against the staff establishment before authorization to ensure that they fall within the approved personnel limits and are consistent with corporate staffing policy.

Personnel requisition forms are completed by Managers or Supervisors in each Department and forwarded to the Human Resource Department for endorsement and the Planning Department for budget verification. The requisition is then forwarded to the Department Head for recommendation and the Branch Head for approval. The approved requisition is then forwarded to the Human Resources Department for action.

Upon receipt of the PR document for HR verification:

• Register into the incoming mail book
• Send it to the Manager to minute action to be taken
• Verify from the Departments establishment document if the position is approved and advise the Manager accordingly.

Upon receipt of the approved HR:

• The position may be advertised internally, that is within the Authority or externally by the use of the unsolicited applications received and by advertising in the print/electronic media.
• Review the applications received and forward them to the client Department for endorsement.
• The Department which brought the requisition is requested to propose panelist to sit on the interview panel

1.8 Re-Designation

Re-designation is the movement from on job cadre to another based on meritorious service and or availability of vacancy within the same department or another. Re-designation is not a promotion and only the job title may change.

Procedure:
The department submits a list of staff who are to be re-designated which is vetted by the Area HR Office.

Check whether the staff are qualified in terms of the job requirements or whether there is any disciplinary action pending against any of the staff and whether all requirements have been met.

The reviewed appraisal list for staff on G7 and above is then sent to the Wages and Salary Administration Committee meeting of the various branches or the Committee of Managers if they are on salary scale G1 to 6, for consideration and approval.

The approved report is sent to the Accra-Tema Area office for the issuance of re-designation letters to staff recommended.

The change of rate slip is added to the letter and the various sections/departments notified for their necessary action.

1.9 **Extension Of Contract Appointment**

The Department Head writes a memo to the Branch Head justifying why a contract employee needs extension of appointment. When it is approved by the Executive, it is brought to the Area HR for further action.

**Procedure:**

Upon the receipt of the memo from the Director HR, forwarding the approval:

- Enter into the incoming mail book
- Send it to the Manager to minute for further action
- Prepare an extension of contract appointment letter and an employment slip and forward them to the Director HR for signature.
- Distribute employment advice slip to the various Departments concerned.
- Send employees copy through his or her Department Head.
2.0 STAFF DOCUMENTATION

Under this function, the Area HR Office is required to:

- Receive and record incoming mails and register and dispatch outgoing mails
- Monitor the opening and closing of relevant files (that is personal files and subject files) and ensure effective security of all files of staff on G20 and below in the Accra-Tema Area.
- Prepare administrative reports such as Monthly, Quarterly, Mid-year and Annual reports for the section.
- Operate office equipment such as the photocopier, scanner, shredder, telephone, computer etc.

2.1 Receiving Incoming Mails

When receiving incoming mail the following steps should be followed:

- Mail addressed to the Manager can be received by any authorised person in the section.
- Mails addressed personally is given to the individual
- Stamp the memo or letter and write the date
- Book the memos or letters, into the incoming mail book
- Send received mail to the Manager
- Circulars, internal advertisements and staff movements notices are booked
- Appointment Letters are not stamped.
- Employment Advice and Change of Rate Slips are not stamped.

2.2 Dispatching Outgoing Mails

When a memo or letter is signed by the Manager or any authorized person, the following steps should be followed:

- Check in the Outgoing mail book for the last registered number
- Give the letter or memo a reference number (If applicable) and register in the appropriate outgoing mail book
- Make copies for filing and for Departments or people concerned (If necessary)
- Dispatch to the appropriate parties concerned and file for reference
2.3 **Filing**
Copies of all outgoing documents must be placed on the relevant files for referencing:

- Documents pertaining to individuals must be put on the personal files in the numerical cabinets.
- All other Documents go on the appropriate subject file.

2.4 **Labour Returns**
Every month the labour strength of Departments in the Accra-Tema Area is collated to keep a record of changes that may occur.

**Procedure:**

- Department prepares the labour strength and forwards it to the Accra-Tema HR Office.
- Departments that forget to forward their reports are reminded through the telephone.
- Upon the receipt of the document it is stamped and recorded in the incoming mail book.
- It is then sent to the Manager for review.

The following are things to look out for in the Document

- Check for absenteeism. Staff who are constantly absent due to ill-health or unauthorized absences are highlighted for necessary action.
- Check for employees who are on vacation leave, casual leave, maternity leave, employees who are sick and on sick leave etc
- Check for employees who for some reason have their names omitted from the list.
- Where problems are found, memos are written to the Department Head for verification
- The document is then filed in the Labor Strength Returns File and reported in the report.
3.0 STAFF INDUSTRIAL RELATIONS AND WELFARE

Under this function, the Area HR Office is required to:

- Notify staff concerning staff leave and absences, staff separations, award ceremonies and other social issues affecting staff.
- Liaise with government departments such as SSNIT, NHIS and Labour Department to ensure the registration of staff.
- Liaise with the Union and Senior Staff Association to ensure effective and smooth communication with staff.
- Liaise with the VRA Retirees Association and other social groups such as SOVRAE, AVRATE and VRA Ladies Association and report on their activities.
- Follow up disciplinary cases and recommend appropriate sanctions for the attention of Director, Human Resources.
- Liaise with the client departments on issues relating to their operations and provide consultancy services.

3.1 Separations

On monthly basis, the section reports on the number of employees who were separated from the Authority to make way for vacancies and if required to recruit personnel to fill those vacancies. Separation can either be in the form of retirement, resignation, death, dismissal or termination.

3.1.1 Retirement

Employees shall retire from the service of the Authority on attaining the compulsory retirement age of 60. However, employees who have attained the age of 55 can proceed on voluntary retirement, if they so wish.

Employees may under special circumstances prescribed by the Authority, request to retire earlier than the compulsory retirement age. That is whenever there is a re-organization or a productivity review, which calls for a reduced staffing level and re-balancing of the age and skill mix of the workforce, management shall exercise its discretion to implement an encouraged attrition (Early Retirement / Golden Handshake Scheme).

Employees shall be nominated according to established criteria and encouraged to take advantage of the scheme by the offer of special incentives. An employee may also be requested to proceed on early retirement on medical grounds depending on the nature of their job.

Procedure:

- Staff are sent reminders a year prior to retirement (by the CIR&SC)
- A second notice/ reminder is sent to the employee six months to retirement.
• After an employee retires, he or she is given a clearance form which must be circulated to all the departments indicated to be cleared and signed
• When cleared the form is brought to the Human Resources, the office ensures that the medical cards of the employee is collected and forwarded to Health Services Department.
• A request is sent to the Health Services Department to issue the retiree with a retiree medical card
• Upon receipt of the retirement notice, enter into incoming mail book
• Send to the Manager
• The Human Resources section indicates whether the employee has outstanding leave.
• Make a photocopy and put into the file of the employee
• Forward document to the Manager for signature
• Make a photocopy and put into the file of the employee
• Dispatch to the Provident Fund Secretariat for onward transmission to the Social Security and National Insurance Trust.

3.1.2 Resignation

An employee who wishes to resign or terminate his or her appointment with the Authority must give at least one month’s notice in writing to the Authority or pay one month salary in lieu of notice. Upon the receipt of the resignation letter from the Head of Department, follow the procedure below:

Procedure:

• Enter into the incoming mail book
• Send to the Manager
• Issue a Discharge Slip and attach to the letter
• Enter into the outgoing mail book
• Send Discharge Slip to Director Human Resources to sign
• When the slips are brought back to Area HR, enter into the incoming mail note book to acknowledge receipt (don’t stamp)
• Dispatch to the department of the resigned employee
• Write to employee to indicate the acceptance of the letter.
• Inform the employee to pay up all debt owed the Authority and return medical cards, identification cards and any other property in his possession which belongs to the Authority
• Issue a discharge or Termination Slip copied to the Chief Accountant and Director Human Resources for his or her name to be removed from the payroll
• A copy of the Termination Slip is copied to Director Health Services to cease the employee and his or her dependents from using the Authority’s Health facilities and to Director Real Estates& Security Services, if the employee is being accommodated by the Authority, to vacate the official residence.

3.1.3 Death

The death of an employee shall be dealt with in the corresponding manner prescribed in appendix ‘D’ of the Collective Bargaining Agreement and article 13.4 of the Senior Staff Conditions of Service. Upon receipt of a letter from the family of the deceased announcing the death of the staff.

Procedure:

• Write to advise Management
• Write a funeral announcement indicating the date of death and place of burial of the deceased to the M.I.S Department for circulation.
• Forward it to the Manager for review and signature
• Enter into the outgoing mail book
• Make a copy and put it on the Funeral Announcement file
• Dispatch to the M.I.S Department to be pasted on all notice boards of the Authority.
• The Human Resource Department makes a request to the Department of the employee to write a tribute to be read at funeral.
• The tribute is forwarded to the Human Resource Department for review
• The Human Resources Department incorporates this into the corporate tribute and then forwards it back to the employee’s Department to be read at the funeral.
• Donations are decided by the conditions of service.
• Request by memo to the General Services Department for a hearse to convey the body from the mortuary to the church/funeral grounds and cemetery and also request a bus to convey attending staff to the funeral.

3.1.4 Obituary

Upon receiving an announcement of death of spouse, child, father or mother together with supporting evidence, enter mail into the incoming mail note book.

• Verify from file of staff if the name of the deceased tallies with the records on file (Personal Details form).
• After checking, prepare a circular to announce the funeral to be signed by the Manager.
Dispatch circular to M.I.S Department (Registry) to be posted on all Departmental notice boards.

In the case of the death of a spouse or child, a funeral donation is made to the staff member by the Authority.

- Write a memo to the Chief Accountant requesting the Accounts Department to pay the donation to the employee.
- Take the letter to the Manager to minute for further action
- Photocopy the letter and place it in the file of the bereaved staff
- Enter into the outgoing letters note book
- Dispatch the original copy to the employee.

3.2 Annual Vacation Leave

Each Department Head is required to ensure that vacation leave schedule for staff is forwarded to the Human Resources Department/ Area office. Each staff is entitled to an annual vacation leave depending on the number of years served and their salary grade.

The Human Resources Department Area Unit prepares the vacation leave notices at least three weeks before the vacation leave date. Upon the receipt of the leave schedule from the various Departments

Procedure:

- Enter into the incoming mail book
- Send schedule to the Manager to minute for further action
- File schedule in the leave roster file.

This is a schedule of the vacation leave entitlement.

<table>
<thead>
<tr>
<th>GROUP</th>
<th>UNDER 5 YEARS</th>
<th>5 – 10 YEARS</th>
<th>OVER 10 YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>G1-6</td>
<td>20 DAYS</td>
<td>23 DAYS</td>
<td>26 DAYS</td>
</tr>
<tr>
<td>G7-9</td>
<td>23 DAYS</td>
<td>26 DAYS</td>
<td>30 DAYS</td>
</tr>
<tr>
<td>G10-12</td>
<td>26 DAYS</td>
<td>30 DAYS</td>
<td>34 DAYS</td>
</tr>
<tr>
<td>G13-14</td>
<td>24 DAYS</td>
<td>28 DAYS</td>
<td>32 DAYS</td>
</tr>
<tr>
<td>G15-18</td>
<td>28 DAYS</td>
<td>32 DAYS</td>
<td>36 DAYS</td>
</tr>
<tr>
<td>G19 &amp; ABOVE</td>
<td>36 DAYS</td>
<td>36 DAYS</td>
<td>36 DAYS</td>
</tr>
</tbody>
</table>
The number of days approved by the Chief Executive for the Christmas break is deducted from the leave entitlement for the following year. In the event where employees ask for a part leave, the number of days is deducted from the leave.

3.2 **Pro-Rated Leave**

Pro-rated leave is usually issued for contract employees, who are about to end their contract and employees who are about to go on retirement.

In calculating the pro-rated leave for contract staff, check the month in which the employee will end his contract or will retire, divide the month’s number by twelve and multiple by the number of days he/she is entitled to. Deduct the approved number of days for Christmas Break from the total to get the number of leave days the person actually gets.

3.4 **Maternity Leave**

After receiving the approved excuse duty from Director, HR

Procedure:
- Register into the incoming mail note book
- Take it to Manager to minute
- Manager pass it out for the necessary action to be taken
- Issue a maternity leave notice signed by the Manager to the employee
- Send both the Department Head’s copy and employee’s copy through the Department Head
- Photocopy and put on employee’s file

3.5 **Annual Increment**

When approved appraisal is received by the Area HR

Procedure:
- Enter into the incoming mail book
- Send them to the Manager to minute
- Check whether it is duly approved (G1-12 is approved by the Head of Department and G13-18 is approved by the Executive)
- Issue change of rate slip to reflect the Annual Increment
- Enter into the outgoing mail book
- Dispatch to the appropriate quarters to be signed
• When the signed change of rate slips are brought back enter into the incoming mail book
• Dispatch to the Departments concerned

3.6 **Long Service Award**
Upon the receipt of the award list from Corporate Industrial Relations and Staff Compensation Section of the Human Resources Department,

Procedure:

• Enter into the incoming mail note book
• The Area Office verifies from its records to make sure that those on the list are really due for the award.
• After verification, letters are issued to the awardees to go for their cheques from the Finance Department.
• The Awards Ceremony is normally organized by the Corporate Industrial Relations and Staff Compensation Section of the Human Resources Department on a half year basis.
• The CIR&SC section informs the Area Office of the date of the Awards ceremony and this date is communicated to the awardees through their Department Heads.

3.7 **Workmen’s Compensation**
Payment or Compensation made to an employee who gets injured at the workplace or on an official duty outside the workplace on behalf of the Authority.

Procedure:

• The Area Office receives the cheque addressed to the District Labour Officer for the injured person, for onward transmission to the labour office.
• The Human Resource Department informs the recipient through a memo or letter signed by the Director to contact the Labour Officer for the cheque or cash.

3.8 **Payment Of Social Security Retirement Benefit**
It is the duty of the Human Resources Department to compute the last three years salary history of an employee to the provident fund
Procedure:

- Write a memo stating the last 3 years salary history of the employee
- Send it to the Manager to sign
- Photo copy document and put it into the file of the employee
- Enter into the outgoing mail book
- Dispatch to the Provident Fund and Pensions Scheme Secretariat for further action.

3.9 Medical Attention Cards

Medical attention Forms 61 are completed by employees and retirees and forwarded to the Human Resources Department. The forms are then sent to the Director, Health Services Department for the issuance of the medical attention cards for employees and / retirees, their spouse, children and / wards. Upon receipt of the medical attention cards;

Procedure:

- Register into the medical attention cards book
- Pick up cards for owners on arrival
- Ensure they sign in the medical attention book  to confirm receipt
4.0 **STAFF COMPENSATION AND BENEFITS**

Under this function, the Area HR Office is required to:

- Manage staff salaries and other terms of employment
- Manage staff promotions and increments
- Manage staff allowances and subsidies
- Manage staff loans and advances
- Manage staff appraisals and performance management systems

4.1 **Staff Promotions**

The new policy on promotions is yet to be implemented. Meanwhile, promotions ceased in 2011 after a mop-up exercise was carried out for staff who were due for promotion in 2010 but were not promoted for one reason or the other.

4.2 **Staff Allowances**

4.2.1 **Duty allowance**

Duty allowance is paid to employees who perform the duty of another employee in a higher position. Duty allowance of staff that has been approved is signed by the Area Manager. Those who are within grades 7 and above are signed by Director HR after receiving approved recommendation that employee above should receive duty allowance. The duty allowance is normally 10% of an employee’s salary.

Procedure:

- Upon the receipt of the approved letter from Director, HR
- Enter into the incoming letters note book
- Forward it to the Manager or Director to minute for further action
- Issue a change of rate slip
- Enter into change of rate note book
- Dispatch to the various departments concerned

4.2.2 **Transport Allowance/Commuted Mileage and Maintenance Allowance**

After receiving the a letter from the employee through his supervisor that he/she commutes to and from work through his or her own means of transport, a vehicle registered in the employees name, or a vehicle purchased with Authority’s loan and registered jointly,
Procedure:
- Enter into the incoming mails note book
- Forward it to Manager to minute
- Write a memo to Finance Department to advise them to pay the employee transport allowance/ Commuted mileage and maintenance allowance
- Send a copy to the employee.
- Photocopy and put on the employee’s file

4.2.3 **Housing Allowance/ Utility Subsidy**
Every staff is entitled to allowances for housing and a subsidy for their utility bills (if not accommodated by the Authority) and this is stated in the appointment letter issued to staff and the Director, Finance is advised accordingly.

4.2.4 **Vacation Leave Allowance**
After receiving an endorsed leave advice from the employee’s Head of Department,

Procedure:
- Enter into the incoming leave allowance note book
- Send to the Manager for endorsement
- Write a memo with a compiled list of employees who qualify for leave allowance to be paid accordingly
- Send copies to the head of Department of the various employees
- Put a copy on the Leave Allowance file

4.3 **Staff Loans and Advances**

4.3.1 **Child Education Loan**
After receiving a copy of the approval letter from Director, HR:

Procedure:
- Enter into the incoming letters note book
- Send letter to Manager to minute
- Write to applicant to go for his or her money from the Finance Department
- Photocopy letter and put it in the file of the employee

4.3.2 **Rent Advance**
After receiving a copy of the approval letter from Director HR:

Procedure:
- Enter into the incoming letters note book
• Send letter to Manager to minute
• Write to applicant to go for his or her money from the Finance Department
• Photocopy letter and put it in the file of the employee

4.3.3 Car Repair Loan

After receiving a copy of the approval letter from Director, HR:

Procedure:
• Enter into the incoming letters note book
• Send letter to Manager to minute
• Write to applicant to go for his or her money from the Finance Department
• Photocopy letter and put it in the file of the employee

4.3.4 Furniture Loan

After receiving a copy of the approval letter from Director, HR:

Procedure:
• Enter into the incoming letters note book
• Send letter to Manager to minute
• Write to applicant to go for his or her money from the Finance Department
• Photocopy letter and put it in the file of the employee