



REPUBLIC OF LIBERIA LIBERIA LAND AUTHORITY



HUMAN RESOURCE MANUAL

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Monrovia, Liberia**

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Preface

The Liberia Land Authority (LLA) is implementing land reforms in Liberia. This process is being directed by its mandate contained in its enabling legislation of October 2016 and the Land Rights Act of September 2018. These reforms require continuous development of the institution.

Ongoing institutional capacity building entails many efforts. One product of current efforts is this **Human Resources Manual**. This manual is designed to acquaint employees with conditions of their employment and employee relations at the Liberia Land Authority. It describes their responsibilities and benefits as employees. It also provides them with information they need about policies on recruitment and training, employee pay, benefits, and the conditions of work. It has been prepared for employees' benefit. All employees should read, understand, and comply with all provisions of this manual.

The manual is a resource material primarily to enhance effectiveness and efficiency of the Administration Department, particularly its Human Resources and Training Divisions. It is also a useful tool for department heads, program directors, and project managers in understanding and applying human resources issues, and processes within the Authority. The manual will not be static: it will be revised periodically as the institution grows and/or as situations demand.

We thank Subah-Belleh Associates (SBA), the Liberian Management Consulting firm which worked with our professionals in producing this manual.

Our compliments also go to the World Bank funded Liberia Land Administration Project (LLAP) for supporting this worthwhile undertaking. We remain grateful to the international development community for its continued assistance to Liberia.

Attorney J. Adam Manobah, Jr.
CHAIRPERSON
BOARD OF COMMISSIONERS

1.0 Introduction

The Liberia Land Authority welcomes all employees. The Authority is committed to providing quality-driven land governance and management services. To this end, the Authority strives to employ and retain a competent workforce. This Human Resources Management Manual is designed to acquaint employees with conditions of employment and employee relations at the Authority. It has been prepared for your benefit. All employees should read, understand, and comply with all provisions of this manual. It describes employees' responsibilities and benefits. It also provides information about the Authority's policies on recruitment and training, pay, benefits, and the conditions of work. The Authority believes that development of the human resources of the Authority is a critical investment that will lead to a productive workforce.

1.1. Brief History

Land and the management of land is very important for peace and national unification. In 2009 the Government of Liberia established the Land Commission to conduct research, reform land policies and laws, and implement land reform programs. The Land Commission was succeeded by the Liberia Land Authority Act of 2016 which mandates the Authority to implement land reforms and *"To develop policies, undertake actions, and implement programs in support of land governance, administration and management"* (LLA Act, 2016).

Since 2016, the Authority has consolidated all land-related functions that were spread across several ministries and agencies of government, including the then Ministry of Lands, Mines and Energy; the Ministry of State for Presidential Affairs; the Ministry of Public Works; the Ministry of Internal Affairs; and the Center for National Documents and Records Agency (CNDRA). This policy action was motivated by the need to remove the fragmentation of land functions and centralize them in one agency to enhance effective and efficient land delivery services to the people of Liberia. There are four (4) mandate areas of the Authority:

- Administration and Customer Services
- Land Policy & Planning
- Land Administration
- Land Use and Management

The head office of the Authority is in Monrovia. However, Sub-section 41.1 of the Act establishing the Liberia Land Authority mandates the Authority to establish County Land Offices in all the counties.

1.2. Objectives of the Manual

The objective of this manual is to provide a clear understanding of the key processes behind the Authority's human resources management policies, practices, and business operations including terms and conditions of service; and expectations regarding what the Authority expects from its employees and what the employees can expect from the Authority concerning their rights and obligations. The purpose is to also guide employee conduct as the means of promoting harmony in the workplace.


1.3. Applicability of Manual

This Human Resources Manual applies to all employees at all levels of the Authority including senior management, part-time staff, and consultants. This manual is not an employment contract. However, all employees of the Authority are required to obtain a copy of this manual and to sign the page indicating that they have received copy of the manual; and to know that they are responsible for understanding and abiding by its contents. Any issues arising out of the interpretation or application of this Manual shall be referred first to the employee's supervisor and onward to the Executive Director, Commissioner for Administration and Customer Services and the Chairman of the LLA. Their decision shall be final.

1.4. Revision of Manual

The contents of this human resources manual are guided by existing Liberian laws, official policies and regulations including the Code of Conduct for Public Employees, and the Civil Service Standing Orders. Accordingly, some of the topics covered in this manual may need revision as and when a related legislation is promulgated. The Authority reserves the right to amend this manual, or any part thereof accordingly as may be deemed necessary.

2.0 Foundation and Guiding Principles

 Our management philosophy is based on responsibility and mutual respect. We wish to maintain a work environment that fosters personal and professional growth for all employees. The following principles present the foundation elements of the Authority. These principles collectively drive and guide the Authority's work, service interactions, and relationships with its customers and stakeholders.

2.1 Mandate Statement

Land is an enabling determinant of socio-economic growth and development. The Liberia Land Authority (LLA) is the agency of government responsible for land governance and administration. It seeks to deliver effective and efficient land services to the people of Liberia, the government, and public-sector institutions, as well as to private sector and civil society organizations. The LLA commits to working with all stakeholders, including Liberia's development partners, to promote good land governance and administration principles, policies, and practices in Liberia.

2.2 Mission Statement

To contribute to a peaceful, stable, and prosperous Liberia through the effective and efficient delivery of land governance and administration services that ensure equitable access to land, security of tenure, proper land use, and protection of the environment.

2.3 Vision Statement

We envision a Liberia where sustainable peace, stability, and socio-economic growth and development are enhanced through good land governance and administration.

2.4 Core Values:

- **Quality Services:** We exist to provide services to our people. We shall strive to provide land services that are effective, efficient, and distinctive.
- **Transparency:** We pledge that our policies and actions will be clear, consistent, and opened to all stakeholders, in accordance with good governance principles and practices.
- **Fairness:** We commit to providing land governance and administration services with justice, equality, and impartiality.
- **Accountability:** We shall be answerable to all stakeholders for the decisions we make, the actions we take, results we achieve, and the resources we manage.
- **Integrity:** We promise to serve the Liberian people with honor and honesty, cultivating the confidence and trust of our stakeholders.

- **Professionalism:** We shall implement our mandate in a proficient and skilled manner. We shall adopt a proactive, customer-focused approach.
- **Respect:** In the discharge of our duties and responsibilities, we shall respect our land resources, including the environment, and, above all, our people.

3.0 Policy on Equal Employment Opportunity

It is the policy of the LLA to provide equal employment opportunities to all in the process of hiring, position classification, pay, performance evaluation, and promotion, providing fringe benefits, job training, referral, discharge, and all other aspects of employment. Employment decisions shall be based on merit, qualification, and abilities. All applicants and employees are protected from discrimination based on age, gender, disability, tribe, ethnic affiliation, religious belief, or political opinion.

The authority shall not discriminate against any employee or former employee, job applicant, visitor, client, customer, stakeholder, or public procurement supplier on the grounds stated above. All staff members have personal responsibility to apply this policy. Any employee who has concerns about any type of discrimination is encouraged to bring these concerns to the attention of their immediate supervisor or the human resources department. All complaints of discrimination shall be investigated as promptly, fully, and confidentially as is possible under the circumstances and shall be dealt with under the LLA's Grievance Procedure Guidelines to be developed

3.1 Merit-Based Recruitment and Promotion

The LLA provides equal employment opportunities to all individuals seeking employment with the Authority. Employment and promotion decisions are based on merit. This includes the applicant's educational qualification, skills, knowledge, abilities and experience or tenure. Equal employment opportunity extends to all qualified Liberians regardless of age, sex, tribe or ethnic affiliation, religious belief, or political opinion. When the Authority selects candidates for employment, promotion, training, or any other benefits, it shall be based on their aptitude and ability. Equal employment opportunity also applies to all aspects of employment including recruitment, selection, job assignment, compensation, benefits, performance evaluation, promotion, discipline, access to workshops, seminars, and local and international training.

3.2 Vacancy Announcement or Job Posting

The process of recruitment, selection and placement of employees begin with job posting. The Authority will post notices of all vacancies or job openings on its bulletin boards. It will also announce such openings in daily newspapers as well as the Authority's website. Generally, job vacancy announcements will remain posted in effect for 15 days. All job postings shall have a deadline or closing date for application. A closing date is the date beyond which the Authority will no longer accept applications. Each job posting will include the following information:

- Job title.
- Location (Monrovia or outstation).
- Summary of job description including essential duties and responsibilities.
- Minimum qualification standards required.
- How interested individuals (including women and people with disabilities) can apply.

In certain instances, such as internal promotions, the Authority may reserve its discretionary right not to post a particular job opening. It shall select from within the best available talent using the same merit-based process.

3.3 Examination and Selection

Job vacancies in the Authority shall be filled transparently based on merit, using open competition as the basis of selection. All candidates including interested employees, shall put their applications in writing. No employment or internal promotion shall be conducted using the “back door” approach. When a vacancy is announced, it will be filled through competitive examination. The purpose of an examination is to evaluate whether the candidate has the minimum knowledge, skills and abilities required to successfully perform the duties of the position announced. The types of examination are:


- Written Test
- Oral Interview
- Performance Exam

The type and process of examination and selection of eligible candidates will be determined and administered consistent with requirements of the Civil Service Standing Orders.

3.4 Disclaimer:

The Authority relies on the accuracy of information contained in the employment application including accuracy of all data presented and pronouncements made during interviews. Any misrepresentation, falsification and material omissions may result in exclusion of applicant from the process, or termination of employment if said applicant was employed based on the misrepresentation, falsification, and material omissions.

4.0 Probation and Employment

 On appointment to a position in the Authority, all new employees shall be on probation during the first three (3) months of active service. During this period, the employee will undergo orientation and mentoring in the context of his or her job description and related tasks assigned.

Being on probation means that a temporary employee may be retained or discharged at the end of the probationary period. Many new employees may feel anxious or worried about how well they will perform in the new job. The good news is that the policy and employment practice of the Authority encourages supervisors to create a mentoring environment that enables new employees to understand work expectations of the new job and how to perform its essential functions through employee orientation.

4.1 Employee Orientation and Mentoring

In the first phase of orientation, the HR Department will apprise the new employee about the LLA organization, take the employee “around the building” and introduce him/her to his/her supervisor and co-workers. The HR Department will also discuss employee’s salary, benefits and the work conditions outlined in this manual. The following orientation package will also be given to the employee as a guide to understanding the rules and regulations that directs employee behavior in the organization:

- The LLA Human Resources Manual.
- The Civil Service Human Resources Manual.
- The Code of Conduct for Public Employees.

The second phase of the orientation will be done by the employee’s supervisor or the person who will assign work to the employee and evaluate his or her performance. Throughout the probation period, your supervisor will continue to mentor you on various aspects of job duties through follow-up discussions. This guidance and mentoring will continue through to the end of the probation period leading to probationary evaluation.

4.2 Probationary Evaluation and Offers

The probation period is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of job performance; and to decide whether the new position meets their own job expectations. Probational employees who satisfactorily complete the probation period with a positive performance appraisal will be notified in writing regarding commencement of full-time employment along with their new position classification. Similarly, probational employees that do not achieve positive performance appraisal at the end of their probational period, shall be notified in writing of their termination.

4.3 Employment Status

Employees of the Authority are grouped in three categories:

1. Commissioners who are political appointees:
 - (a) Chairperson of the Commission.
 - (b) Vice Chairperson and Commissioner for Administration and Customer Services,
 - (c) Commissioner for Land Policy and Planning.
 - (d) Commissioner for Land Use and Management.
 - (e) Commissioner for Land Administration.
2. The Executive Director of the Authority along with all the technical and professional staff.
3. The Support Staff.

Consistent with the Standing Orders for the Civil Service, the Authority maintains employment records so that all employees understand their employment status and the salary and benefit eligibility that is assigned to each status. Each employee of the Authority will belong to one of the categories described below.

4.3.1 Regular full-time:

These are employees who are not on probation and have received notices of permanent full-time employment. Formal letters of full-time employment shall be signed by the Executive Director and approved by the Chairperson of the Board of Commissioners.

Regular full-time employees are entitled to all available benefits subject to the conditions of said benefit programs. Employees' pay and grade, and salary payment and deductions are established by the Civil Service pay and grade system.

4.3.2 Probationary:

These are employees who are on probation and have not received notice of permanent employment. The Authority uses the probation period for new employees to be familiarized with their new work environment; and to later evaluate their capabilities, work habits, and overall job performance.

4.3.3 Contractual:

Contractual employees, also called Consultants, are those who are hired on temporary basis to work on specific tasks or technical projects within specific time frames at negotiated fees. Their job description is often outlined in a scope of work summary that defines what is required of them or their deliverables. Consultants are temporary employees of the Authority. They are not eligible for any employment benefits other than the fees negotiated and agreed upon in their contract.

5.0 Personnel Files and Records

The Human Resources Department of the Authority maintains a file of personnel records and information on each employee. The records include employment processing documentation such as Personnel Action Notice (PAN), job application, employee's education level and copies of certificates, resume or curriculum vitae, records of training, performance evaluation, promotions, transfers, records of disciplinary actions, termination, et cetera. It is the responsibility of each employee to promptly notify the HR Department of any changes in his or her personnel data.

5.1 Confidentiality of Personnel Records and Operations

Personnel records and files of all employees are confidential property of the Liberia Land Authority. Access to the information they contain is restricted and confidential. Every employee's personnel record is protected as a confidential document under the Standing Orders for the Civil Service. Access to any information contained in each employee's file is restricted. Generally, only supervisors, the Executive Director and Commissioners who have a legitimate reason to review information in a file are allowed to do so. Employees who wish to review their own files can do so. However, they must give advance notice. Employees must review their files in the presence of the employee who is appointed to maintain the files.

Employees are not permitted to give information concerning the operations of the Authority to anyone outside of the Authority or to the news media nor to anyone seeking information except where withholding such information conflicts with the Freedom of Information Act. In that case, and consistent with the Civil Service Human Resources Policy Manual, the employee is under duty to refer said information seeker to the Executive Director of the Authority or the Chairperson of the Board of Commissioners or his or her designee.

6.0 Employee Conduct and Business Representation

The successful business operations and reputation of the Authority is built on fair dealing, and the professional and ethical conduct of our employees. Our institutional reputation for integrity and excellence impels adherence to all applicable laws and regulations as well as upholding the highest standards of professional conduct and personal integrity.

6.1 Customer Relations

The people who come to the Authority looking for help on land matters are our customers. Customers are our organization's most valuable assets. Every employee represents the Authority to our customers and to the public. The way each of us do our job presents an image of our entire organization to our customers. Customers judge all of us by how they are treated by each employee they encounter. Therefore, our first business priority is to assist our customers and treat them with attention and respect. We must always be ready and willing to serve our customers with satisfaction.

The Authority will provide periodic customer relations and services training to employees whose jobs require extensive customer contact. Nothing in our line of work at the Authority is more important than being helpful, courteous, friendly, and prompt in serving our customers with attention. First come, first serve –always! Remember:

Rule #1: The customer is always right. Respect the customer!

Rule #2: If the customer is wrong, it is because the customer is always right!

Rule #3: The customer is always right. Respect the customer!

6.2 Workplace Attire

Employees are the “face” or image of an organization. How employees dress and appear in front of clients and customers can result in a favorable impression by clients and customers and contribute to the reputation and success of an organization. The Authority expects all staff and employees to present a professional, and businesslike image to clients, visitors, customers, and the public. Acceptable personal appearance is an ongoing requirement of employment. It includes a neat and clean appearance that is appropriate for the workplace setting and for the work being performed including customer service, workshops, and meetings with clients and partners. Everyone is expected to be well-groomed and wear clean clothing.

The civil service workplace is a neutral area. Therefore, no wears advocating political propaganda, such as t-shirts, hats, scarves, political party buttons, uniforms, or pins etc. are allowed to be worn at work. Only apparel representing the Authority and its own motto may be worn in the workplace.

6.3 Hours of Work and Timekeeping

- The required hours of work at the Authority is eight (8) hours per day.

- The business day begins at 9:00 A.M and ends at 5:00 P.M. Business days are Monday through Friday except holidays.
- Employees are expected to sign in and sign out daily using either electronic or manual time recorders.
- All employees are expected to be productive during their work hours. The use of social media during workhours are strictly prohibited.

6.3.1 Lunch Hours

Lunch period is one (1) hour. The Authority grants flexibility on when employees can take their one-hour lunch breaks. However, lunch must begin either at 12:00 noon and end at 1:00PM; OR begin at 1:00PM and end at 2:00PM.

- All employees are required to respect service delivery hours including times for appointments and meetings which they themselves negotiate with our clients and stakeholders.
- All employees are expected to work for a minimum of forty (40) hours per week.

6.3.2 Extra Work Hours

Some members of the professional and support staff are required to work extra hours given the nature of their work assignments. Drivers, especially those assigned to the Commissioners and senior managers are required to work extra hours including weekends. They are entitled to compensatory time-off for extra hours worked.

6.3.3 Staff Meetings

The Authority conducts quarterly staff meetings. These meetings provide updates and allow employees to be informed on the current activities of the Authority, recent changes in the workplace and related activities such as employee recognition events. Scheduled dates of quarterly staff meetings are posted on the bulletin boards. All staff are encouraged to attend these meetings.

6.3.4 Bulletin Boards

Bulletin boards are placed in designated areas of the building to provide employees access to important posted information and announcements. The employee is responsible for reading necessary information posted on the bulletin boards.

6.3.5 Parking

Parking spaces are provided to employees to ensure that they can get to work and park their cars close to the Authority's office building. Parking spaces are also used for clients and customers. Employees must park their cars only in designated areas provided by the Authority.

6.4 Attendance and Absenteeism

All employees are expected to come to work - and work! All employees are expected to complete their work on time and at the expected level of quality. Attendance, or showing up for work regularly, is a key factor in your job performance. Punctuality or coming to work regularly is expected of all employees. The Authority expects that all employees will come to work regularly and to collaborate with co-workers to achieve assigned tasks. All employees are also expected to be punctual and to follow their schedule. Being punctual in coming to work helps to maintain efficiency and customer satisfaction.

6.4.1 Absenteeism

Absenteeism refers to frequent absence from an employee's job responsibilities. Excessive absences, tardiness, or lateness, and leaving work early are all unacceptable behaviors in the workplace; and are grounds for disciplinary action including termination.

6.4.2 Reporting Absence and Doctor's Note

The Authority needs to know in advance if you will be absent from work. If you are going to be absent for any reason or plan to arrive late or leave work early, you must notify your supervisor and the human resources manager as far in advance as possible, and no later than one hour before the start of your scheduled workday. In the event of an emergency, you must notify your supervisor as soon as possible. For all absences extending longer than one day, you must inform your immediate supervisor and the human resources manager prior to the start of the scheduled workday. When reporting an absence, you should indicate the nature of the problem causing your absence and the date you expect to return to work. The human resources manager may require that you submit a *doctor's note* or statement as proof of the need for any illness-related absence regardless of the length of the absence.

6.4.3 Authorized Absence

Absence from work must be authorized. The Authority's authorized absences which are also some of the benefits accruing to the employee as described below include various leave, jury duty and court subpoena, maternity leave, sick leave, study leave, holidays, time-off to vote, and annual vacation.

6.4.4 Unauthorized Absence as Voluntary Termination

Unauthorized absence can be considered as a voluntary termination of service. Consistent with the Civil Service Standing Orders, an employee who has been absent from work for fourteen (14) consecutive days without notification to his or her supervisor or the human resources manager shall be considered to have voluntarily terminated his or her employment.

6.5 Visitors in the Workplace

A visitor in the workplace is one who is on the premises to meet with an employee friend or relative regarding matters not connected to the official business of the Authority. The presence of a visitor to any employee shall be considered to have been authorized by that employee. Employees are responsible for the conduct of their visitors.

To maximize work outputs, the policy of the Authority is to encourage employees to limit the number and frequency of visitors. To provide for the safety and security of all employees and the facility, only authorized visitors are allowed in the workplace. Restricting visitors help maintain safety standards, protects against theft, and ensures security of equipment. All visitors shall be given identification tags by security officers posted at the reception desk. Visitors must wear and display identification tags for the duration of their visit.

6.6 Equipment and Electronics

Equipment (desks, furniture, file cabinets, air conditioners, fax machines, photocopiers, computers and computer systems and vehicles etc.) are essential to the accomplishment of job duties. They must be used properly and maintained in good working order because they are expensive and often difficult to replace. All employees use a range of equipment at work daily. When using the Authority's equipment, employees are expected to take reasonable care, and follow all operating instructions, guidelines, and safety standards. Employees must exercise care, report faulty equipment, and ensure that required maintenance are done regularly.

6.6.1 Property of the Authority

All equipment (desks, furniture, file cabinets, air conditioners, fax machines, photocopiers, computers and computer systems and vehicles etc.) acquired for the purpose of facilitating the operations of the Authority are the property of the Authority. All the Authority's property must be used properly and always maintained in good working condition.

6.6.2 Policy on Electronic Equipment

The policy of the Authority is that all information, messages created, stored, sent, or retrieved over the Authority's electronic internet mail system or any information or file maintained, transmitted or stored through the Authority's computer systems, voice mail, e-mail or other technical resources are the property of the Authority. The Authority reserves the right to retrieve, read and use any message composed, sent, or received on its computer equipment and electronic mail system. The Authority may, at its discretion, disclose all such communications, including text and images, for the purpose of law enforcement. The purpose of this Policy is to ensure proper and professional use of the computer system and other electronic technology or devices by employees while conducting the Authority's business.

6.6.3 Improper Use of Equipment

The Authority expects that all employees will always exercise due care in the use of equipment consistent with the policy outlined above. Employees who lose or misuse the Authority's property may be personally liable for replacing or repairing the item. The improper, careless, negligent, destructive, and unsafe use or operation of equipment may result in disciplinary action including termination of employment.

6.6.4 Alcohol, Drugs, and Smoke-Free Workplace

The responsibility of the Authority is to maintain a safe work environment. The responsibility of the employee is to perform his or her job safely. The Authority expects employees to report to work in a mental and physical condition that enables them to perform their job in a satisfactory manner. Behavior that results from use of alcohol, smoke and drugs can harmfully affect the safety and work performance of employees. Drinking alcohol and smoking cigarettes and other drugs in the workplace can harmfully affect the health of other employees and lower their morale. It can also affect job performance in the form of frequent tardiness, sleeping on the job and poor decision-making on the job.

6.6.5 Policy on Alcohol, Drugs & Smoking

Consistent with the Standing Orders for the Civil Service and related regulations, the policy of the Authority is to provide and maintain a safe and healthful work environment that is free of alcohol, and drugs. Drinking liquor and smoking cigarettes and other drugs in the Authority's work environment. The use of alcohol, drugs and smoking of cigarettes is strictly prohibited throughout the workplace including outstation offices. This no smoking and no drinking policy applies equally to employees, customers, and visitors.

6.6.6 Violation

Violation of this policy may lead to disciplinary action, up to and including immediate termination of your employment. Additionally, the Authority may require that you participate in a substance abuse rehabilitation or treatment program. If you have questions about this policy or issues related to drug or alcohol use at work, you can raise your concerns with your supervisor or the Director for Administration, Human Resources and Training.

6.7 Workplace Safety and Security

The security of offices, building and grounds is one of the most important issues facing the civil service workplace. Both employees and management must collaborate to ensure workplace safety and security. Ensuring security starts with small concerns like being always cautious not to leave any electric gadgets on when leaving office. Office lights, computers, printers, television, and all other electric appliances should all be switched off or turned off before leaving office. Employees are encouraged to be always security cautious whether at office or outside office. They must also follow workplace security regulations and procedures; and are advised to alert concerned authorities e.g., police promptly when in situations that jeopardize their security.

6.7.1 Control of Access

Access control is the way of managing who is allowed to enter the offices, amenities, and the secured areas in the building. This requires ascertaining the identities of employees and visitors. Currently, the major means of access control are (a) employee identification cards; and (b) use of identification badges or tags by customers and visitors. All customers, business partners, and visitors shall be issued identification tags which they must wear and display for the duration of their visit.

6.7.2 Inspection of Persons

To protect its public business interest, the Authority reserves the right to conduct inspections or search employees, customers, visitors, and other individuals entering or leaving the premises, with or without prior notice. Said inspection shall be conducted by the Authority's internal security. The inspection or search may include any packages or items that an individual may be carrying, including briefcases, handbags, knapsacks, shopping bags, et cetera. During the inspection, the individual may be requested to display the contents of any packages, or to turn out his or her pockets, et cetera, in the presence of a representative of the Authority who may be typically a management employee of the same gender.

7.0 Employment Benefits

Employees of the Authority are provided a range of benefits consistent with the Civil Service Human Resources Policy Manual and the Civil Service Standing Orders. These include paid time-off to perform civic duties required by law, group insurance benefits, and several types of leave benefits provided to eligible employees.

7.1 Group Insurance

Social Security provides a foundation of income on which workers can plan for their retirement. It also a valuable social insurance protection program for employees who become disabled or whose family breadwinner dies. Social security benefit is received through monthly check payment received by a retired worker (or his or her family) based on the retired employee's age and the amount of money paid during his or her period of employment. The types of social security benefits include (a) Retirement Benefits, (b) Survivor Benefits and Disability benefits. Social Security benefits provide partial replacement income for qualified retirees and disabled individuals, as well as for their spouses, children, and survivors. Individual employees must agree, collaborate with the Authority to make monthly payment deductions from their wages into the Social Security program during their working years.

The Authority maintains a program of social security retirement benefits program for its employees. Through this program, both the Authority and the individual employee pay an average percentage of monthly deductions into social security as follow:

- Insured employee = pays 4% of gross monthly earnings; and
- Government (LLA) = pays 6% gross monthly covered payroll.

The total amount is paid into the social security program fund on behalf of each employee. The program is administered by the National Social Security and Welfare Corporation of Liberia. Further information on the social security program can be obtained by accessing their website: <http://nasscorp.org.lr>

7.2 National Holidays

All employees of the Authority are permitted to take the day off on National Holidays. The Authority may ask certain employees to work during a holiday in exchange with compensatory day-off. However, an employee can say no if they have reasonable grounds. The following are the legal public holidays observed in Liberia:

- New Year's Day (1st January)
- Armed Forces Day (11th February)
- Decoration Day (2nd Wednesday in March)
- J. J. Robert's Birthday (15th March)
- National Fast and Prayer Day (2nd Friday, April)
- National Unification Day (14th May)
- Liberia Independence Day (26th July)
- Liberia Flag Day (24th August)
- Thanksgiving Day (First Thursday, November)

- Tubman's Birthday (29th November).
- Christmas Day (25th December)

Other holidays established by the Legislature and proclaimed by the President shall be observed.

7.3 Time-off to Vote:

Every employee's right to vote is protected by Article 80 (c) of the Constitution which provides in part that *"Every Liberian citizen shall have the right to be registered in a constituency and to vote in public elections . . . "*. The Authority encourages employees to exercise their constitutional right to vote. Voting in national elections is the responsibility and duty of all employees to exercise the privilege of voting in elections. For this, the Authority grants employees who are registered voters one-day leave to turn out on the day of election and vote. Each employee registered voter must however present his or her voter registration card and request such time off before 12:00 noon the day before the scheduled election.

7.4 Political Campaign Leave

The employee's right to participate in elections as a voter also includes his or her right to participate as a candidate. However, an employee who wishes to participate as a candidate for election into a political position must:

- Take a leave of absence without pay.
- If elected to a political office, or if he or she does not return to work within 14 days after publication of election results, the absence shall be considered as a resignation consistent with Section 3.4.8 of the Standing Orders of the Civil Service.
- If unsuccessful as a political candidate, the employee may return to the original civil servant position he or she held prior to the campaign. He or she must, however, make a written request for reinstatement to the Authority and submit a copy to the Director General of the Civil Service immediately following publication of the elections results.

7.5 Jury Duty and Subpoenas

Liberia's constitution guarantees the right to a trial by jury in both criminal and civil cases. An employee may be cited by a court to serve as a Juror in a case. He or she may also be subpoenaed as a witness before a court, legislative committee, or judicial body. Consistent with the Standing Orders for the Civil Service, the Authority collaborates with the nation's judicial and legislative systems and encourages employees to obey when summoned.

- An employee who is summoned to appear as a witness before a court, judicial body or before a legislative committee has paid time-off if he or she appears as an employee or officer of the Civil Service; and
- An employee who is summoned to appear as a witness before a court is allowed unpaid time-off if the employee is not a party to the case.

An employee who has been cited by a court, legislative committee or judicial body must a present copy of the citation to his or her supervisor and the Director for Administration, Human Resources and Training in advance of the scheduled appearance date as the basis for internal arrangements and authorization to honor such citation.

7.6 Annual Leave

Annual leave is paid time off for employees, excluding contractors and consultants. It is intended to provide opportunities for rest, relaxation, and personal pursuits. It is governed by the Civil Service regulations and guidelines. Each department head must prepare a leave schedule at the beginning of each fiscal year and submit the same to the Chairperson for approval. Once approved, employees are expected to take their annual leave as scheduled. Leaves are neither accumulated nor carried over from one fiscal year to the next.

7.7 Maternity Leave

Maternity leave is the right of a mother who is an employee to take time off from work to take care of a newborn child. The purpose of Maternity Leave is to enable the employee to bond with her newborn child. Maternity Leave is governed by the Civil Service Regulations. Maternity leave shall be granted at a minimum of sixty (60) continuous Calendar days with full pay.

7.8 Sick Leave

Sick leave is time off provided due to the employee's illness. The intent of providing for employee sick days is to cover employees who have an illness - contagious or otherwise - or have an injury resulting in hospitalization or surgery. Employees shall be entitled to sick leave with pay for a period not to exceed fifteen (15) working days per year upon presentation of an appropriate medical report from a qualified medical practitioner.

It is important for employees to let their supervisor or human resources know immediately. The employee can Email, text, or call when he or she begins to feel sick and let the Authority know how to reach the employee if they have questions related to his or her job.

7.9 Study Leave

The Authority may grant any employee paid leave to undertake an accredited course of study. Study leave may be granted at the Authority's discretion taking in consideration the relevance of the proposed course of study to the employee's job. Study leave requests shall be processed through the employee's supervisor, the HR Division, the Director of Administration, and the Executive Director. All Study Leave Requests shall be approved by the Chairperson.

7.10 Administrative Leave

Administrative leave is a temporary leave from job assignment but with pay and benefits. An employee may be placed on administrative leave when an allegation of misconduct is made against him or her, either by a co-worker, an alleged victim, or a police officer, which requires an investigation and review of the related facts. The employee is asked to remain at home during regular work hours but continues to receive regular pay and benefits until the allegation is adjudicated. Administrative leave is viewed as a safe way to remove an employee from the work environment during an investigation without causing any materially adverse change in the employee's terms and conditions of employment.

7.11 Application and Eligibility for Leave

These leave rules shall be applicable to all the permanent full-time employees of the Authority. To obtain authorized absence due to any of the reasons cited above, the employee must contact his or her supervisor or the human resources manager, and let them know in advance, that he or she will be unable to come to work due to any of the reasons cited above.

8.0 Training and Capacity Development

Consistent with the Civil Service Human Resources Policy Manual, the Authority maintains a program of developing the technical and administrative capacity of its staff. Training and capacity development programs of the Authority are coordinated through the office of the Director for Administration, Human Resources and Training, under direction of the Executive Director. Opportunities for work-related workshops and training at the Liberia Institute for Public Administration are available to all eligible employees. The Authority also participates in international short and medium-term seminars that help improve technical capacity of its professional staff.

8.1 Orientation and Training Plan for New Hires

The orientation is intended to communicate all relevant policies and procedures, position responsibilities and job expectations of the civil service and Authority. During a new employee's probation period, he or she will undergo a two-phase orientation period. In the first phase, the HR Department will familiarize the new hire with the LLA organization. He or she will be taken "around the building" and be introduced to his or her supervisor and co-workers. The HR Department will also discuss the new employee's salary, benefits and the work conditions outlined in this manual. The following orientation package will also be given to the employee which he or she will use as a guide to understand the rules and regulations that directs employee behavior in the organization:

- The LLA Human Resources Manual.
- The Civil Service Human Resources Manual.
- The Code of Conduct for Public Employees.

New employees are expected to keep track of all documents relating the policies, procedures of the organization, and the responsibilities of the new employee's position. The second phase of the orientation will be done by the employee's supervisor or the person who will assign work and evaluate the new employee's performance. Throughout the probation period, your supervisor will continue to mentor you on various aspects of job duties through follow-up discussions. This guidance and mentoring will continue through to the end of the probation period leading to probationary evaluation. The template of the Civil Service Human Resources Manual regarding orientation of new employees requires showing the following:

- Office equipment (computer and internet facilities, photocopiers, etc.
- Review various personnel policies and procedures in the workplace.
- Review administrative procedure which includes showing the employee's new office space, keys and desk, taking photo ID or business card, security rules etc.
- Review of information on job description and performance expectations.
- Discuss employee's initial job assignments, mentoring and training plans.

The full description of civil service new employee orientation checklist can be found in the Civil Service Human Resources Manual.

8.2 Seminars and Workshops

Training through workshops and seminars help employees develop new skills, and knowledge in their profession. As they discuss challenges, problems, and solutions with their peers, they gain confidence that they have the capacity for upward mobility in the organization. Training can also create better and more adaptable workforce by giving participants a better understanding of advances in job knowledge, and the new skills and responsibilities they need to do their job.

Therefore, participation of employees in short and medium-term local and international seminars is important. The Authority encourages and sponsors its employees to participate in seminars and workshops to improve their specific knowledge and skills which it believes will benefit the Authority. Employee training and participation in seminars and workshops are planned and implemented through office of the Director for Administration, Human Resources and Training, under direction of the Executive Director.

8.3 Training with LIPA and Other Institutions

The Liberia Institute of Public Administration (LIPA) is Liberia's premier autonomous public service research and training agency that supports capacity development in the government's ministries, agencies, and commissions. It builds the capacity of civil servants through training, research, and consultancy services to strengthen the professional capabilities of civil servants. The Authority collaborates with LIPA by sending several of its employees for career development and professional advancement in areas that benefit the Authority. Employee training increases needed skill set and helps in development of the employee as well as overall growth of the organization. Participation in training opportunities at LIPA and other institutions is open to all employees with good to excellent performance evaluation record.

8.4 Employee Right to Know about Training Opportunities

Employee training is a program that is designed to increase the technical skills, knowledge, efficiency, and value creation to do any specific job. Therefore, all employees have the right to know about training opportunities in the organization. Training and workshop courses cover skills and topics which are most needed in the Authority. Training focuses on professional staff, but may also target specific positions such as managers, directors, and human resources management personnel.

Information about upcoming training and future training will be made public to give all qualified employees the opportunity to apply. The information will be posted on the Authority's bulletin board and website to inform and encourage qualified employees to apply. This includes training opportunities sponsored by other ministries, agencies, and the donor community.

8.5 Training Evaluation and Feedback

The Authority acknowledges that the purpose of evaluating a training program is to find out how successful the training was to the employee and the organization. Evaluation is important

to measure the knowledge retained by the employee and how he or she will use or apply the knowledge in carrying his or her job duties. How the training impacts on the organization can also be assessed by the level of satisfactory employee performance, and customer satisfaction with services delivered. It is also important that knowledge acquired from a training program can be passed on to other employees through information sharing whereby the employee who received the training becomes a trainer of other employees in-house. Employees who attend training programs are required to write a report about the training detailing what they learned and how they will apply their new knowledge to benefit the Authority. The record of training will be documented as part of the employee's personnel record.

8.6 Training and Capacity Development Plan

Training improves an organization's ability to fulfill its mission. It begins with orientation and mentoring. New employees are guided and mentored by their co-workers and supervisors focusing on developing skills for solving specific problems. Eligible employees are also identified and selected to participate in training and workshops when opportunities are available. Training and capacity development plans define capacity development objectives. Consistent with the Civil Service Human Resources Policy Manual, the Authority conducts periodic training needs assessment that identifies training goals, objectives, methods, and funding sources for achieving the training plan. The Authority also encourages and assists its employees to participate in job-related training workshops, seminars, and conferences that can potentially enhance their knowledge, skills, and abilities.

9.0 Performance Management Framework

The Authority communicates its organizational goals and priorities to employees. It helps them develop the skills and competencies required to perform job duties effectively through training, and helps employees understand and agree on their individual performance targets, while informing them periodically about how they are performing on the job. This process is continuous to ensure that employees know and understand what they should be doing on the job, how they should be doing it and take responsibility for what they achieve. Consistent with the Civil Service Human Resources Policy Manual, performance management framework aims to enable employees achieve and maintain performance standards that will engender quality output of services to the Authority and the people of Liberia.

9.1 Performance Plan

At the start of each performance year, employees and their supervisors will establish a performance plan based on the employee's position or job description under guidance of the Director for Administration, Human Resources and Training. The employee and his or her supervisor must develop a performance plan that:

- Ensures there is direct relation between the job description and the competencies required to perform the job.
- Ensure performance requirements or standards are specific to the job description, realistic, and achievable with flexibility to adjust to unforeseen changes.
- Clearly identifies employee's performance expectations.
- Requires supervisor and human resources director to give regular constructive feedback about the employee's progress based on the goals established.
- Supervisor also offers positive reinforcements that motivates employee's performance during the period.

The factors outlined in the plan above provide the basis upon which the employee will be evaluated.

9.2 Performance Evaluation Procedures

The performance evaluation of employees is conducted annually against the requirements of the position description based on agreed performance plans. According to the Civil Service Human Resources Policy Manual, continuous evaluation of an employee's performance is necessary to determine whether work expectations are being met. An employee's performance evaluation is used to give feedback on employee's work and results based on their job responsibilities.

- The evaluation process begins with an evaluation form which specifies performance measures. Generally, some factors considered may include the employee's communication with customers, teamwork, or collaboration with co-workers, problem-solving, quality of work, attendance and reliability, and ability to accomplish tasks and meet deadlines.
- The evaluation may be conducted by a panel comprising employee's supervisor and the HR manager; or only by the employee's supervisor using the evaluation form.

- Generally, some factors considered in evaluation include the employee's communication with customers, teamwork, or collaboration with co-workers, problem-solving, quality of work, attendance and reliability, and ability to accomplish tasks and meet deadlines.
- The human resources department provides the evaluation forms which are used to conduct the evaluation.

9.3 Performance Evaluation Report

Periodic performance evaluation is an employee's report card from his or her supervisor that acknowledges the work he or she has done during the period being evaluated. The evaluation report is used to discuss the results of the evaluation with the employee.

- The result of the evaluation is discussed with the employee. If the employee determines that his or evaluation is fair and objective, he or she will sign the evaluation form indicating that he or she agrees with the evaluation decision.
- However, the employee may disagree with the result of the evaluation. He or she may indicate the point of his or her disagreement on the evaluation report form.
- The evaluator (s) and the employee will discuss the evaluation with the Director for Administration, Human Resources and Training, and the Executive Director following which copies of the final decision on the evaluation will be placed in the employee's file.

10.0 Harassment and Other Unlawful Conduct

All employees have a right to a workplace that is free of verbal or physical sexual harassment and other unlawful conduct such as discrimination, nepotism, and violence. Consistent with the Standing Orders of the Civil Service, the behavior and conduct of all employees of the Authority must conform to laws, regulations and policies that govern the civil service work environment.

10.1 Sexual Harassment

Sexual harassment means unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact, or communication of a sexual nature when:

- Victim's submission to the conduct is made a term or condition of obtaining employment or promotion either explicitly or implicitly.
- Victim's rejection of the conduct is used as a factor in decisions affecting the victim's employment, or promotion.
- Harasser's conduct has the purpose or effect of creating an intimidating, hostile, or offensive employment environment for the victim.

The Authority's anti-harassment policy is consistent with the Civil Service Standing Orders and the Human Resources Policy Manual all of which prohibit all physical or visual forms of harassment, unwelcome, unsolicited acts of a sexual nature that create a hostile situation between or amongst employees such as sexual advances or propositions, "dirty" jokes, and talking about one's own sexual prowess, and displaying sexual pictures or objects. Employees may refer to Chapter 9 of the *Standing Orders for the Civil Service* for complete details on sexual harassment.

10.2 Discrimination

Discrimination is the unfair and bias treatment of an employee or job applicant because of his or her age, disability, ethnic origin, or gender. Discrimination occurs when a person or group is treated less favorably than another person or group because of their background or certain personal characteristics. Discrimination can happen at different points in employment relationship such as when:

- Recruiting and selecting employees.
- Offering opportunities and benefits to employees.
- Nominating employees for training or type of training including local and international training.
- Selecting employees for promotion or transfer.
- Retaliating or taking adverse against an employee who files a complaint, participates in an investigation, or opposes an employment practice.

The Authority prohibits all forms of discrimination and discriminatory practices by employees or staff in decision-making and policy-level positions. This anti-discrimination policy is designed to promote equity and fairness in employment practices consistent with the *Standing Orders for the Civil Service* and the *Civil Service Human Resources Policy Manual*.

10.3 Nepotism

Nepotism is the process by which those in administrative, managerial, or executive positions use their power or influence within an organization to hire unqualified family members instead of hiring external, qualified candidates or promoting talented employees. Nepotism also occurs when someone in the position of power uses his or her influence to favor unqualified and unsuitable relatives, friends, and close associates by giving them jobs or by promoting them. Nepotism can have a significant impact on the morale of an organization's workforce. While it is true that a manager's friend or family member can still be a good, qualified applicant or a qualified employee seeking promotion, merit-based employment process requires that the manager or executive removes himself or herself and step aside from the examination process when the candidate involved is his or her relative, friend or close associate. The Authority prohibits nepotism in all its forms consistent with its policy of providing equal employment and promotion opportunities to all applicants and employees.

10.4 Workplace Violence

Violence is the intentional use of physical force with potential for causing harm, injury, disability, or death. Damage inflicted by violence may be physical, psychological, or both; and may also include verbal attacks, insults, threats, and other psychological abuses on an individual's sense of decency, identity, and self-worth.

All employees have a right to a workplace that is free of verbal or physical violence. The Authority expects that the behavior and conduct of all employees must conform to laws, and policies that sustain safe work environment. Managers and employees are responsible and committed to preventing acts of violence by analyzing the work environment to uncover possible areas of potential violence and preventing them. The consequences of making threats or committing acts of violence against another employee in the workplace may result in disciplinary action including termination of employment.

10.5 Conflict of Interest

Conflict of interest at work occurs when, as the result of the Authority's business dealings, an employee can influence a decision that may result in a personal gain for that employee or his or her relative, friend or associate. A conflict of interest at work arises when a situation that benefits an employee also effects the Authority. Some examples of conflict of interest include:

- A manager fails to disclose that he or she is related to a candidate being considered for a job.
- An employee taking a bribe to purchase inferior goods for the Authority.
- An employee taking another job or contract to perform a job that conflicts with his or her duties as an employee of the Authority.

Employees of the Authority are bound to act in the interests of the Authority and not for their own personal gain. They have an obligation to conduct business within guidelines that prohibit actual or potential conflict of interest in the performance of their job. In matters of procurement for example, only authorized employees may purchase supplies in the name of the LLA. No employee whose regular duties do not include purchasing shall incur any expense on behalf of the Authority or bind LLA by any promise or representation without written approval. This policy is consistent with the Civil Service Human Resources Personnel Manual, and the Standing Orders for the Civil Service.

10.6 Reporting Claims of Sexual Harassment and Other Unlawful Conducts

The Authority does not maintain a permanent grievance committee. A grievance Committee is set up on as needed basis through the Director for Administration, Human Resources and Training. The Authority submits to the Standing Orders for the Civil Service which requires victims to report sexual harassment and other unlawful conduct as quickly as possible; and those said complaints should be investigated immediately.

10.6.1 Reporting Sexual Harassment

Because sexual harassment is a very sensitive issue, the procedure for reporting it is slightly different from the procedure for reporting other grievances. The Standing Orders for the Civil Service requires that complaints of sexual harassment should be reported immediately and taken directly to any of the following:

- Director for Administration, Human Resources and Training.
- Executive Director.
- Chairperson of the Liberia Land Authority.
- Any other designated administrative personnel of the Authority.

Any incident and complaint of sexual harassment should be immediately reported to any of the officials cited above and should be investigated immediately.

10.6.2 Reporting Other Unlawful Conduct

Employees who wish to report other unlawful conduct are encouraged to take immediate action and report to the Authority as follows:

- Take immediate action.
- Report the incident to your immediate supervisor.
- Prepare a written complaint with information on the nature of the unlawful conduct or abuse and the date it occurred.
- Explain why you believe you were abused or the basis of your claim.
- Sign your written complaint and submit it to the Executive Director.

The Authority will set up a Grievance Committee to investigate all incidents of unlawful conduct in the workplace. However, the Authority requires all Supervisors to receive and act

properly on complaints made by their subordinates as the first step in the investigation process.

11.0 Discipline and Grievance

Discipline is the practice of making employees to obey rules or standards of behavior in the workplace; and punishing them when they disobey. Grievance is the result of disagreement over how the rules are interpreted and how the standards are applied for example, regarding any of the terms and conditions of employment ascribed in this Manual. Grievance can also mean that an employee has a concern or complaint about his or her work, about unfair treatment by a co-worker or supervisor, whether the concern is real or imagined.

The purpose of a grievance procedure is to give employees an easy way to bring up their issues or concerns about their work environment or issues with other co-workers which they believe is unfair or unjust. The Authority encourages employees to try to resolve occurrence of any grievance on an informal basis before resolving to formal processes described above.

11.1 Purpose of Disciplinary Action

The Authority considers disciplinary action to correct, not to punish, work related behavior. Each employee is expected to maintain standards of performance and conduct as outlined in this Manual and to comply with all applicable policies, procedures, and laws. Where an employee's work performance consistently fails to meet expectations, the goal of disciplinary action is to get the employee to improve work quality and perform to expectations. The objective is to help the employee understand and correct any shortcomings and become a valuable, contributing member of the workforce once again.

11.2 Reasons for Disciplinary Actions

Some of the most common reasons for disciplinary actions include the following:

- Unauthorized absence.
- Unsatisfactory job performance.
- Poor timekeeping or attendance.
- Misuse of property (including negligence and willful damage).
- Unacceptable personal conduct (intoxication, discourteous treatment of a customer).
- General Misconduct.

The Authority's policy on disciplinary action is to provide employees a fair, clear, and useful tool for correcting and improving behavior and performance issues. Any disciplinary action taken in accordance with this policy must be for just cause.

11.3 Types of Disciplinary Actions

The Authority uses for types of commonly applied discipline:

- Verbal Warning.
- Written Warning.
- Replacement of damaged property.

- Suspension.
- Termination.

Supervisors are expected to bring cases of misconduct or general inefficiency to the attention of the Executive Director. In the interest of fairness, it is important to allow the employee an opportunity to respond to the allegations. The Executive Director shall initiate disciplinary proceedings only after the employee concerned has been given adequate opportunity to exonerate himself or herself and has failed to do so. Additionally, it is also important to make the punishment fit the violation. Severe disciplinary action for a minor infraction can prove counterproductive; while a modest disciplinary action for a serious infraction is not helpful and can send the wrong message. All employees and managers are advised to do full review of disciplinary proceedings, violations, and appropriate penalties in Chapter 4 of the Standing Orders for the Civil Service.

11.4 Procedures for Reporting Grievances

Procedures for reporting grievances are like procedures for reporting other unlawful conducts in the workplace. Employees who wish to report grievances or behaviors and actions which they believe to be wrong or unfair must take immediate action by first reporting the matter to their immediate supervisor as follow:

- Prepare a written complaint with information on the nature of the wrong and unfair treatment, and the date it occurred.
- Explain the cause of your complaint or protest and why you believe you were unfairly treated in the course of your work.
- Sign your written complaint and submit it to the Executive Director.

The aggrieved employee's immediate supervisor will discuss the grievance with the employee before referring same to the Executive Director. The Authority requires fair consideration for each employee or group of employees who feel they have been unfairly treated. Every effort should be made to arrive at an agreed solution of mutual satisfaction to both employees and the Authority. All employees, supervisors and managers are advised to do full review of the procedures for reporting and resolving grievances in Chapter 6 of the Standing Orders for the Civil Service.

Where the Supervisor is involved, the aggrieved employee should report the grievance to his or her next superior officer consistent with the procedures cited above.

12.0 Security of Tenure and Termination of Employment

Consistent with the Standing Orders for the Civil Service and the Civil Service Human Resources Manual, all employees holding non-political positions are entitled to continuity of employment and the security of their tenure of service with the Authority. The services of an employee may be terminated but only for just cause.

12.1 Security of Tenure

A regular employee's right to security of tenure means that he or she shall remain employed unless his or her services are terminated for just or authorized cause consistent with the Standing Orders for the Civil Service. Regular employees of the Authority may question the legality of their dismissal. If the Authority fires an employee, it is required to show or clarify that it did so for good cause and by due process; and not for any of the discriminatory reasons discussed above relating to equal employment opportunity, harassment, and/or other unlawful conduct. Due process also means that the dismissal was exacted after the following procedure:

- Employee was given a written notice of the Authority's intent to dismiss him or her specifying the grounds for dismissal.
- Employee was also given reasonable opportunity and time within which he or she can explain and clarify his or her side.
- A hearing or conference was convened whereby the employee was given the opportunity to respond to the charge, present evidence or rebut the evidence presented against him or her to exonerate himself or herself.
- A notice of dismissal was issued only upon due consideration of all the circumstances, and grounds have been established to justify termination.

All employees, supervisors and managers are advised to do full review of procedures for termination of employment in Chapter 12 of the Civil Service Human Resources Policy Manual.

12.2 Termination of Employment

Termination of employment means the end of an employee's services with the Authority. On the one hand, an employee may voluntarily terminate his or her services with the Authority. On the other hand, the Authority may terminate an employee's services. In either case, termination of employment is an inevitable part of personnel activity in any organization. Many of the reasons for employment termination have already been discussed above.

12.2.1 Voluntary Termination of Employment

Voluntary termination means that the employee leaves on his or her own. When an employee decides voluntarily to terminate employment, it may be because the employee:

- Submits a written or verbal notice of resignation with intent to retire, or
- Is absent from work for fourteen (14) consecutive workdays and fails to contact his or her supervisor.
- Fails to return to work after authorized leave expires; or

- Retirement or voluntary termination for meeting age, and length of service requirement of the civil service.

The Civil Service Human Resources Policy Manual (Section 92) provides that an employee who resigns is considered to have voluntarily terminated his/her employment with the Authority.

12.2.2 Termination for Cause

Termination for cause, or involuntary termination, refers to the event whereby the Authority removes an employee from its employment. An employee's contract may be terminated by the Authority "for cause" which may range from harassment and other unlawful conduct including the following:

- Incompetence or poor work performance.
- Insubordination and related issues such as dishonesty.
- Attendance issues such as frequent absences or chronic tardiness.
- Conflict of Interest.
- Breach of confidentiality.

12.2.3 Retirement

Retirement is the action or fact of leaving one's job and ceasing to work. It refers to the time of life when either one chooses to permanently leave the workforce behind or required by regulations to do so. Sometime a retired employee may continue to work as a consultant; or he or she may find other part-time work.

The compulsory civil service retirement age is 65. Retirement can be a huge change for most employees. However, the Civil Service is committed to assisting its employees to adjust as they end their career and begin their retirement from the government service.

12.2.4 Pension

Retirement accounts are intended to provide former civil servants with income when they stop working. Pension benefits are replacement income for qualified retirees and their families. They are given to a retired civil servant to make sure that he or she has a secured and constant, lifetime income. Therefore, the Authority encourages all employees to participate in its group insurance pension benefits program as discussed under Section 7 (Employment Benefits) covering social security benefits.

12.3 Employee Termination Checklist

Consistent with the Civil Service Human Resources Policy Manual, the following procedure should be followed in the final termination process:

- The former employee must return his or her LLA identification card to the Department for Administration, Human Resources and Training.

- Return all files, equipment, and all other property belonging to the Authority to his or her immediate supervisor and obtain a receipt.
- The former employee should plan for the payment of any debt and other obligations owed the Authority.
- Conclude obligations for which the Authority stood as guarantor for the said employee before the exit of the employee, so as not to obligate the institution.
- Complete all other exit forms.

Appendixes

- Templates

RECEIPT AND ACCEPTANCE OF LLA HUMAN RESOURCES POLICY MANUAL

I, _____ hereby acknowledge receipt of a copy of the Human Resources Manual of the Liberia Land Authority (LLA). I understand and agree that it is my continuing responsibility to read and know its contents. I also understand and agree that this Human Resources Manual is not a contract for employment.

I have read and understood the full content of this Human Resources Manual and I agree with all its contents. I agree to return the Employee Handbook upon termination of my employment.

Signature _____

Print Name _____

Date _____

CONFIDENTIALITY POLICY AND PLEDGE

Any information that an employee learns about Liberia Land Authority or its members or donors, in connection with his or her work which is not otherwise publicly available constitutes confidential information. Employees may not disclose confidential information to anyone who is not employed by the Liberia Land Authority or to other persons employed by the Authority who do not need to know such information to assist in rendering services. The disclosure, distribution, electronic transmission or copying of such information is prohibited.

Signature _____

Print Name _____

Date _____

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