HUMAN RESOURSE MANUAL

Version - 1.0

SOCIETY FOR COMMUNITY EDUCATION AND PARTICIPATION

Welcome

To

Society For Community Education and Participation

On behalf of staff members & Top Management, I welcome you at SCEP and wish you success in your future.

At SCEP, we believe that each employee contributes directly to the growth and success of the company, and we hope you will take pride in being a member of our team.

This manual is developed to describe some of the expectations of our employees and to outline the policies, programs and benefits available to the eligible employees. Employees should become familiar with the contents of the HR manual and it will answer many of the questions about the employment with SCEP.

We believe that professional relationships are easier when all employees are aware of the culture and values of the organization. This guide will help you in understanding our vision better for the future of business and the challenges ahead.

We hope that your experience here will be challenging, enjoyable and rewarding.

With Best Wishes!

Dr. P Shalini

president

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About Society For Community Education and Participation

1.1 Introduction

Incepted in 1994, **SCEP** is a registered not for profit organization established to empower the most disadvantaged communities in the societies. Set up in the year 1994, the initiatives of the organization have drawn from the district level campaigns to grass route level interventions on Skill development, Women Empowerment, Health and Education.

Vision: Our vision is to reinforce underprivileged communities of women, child and young people by facilitating required skill sets thereby enabling them to have sustainable livelihoods.

Mission: Our mission is to promote the economic independence of disadvantaged communities by providing support through network and the career development tools there by enabling them to thrive in work and in life

Belief

SCEP believes in the core principal of Community ownership, Equal opportunities for all, participatory decision making processes, accountability and transparency.

1.2 Management Philosophy:

SCEP management philosophy is based on responsibility and mutual respect. People who come to SCEP want to work here because we have created an environment that encourages creativity and achievement. SCEP aims to be a solution provider for all community based problems.

To help in achieving this objective, SCEP seeks to attract highly motivated individuals who believe in team work and share in the commitment, responsibility, risk taking and discipline required to achieve our vision. In order to attract these special professionals, a culture that promotes impersonal thinking and global perspective has been built and maintained throughout since its establishment.

While we are be realistic in setting goals and expectations, SCEP is also aggressive in reaching its objectives. This success in turn, enables us to give its employee above average compensation and innovative benefits or rewards.

1.3 Ethics and Conduct

The successful operation and reputation of us is built upon the principles of fair dealing and ethical conduct of our employees. Our reputation for integrity and excellence require careful observance of the spirit and letter of all applicable laws and regulations, as well as a scrupulous regard for the highest standards of conduct and personal integrity.

The continued success of the organization is dependent upon our clients trust and we are dedicated towards preserving that trust. Employees owe a duty to the organization and towards its clients to act in a way that will merit the continued trust and confidence of the public.

Organization complies with all applicable laws and regulations and expects its Directors, Managers, Executives and associate staff members to conduct business in accordance with the letter, sprit, and intent of all relevant laws and to refrain from any illegal, dishonest, or unethical conduct.

In general, the use of good judgment, based on high ethical principles, guides an individual with respect to the lines of acceptable conduct. If a situation arises where it is difficult to determine the proper course of action, the matter is discussed openly with the immediate head of the department and, if necessary, with the DIRECTORS, for advice and consultation.

Compliance with this policy of ethics and conduct is the responsibility of every employee & associated members of SCEP

Disregarding or failing to comply with this standard of business ethics and conduct could lead to disciplinary action, up to and including the possibility of possible termination of employment.

1.4 Policy & Procedures Manual

The Human Resources Policy and Procedures Manual have been developed to facilitate the implementation and clearly define policies on human resource management.

The Manual provides guidelines to be followed in the administration of these policies, and assists all the employees in defining each human resource management decision and the correct procedure to be followed.

The policies specified within consists those of the best management principles practices. They have the full support and commitment of the management.

HR policies must be kept current and relevant. Therefore, from time to time some of the policies and procedures may undergo necessary modifications or amendments as well as new ones may be added.

Suggestions, recommendations or feedback on the policies and procedures specified in this manual are welcome. This can be provided via email or through suggestion boxes.

These policies and procedures are applicable to all areas of operations within Company Name and related entities.

2 RECRUITMENT PROCESS

2.1 Introduction

Recruitment is done by formal procedures, starting from identifying the need to fill a post to reaching the stage of official appointment. The finally responsible person within the organization for the proper execution of the recruitment process is the HR Manager**.** He/she of course does not have to execute all tasks but is responsible to control all the time that all tasks are properly and timely executed by the involved persons. The recruitment procedure is divided into the following phases:

Phase	Maximum duration	Responsible person
Vacancy identification	As and when Man power required	Program Head/ District Coordinator
Vacancy announcement	1 Day	HR Manager
Preparation job description	1 week	Program Head/ District Coordinator
Application period	1 week	HR Manager
Interviews	1 week	HR Manager / Program Head/District Coordinator
Second round interviews (if applicable)	2-4 day first round	HR Manager / Program Head/District Coordinator
Selection of successful candidate(s)	Immediately	HR Manager / Program Head/District Coordinator
Appointment procedure and signing of contract	Depends on planning	HR Manager

2.2 Vacancy identification

A vacancy can be identified after an employee has left/or will leave the job or new tasks for the organization arise which require a new post. The need for filling such vacancies can be discussed in the monthly management meetings (attended by District coordinators and program Heads). In such a meeting (of which minutes need to be taken) issues need to be discussed like expectations of the post, recruitment planning, internal recruitment if applicable, mode of vacancy announcement, type of contract etc. If the planned recruitment procedure differs notably from the above described procedure this has to be approved by the board of trustees of the organization before recruitment starts.

2.3 Preparation job description

All employees to be recruited by the organization will have explicit job descriptions that form part of the employment contract whether permanent or temporary contract. Job descriptions should make clear the tasks to be performed, the level of responsibility of the job, the knowledge and the skill level required to do the job productively. In some cases job descriptions may be custom made, for instance if people will combine two or more of the standard functions or if new functions are created for which no standard job description exist. Custom made job descriptions will need to be based as much as possible on the existing standard job descriptions. For all jobs under management level the job descriptions will be prepared by the involved Section Head together with the Personnel Admin Officer and will be approved by the District Program Officer. For all jobs at management level the job descriptions will be made by the District Program Officer together with the Personnel Admin Officer and will be approved by the Board of Trustees.

2.4 Internal recruitment

The organization should undertake to advertise suitable vacancies internally, but reserves the right to recruit externally only if it has valid reasons. Valid reasons could for instance be that the existing employees can't be missed in their respective sections, or that they lack the required skills for the existing vacancy.

If the organization decides to advertise internally, it is done by an announcement on office notice board to the employees. Brief details of the minimum requirements for the application and the job are given. The employee who wishes to be considered for the position will contact the Personnel Admin Officer to obtain an application form (see Annex 1.1 for an example of such a form). This form is to inform the Head of the section in which the employee at that moment works about the application. At the same time it will be used as an official application for the job. Under no circumstances will the Head of the section in which the vacancy exists be contacted directly.

If the Head of the section in which the employee at that moment works disapproves the internal application he will inform the Personnel Admin Officer about his judgment including the reasons by filling these in the application form. The Personnel Admin Officer will then send a disapproval to the candidate unless he has strong reservations regarding the judgment of the Section Head (in this last case he will ask the judgment of the District Program Officer). If the relevant Section Head approves the internal application he will put this on the form. In this case the Personnel Admin Officer considers the comments of the relevant Section Head, the probationer's work record, length of time in present job, and over-all potential of the candidate. If based on these issues the Personnel Admin Officer's judgment is negative the Personnel Admin Officer will write a letter to the employee explaining the results of the assessment. The employee may in this case appeal with the District Program Officer who will then take the final decision. If the judgment of the Personnel Admin Officer (or that of the District Program Officer) is positive the Personnel Admin Officer fixes a date to interview the candidate (see the relevant paragraph on interviews).

2.5 Preparation Application Form

The job descriptions are the basis of the application forms to be prepared by the Personnel Admin Officer.

2.6 External vacancy announcement

If the internal recruitment round has not yielded any positive results or if the organization has decided to recruit externally only, the recruitment procedure continues with an external vacancy announcement.

An external vacancy announcement should be done by cost-effective advertising, for instance by using local announcement district notice boards, local radio announcements etc. Sometimes the post is of such nature that the vacancy needs to be advertised nationally in the national newspaper(s) or on national radio. Every announcement should clearly indicate the application procedure and closing date.

2.7 Application period

People who wish to apply for positions advertised externally can do so only by filling in an application form

Application forms can be obtained from the office of the organization. The vacancy announcement number for the post, for which the probationer wishes to be considered, should be clearly indicated on the front of the application. The Personnel Admin Officer is responsible for the distribution of the application forms. If an probationer wishes to apply for more than one position he/she should submit a separate application for each vacancy.

All filled-in application forms come in through the Personnel Admin Supervisor who keeps a record of all incoming applications. He/she notes the name of the probationer, address, date received and vacancy number (in a computerized data base). The Personnel Admin Supervisor forwards the probationers records to the Personnel Admin Officer.

For applications below management level the Personnel Admin Officer forwards the filled-in application forms to the relevant Section Head of the vacant post, including all incomplete forms. The relevant Section Head selects from the application forms after receiving the forms. The details of the selected candidates are proposed to the District Program Officer and Personnel Admin Officer who will study them. If all agree, the selected candidates will be invited to attend an interview. The Personnel Admin Supervisor will send regret letters to all not selected candidates.

For vacancies at management level the selection of candidates is done by the District Program Officer, the Personnel Admin Officer and at least one of the members of the Board of Trustees. They will receive all filled-in application forms for the vacant post from the Personnel Admin Supervisor.

2.8 Interviews

The function of an interview is to assess whether a candidate is sufficiently capable for a vacant position. Motivation, judgment, qualifications and experience on the job are part of the issues to be considered. Beside a talk with a candidate also tests (e.g. computer tests, knowledge tests, work on case studies, driving a car) can be part of an interview.

The interview panel for vacancies below management level shall comprise of Personnel Admin Officer, the relevant Section Head and one other relevant staff member. The relevant Section Head will chair the interviewing panel. The members of this panel will decide on the procedure to use in conducting the interviews and recommend the suitable candidate after 1 or 2 rounds.

The panel for management level positions shall comprise of the District Program Officer, the Personnel Admin Officer and at least one of the members of the Board of Trustees. For positions on management level one or two interview rounds are held.

If a post is very specialized an expert can be asked to join the interviewing panel. During the interview the interview panel fills in an interview form for each candidate. This will later help to compare the results of the interviews.

After each round of interviews all candidates are discussed and the decision is taken by vote among the interview panel members. Each candidate is informed about the interview results in writing. If the result is positive the candidate will receive a job offer including an invitation to discuss the terms and conditions of employment

For candidates living far away it is advisable to plan their interview at a convenient time to enable such candidates to reach the office where the interview takes place and to be able to leave in time. Any candidate coming from outside the district (and thus incurring travel costs), a one way travelling expenses will be reimbursed if he/she gets selected and joins organization. This will be included in their First month pay out.

2.9 Second round of interviews

If during the first round of interviews no definite selection can be made, a second round of interviews with a limited number of the candidates will be held. A second round of interviews is always required in case the vacant post is at management level, requiring a more in-depth assessment of the candidates. The second-round candidates are selected by the interview panel that was active during the first round of interviews. After the first round of interviews, referees of the candidate can be consulted.

The current employer of the candidate can only be approached after the probationer's permission.

For a second round of interviews the interview panel may consist of more panel members than in the first-round if believed necessary. The extra members may for instance consist of specialists or other key persons who may be important for reaching a more balanced and better decision. During the second interview, usually more in depth questions are asked.

If no suitable candidate is found after two interview rounds the recruitment process starts again.

2.10 Appointment procedure and signing of contract

After final selection of a candidate, the Personnel Admin Officer, with permission from the relevant Section Head (for the lower than management level positions) or the District program Officer (for the management positions), will send a job offer letter via to the candidate. The job offer letter will clarify the requirements for accepting the job offer and reporting on duty. The candidate will have to react to the job offer letter on or before mentioned date and time on the letter. If the candidate shows interest in the job offer, an appointment will be made by the Personnel Admin Officer to (further) discuss the terms and conditions of employment and if he/she accepts, to sign the employment contract, code of conduct and job description. In some cases it may be required to have a second meeting to further discuss the terms and conditions of employment before signing these documents.

3.1 *First working day*

On the first working day the targets for the probation period are discussed with the probationer[1] by the Personnel Admin Officer. This includes a clear explanation about what is expected of the employee. The probationer is introduced to the organization. He/she will receive from the Personnel Admin Officer the employee handbook.

After the introduction and administrative procedures on the first working day, the probationer is handed over to his/her supervisor who will from guide the probationer during his/her probation period.

3.1.1 Tasks of the Personnel Admin Officer

- Organize the payment to the probationer of settling in allowance and, if requested for by the probationer, a 25% advance of the first month salary.
- Ensure that the probationer is taken up in the liability and accident insurance packages of the organization. Contact the involved insurance companies if needed and fulfill all required procedures.
- Ensure proper handing over of the probationer to his/her supervisor.
- Introduce the probationer to the other employees.

3.2 *Probation period*

The goal of a probation period is:

a) To test the ability of the probationer to perform well on the job

b) To test the suitability of the probationer's character to fit into the organization

Beside training and supporting the probationer, the probationer's supervisor also monitors the probationer during the probation period and fills in the Probation Monitoring Form on a monthly basis. This information written in this Form is not accessible to the probationer. The first month of

1 The new employee is called 'probationer' until the decision has been taken to fully employ the person which usually is at the end of the probation period or at the end of the extended probation period. A probationer can be someone coming new into the organization but in it can also be someone who changed from a position in the organization to a new position and who is therefore subject again to a probation period for the new function. In this last case a general introduction to the organization is not required as the probationer is already familiar with the organization. Usually probational period will be for six months.

probation is meant to familiarize the probationer with the organization and also to help him/her to settle down and understand the organization's operations. Usually the supervisor has a training program in mind and also instructs relevant colleagues who will help in conducting this training.

Every month the supervisor and the probationer assess together whether the work progresses well and where improvements are needed. The supervisor reports about the outcome of this assessment in the Probation Monitoring Form of the probationer and discusses the results with the Personnel Admin Officer, the relevant section Head, and if required with the District Program Officer.
If there are no positive prospects for performance to be improved at any point of the probationary period, at this stage the probationer can be dismissed after approval by the Personnel Admin Officer and the District Program Officer. Other possibilities are to demote the person to his/her former position (in case of an internal probationer), to transfer the person to another position, or to continue the probation period in the current position.

If it is decided to continue the probation period, a panel (usually consisting of the Personnel Admin Officer, the relevant Section Head, the probationer's supervisor and/or the District Program Officer) evaluates the performance of the probationer six months after the probationer started with the probation period. During the evaluation the Probation Monitoring Form and the observations of the panel members are used as a basis for the recommendation of the panel to confirm the employment of the probationer, to extend the probation period, to dismiss the probationer, or to transfer him/her to another position in the organization (either his/her former position in case of an internal probationer or to another position). After approval by the District Program Officer the recommendation becomes a decision of the organization. The decision is notified to the probationer during a probation evaluation meeting. During this meeting the probationer will be given a Probation Evaluation Report that contains the decision in writing plus the arguments for the decision. During this meeting the probationer is also given oral explanation and he/she is able to ask questions about the decision and will then be given answers.

In case the decision is to extend the probation period, this will be for a period of two months. After this two-months period the performance of the probationer is once again evaluated by the same persons who were involved in the evaluation that was conducted after six months. The recommendation is then to confirm the employment of the probationer, to dismiss the probationer, or to transfer the probationer to another position in the organization. The recommendation will need to be approved by the District Program Officer to become a decision of the organization. The decision is explained to the probationer in a second Probation Evaluation Report. This report is given to the probationer during a second probation evaluation meeting.

In case it concerns a position at management level always a member of the Board of Trustees should be part of the evaluation panel. In such case any recommendation of the panel should be approved by the Board of Trustees to become a decision of the organization.

Copies of the Probation Monitoring Forms and the Probation Evaluation Reports of the probationer are filed in the personal files of this person (who will be from now on, if the decision about his/her continuation in the position is positive, be called 'employee').

If a probationer is dissatisfied with the decision of the organization he/she can appeal to the District Program Officer in writing. The District Program Officer may in such case invite the probationer for a personal meeting. For this meeting the District Program Officer may invite other persons as well. After considering the appeal the District Program Officer will take a final and binding decision. If this decision differs from the decision expressed in the last Probation Evaluation Report, an appendix will be attached to this report explaining the final decision and the reasons for the changes made. In case it concerns an appeal by a probationer for a management level position the final decision will be made by the Board of Trustees of the organization who may call any meeting with any persons for coming to its decision.

3.3 Notice of termination of contract or resignation

Written notice to terminate employment, by the organization to the employee or by employee to the organization must be done as follows:

- During probation: 15 days in advance
- Employees up to one year employed: 30 days in advance.
- Employees longer than 1 year employed: 60 days in advance.

The organization may revoke these conditions on the basis of:

1. Provisions within disciplinary procedures. Immediate dismissal can be given in case of insubordination, absenteeism, lack of performance, lack of co-operation and theft.
2. The employee has been certified permanently unable to work by a medical practitioner
3. The employee has been imprisoned or convicted of an offense.

3.3.1 Tasks of the Personnel Admin Officer

- In case the contract of an employee or probationer is terminated or an employee or probationer resigns, make sure that all required procedures are carried out accordingly.
- In such case also stop the insurances the organization is paying for this person from the date the person has stopped working.

3.4 Re-employment

Former employees who have left the organization (whether being under casual/temporary or permanent employment) by resignation (of their own accord) or who have had their employment terminated for any reason connected with their performance or conduct will in principle not be re-employed. However, the District Program Officer may use his/her discretion to modify this policy where he/she considers if that it may be of mutual benefit to the individual and the organization. The general exception to this rule will be where an employee has left the organization as a result of redundancy in which case the District Program Officer's approval will not need to be sought for re-employment. However, for this case of re-employment, the person would have to apply through the formal application procedures (during recruitment round).

4.1 Salary and wages

Salary means payment for work, made to an employee with an employment contract, usually done in the form of a monthly cash or cheque payment. Wages means remuneration or earnings, capable of being expressed in terms of money, which are payable to an employee under a contract of service. The salary/wage system is evaluated once a year by organization.

4.2 Salary and wages payment

The amount of salary is paid according to the employment contract of the employee. This may be cash or by cheque and is paid during the first week of the month. Incomplete months are paid by calculating the number of days actually worked.

All obligatory tax and insurance payments by the organization shall follow exactly the rules of payment as set by the involved authorities in your country! So make sure you are well informed about these rules.

Employees will be expected to pay their government graduated tax to the concerned District Authorities or any other tax they are obliged to pay, according to the law of the country. It is not the responsibility of the employer to pay this tax or to remind the employee to pay.

4.3 Salary increase (performance related)

After each year of employment, a performance appraisal is done with the employee. When the conclusion is that performance has been, acceptable this results in a promotion to a next step in the salary grading system of the organization. This means that the employee gets increment and the increased salary will reflect from the next month of the appraisal. This process continues until he/she reaches the peak salary defined for his/her position by the grading system.

Each step increase will be confirmed in writing after the Personnel Admin Officer has obtained the approval of the District Program Officer for the increase. The Personnel Admin Officer is responsible to inform the Finance Admin Officer about the new salary after having received the approval. Management level salary increments have to be approved by the District Program Officer and the board of Trustees. In case of the salary increment of the District Program Officer, this will have to be approved by the Board of Trustees.

4.4 Change to another position

If an employee takes up another position in the organization his/her salary will be according to the grading level of the new position, starting as if the employee was newly employed (thus starting for the grading system at year 1, unless the position is at the same or a lower grading level).

4.5 Insurances

The organization will have for each employee and probationer a liability and an accident insurance.

5.1 Introduction

The organization has a system of staff development in place for employees at all levels. This consists of performance appraisals of the employees and the possibility for employees to follow internal and external trainings when they are invited to do so. Employees are also free to apply for training courses that they would like to follow.

5.2 Employee performance appraisal

Performance appraisal is a continuous process of reviewing or discussing one’s job and aims at improvement of performance in the current job.

5.2.1 Objectives of performance appraisal

- To satisfy the individual's needs for feedback on performance and to assist him/her in improving the performance in the current job.
- To strengthen supervisor - employee relationships.
- To get feed back on the level of employee motivation.
- To help the employee to perform better in order to strengthen the organization as a whole to perform better.

5.2.2 Performance appraisal process

After completion of the probation period and annually, each member of staff will undergo an appraisal exercise to review his/her performance and to agree on new targets, as well as identifying training and employee development needs. Each employee is evaluated based on targets set, and then other new targets are set for the next year. The employee should be appraised over the whole period since it was last appraised. It is the responsibility of employee and immediate supervisor to ensure that individually set targets are monitored on regular basis as specified in the completed performance appraisal report. Failure to comply with this will have an adverse implication on the part of the immediate supervisor and concerned employee.

The report is prepared in duplicate and should be endorsed by the employee, supervisor and the District Program Officer. One copy of the appraisal form is given to the employee in duplicate and the original copy of the form is filed in the employee's personal file. If the employee does not agree with the outcome of the appraisal, he/she can appeal with the District Program Officer.

5.3 Training

The organization supports a policy of progressive development of employees. Training needs of employees at all levels will be assessed regularly and where required for the job, internal or external training will be organized by organization at the organization's expense.

5.4 Transfers

The organization appoints the employee to a specific project location and this may be subject to transfer at any time. An employee may be given the opportunity to transfer because of:

1. The organization may initiate the transfer. In this case the employee needs to be consulted on the possibilities for him/her to transfer.
2. Transfer may be effected as a result of personal interest/request and this may take place after request by the employee to be transferred to another office. An employee wishing to transfer from one Branch office to another usually has to apply for an existing vacancy. If the post is advertised externally, he/she would have to equally compete with external applicants.

Transfers need the approval of the District Program Officer. Employees who are transferred may apply for coverage of incurred costs involved in the transfer. This will be looked into per each case.

5.5 Use of notice board

All important communication regarding vacant positions, the change in positions of employees (whether being promoted, acting on behalf of, transfers, new appointments, resignations, etc), training courses and other important issues regarding staff development should be announced on the notice board in the office for every employee's information.

6 LEAVE POLICY

6.1 Introduction

Employees serving under the organization's Terms and Conditions of Service will be entitled to an annual leave totaling 24 working days for each year of service. Employees are not permitted to take more than 3 leaves consecutively. Leaves have to be agreed by the Personnel Admin Officer. For each agreed leave the District Program Officer is informed by the Personnel Admin Officer.

6.1.1 Planning of leave

A leave calendar should be drawn at the beginning of the year and agreed upon by each Section Head and by the District Program Officer, which is then forwarded to the Personnel Admin Officer. Each Section Head is responsible for inquiring with his/her section about the leave plans of employees working in the Section.

6.1.2 Requests and authorization procedures

Amendment to the schedule will be at the discretion of the immediate supervisor in consultation with the Personnel Admin and Finance Admin Officers. For each scheduled leave period, the employee will submit a leave form to the Personnel Admin and Finance Admin Officers after agreement by the immediate supervisor (who signs the form for approval). This will be done at least one week in advance (except for sick leave and compassionate leave). Depending on the circumstances, the immediate supervisor may reschedule the leave (in consultation with the concerned employee). The Personnel Admin Officer will verify the leave record and sign the leave form for approval. Final leave approval is done by the Personnel Admin and Finance Admin Officers, who send the form back to the Personnel Admin Supervisor with copies to the District Program Officer who may sometimes reverse the leave schedule if certain circumstances may warrant this to happen. The Personnel Admin Officer informs the employee about (non-) approval.

Employees taking leave are required to return according to the dates agreed in the leave forms. Otherwise the normal disciplinary penalties will apply: a formal written warning and loss of pay for the days the employee was not present at work. An employee serving on probation will not be allowed to take leave, only on the discretion of the District Program Officer.

6.2 Compassionate leave

In the event of death of real mother/father, first degree sister/brother, father/mother in- law, spouse and children, compassionate leave of a maximum of two days will be granted. This section applies to employees on permanent terms of employment but under discretion of the District Program Officer will employee on probation or temporary terms be granted this leave.

If the employee wishes a leave longer than two days, he/she shall propose the use of his/her annual leave entitlement or opt for reduction in payment (if there are no paid leave days (left)). This needs to be agreed in advance following the procedures mentioned in the former paragraph.

6.3 Maternity and paternity leave

A female employee shall be entitled a maximum of one in every 3 years to 8 weeks maternity leave on full pay. During probation and under temporary terms of service, there are no provisions for maternity and paternity leave.

During the maternity leave period, the normal benefits and entitlements of the employee including her contractual rights and accumulation of seniority, shall continue uninterrupted and her period of employment shall not be considered to have been interrupted, reduced or broken. In the event of illness, certified by a registered practitioner, arising out of pregnancy or confinement, affecting the employee or her child, the organization shall grant the employee additional leave as required according to the situation.

A maximum of four days, if applied for, will be given to the male employee once every two years for paternity leave. This leave will be taken within a period of four days after the spouse has delivered.

Employee is encouraged to announce her pregnancy to her immediate supervisor as early as possible, and on such grounds, she will be allowed time off for her antenatal visits. Similarly same way, the nursing mother will be allowed time off during working hours for breast-feeding. The duration of absence should be determined on case-by-case basis, but should not exceed a period of two hours per day for a maximum of six months after giving birth.

In circumstances, whereby an expectant employee may be working under dangerous conditions, which could result, into serious health hazards, management may re-design her duties. This will have to be certified by the organization appointed medical doctor and approved by the District Program Officer.

6.4 Sick leave

Sick leave will be authorized when the employee is unable to work because of sickness or injury, or when the employee needs medical examination or treatment, which can be obtained only during the time when employee would normally be on duty. Sick leave is not used for care of family members or treatment for a family member. Absences of such nature are subjected to the normally applying disciplinary procedures. Application for sick leave should be evidenced by a doctor's certificate delivered on the second day of sickness latest, with a written request from the employee, also delivered on the second day latest. Always a sick leave should be filled in. The immediate supervisor will make approval of sick leave then forward it to the Personnel Admin supervisor who seeks approval of the District Program Officer. The sick leave will start from the first day of absence. The management has the right to visit the employee or send a doctor to visit the employee for the purpose of cross checking.

Employees are entitled to a maximum of 30 days sick leave days in year. This paid sickness benefit may be extended at management's discretion by another 60 days if employee is hospitalized. After the 90 days the case will be reviewed and the management will take a decision about termination of employment. Cases of misused sick leave will be subject to disciplinary action. This entitlement applies only if employee is on permanent employment contract and not on probation or on temporary terms of service.

6.5 Public holidays

The organization respects the public holidays as defined by the national authorities of the country. In the event of obligating employees to work on such holidays and other declared holidays, the organization will compensate these days in time or money. The Personnel Admin and Finance Admin Officers, District Program Officer in consultation with immediate supervisor will be expected to amend the leave schedules of the involved employees in such cases. Public holidays falling within an employee's leave are not counted as leave days and as such are not deducted from the employee's leave record. A public holiday can only be taken after confirmation by the District Program Officer that indeed the national authorities have officially denounced this day or these days as public holiday.

6.6 Leave without pay

Leave without pay will only be granted in exceptional cases to permanent employees who have been employed with the organization for a minimum of 18 months. The leave should fit into the planning of the organization and it should be able to (partially) replace the employee. The leave should be requested for three months in advance.

7 DISCIPLINARY PROCEDURES

7.1 Introduction

The organization has developed a Code of Conduct for the employees. Every employee upon acceptance of a position with the organization signs the Code of Conduct at the same day the employment contract is signed. The Code of Conduct comprises the rules to which all employees should comply.

Disciplinary procedures apply to all employees at all levels (on permanent and temporary employment) who do not function within the rules of the Code of Conduct. This is to ensure that the organization's policies, standard of performance and behavior are maintained at an appropriate high level. The organization’s policy is to ensure that always a positive approach is used to motivate the employee. Disciplinary procedures only come in if the encountered situation is of willful nature and (potentially) damaging to the organization and/or colleagues.

Further on in this chapter the main offences are mentioned. It is at the discretion of the Section Head (for offences by employees below management level) to judge weather an offence is minor or major. Depending on this judgment several procedures can be followed as explained further on. Ad hoc disciplinary committees will be instituted to deal with severe disciplinary cases.

7.2 Procedures to be followed

The Section Heads and supervisors are primarily responsible for identifying offenses. They communicate each offense to the District Program Officer. In reaction to an offense the District Officer provides a verbal warning to the involved employee in case of small offenses. In case of larger offenses it is advised that the District Program Officer and/or the Personnel Admin Officer coordinate the disciplinary action first.

The following authorization levels can be distinguished with regards to disciplinary action:

Verbal warning	Section Head or District Program Officer
Warning letters	Section Head (in consultation with District Program Officer)
Suspension	District Program Officer
Dismissal	District Program Officer

7.3 Appeals

At any stage in the above proceeding, the employee may appeal through the Personnel Admin Officer for suspension or change of the disciplinary action. The Personnel Admin Officer may ask advise from others within the organization and produces an advise in writing which is handed to the District Program Officer will make a final decision about the disciplinary action. No further appeals will be permitted.

7.4 Grievance handling procedures

An employee may have a legitimate grievance against a colleague, a manager or the organization. This for instance could be conditions of work, unreasonable instructions, poor co-ordination, poor or inappropriate communication or other matters. The employee is encouraged to feel free to seek settlement of problems, complaints and grievances without fear of interference or dismissal. In such case the employee is, however, obliged to follow the procedure mentioned below. Always shall the person against whom the grievance is held be heard too.

7.4.1 Grievances against employees

The employee will approach the Personnel Admin Officer. In case the grievance is against the Personnel Admin Officer the employee approaches the District Program Officer. The Personnel Admin Officer (or the District Program Officer) investigates the matter and if possible solves the issue to the employee's satisfaction. Grievance complaints are always taken very seriously and should be given full attention immediately! A good way to try and resolve the grievance is to invite the person against whom the grievance is held and the employee who expressed the grievance to come to terms with each other in a personal conversation in which the Personnel Admin Officer (or the District Program Officer) acts as a facilitator. Important is to lay down agreements made in such a conversation in writing and have both persons sign it for approval. The agreement is made up in three-fold: one copy for each of the two involved employees and one copy for the filing system.

In case in this way no solution is achieved the personnel Admin Officer (and/or the District Program Officer) will make a decision on what should be done. In case the grievance is against any employee of the management team (including grievances against the District program Officer) members of the Board of the organization are invited to join the conversations and the final decision on the required action (especially if no agreement has mutually been achieved between the involved employees) is then taken by the Board.

In case of grievances against other persons who are involved in the organization the same procedures will be followed as for grievances against employees in the management team. In case of grievance against a representative of Connect International the Board of Connect International will be informed as well as the Board of the organization. If the involved persons in a personal conversation do not come to an agreement on how to deal with the grievance the Boards of both organizations are requested to take a decision which they will do after careful investigation and communication with each other.

8.1 Introduction

Temporary appointments means: employees on temporary contracts, casuals, trainees on graduate work experience program, and consultants. Any extensions of temporary appointments will be effectuated on approval of the District Program Officer after a performance appraisal exercise. Temporary appointments can only be renewed twice and should not exceed a total period of one year.

An employee on temporary terms of employment shall observe the following conditions of employment:

- Probation
- Salaries and wages
- Conduct
- Notice of termination/resignation
- Leave

8.2 Piecework employment

The organization may occasionally recruit employees on piecework or task work basis. Depending on circumstances, this form of arrangement can be renewed daily or as to when the situation warrants. The piecework employee is strictly entitled to his/her remuneration which may be calculated on daily rate or at the completion of that specified task. Taxes should be paid with regard to piecework employment in accordance with the laws of the country.

8.3 Trainee programs

The organization may have or develop experience programs for trainees. The engagement is substantially for a period of one year but reviewed on a six-month basis. Pay and benefits accruing to the appointee should not exceed an identified post to which he/she could be posted. During, or at the completion of this program, the individual is free to apply for any job within the organization. Terms and Conditions for this engagement are specifically articulated in the contract.

8.4 Consultancy services

The organization may feel the need to hire some consultancy services in various areas of the organization's activities. This is usually a short-term arrangement and at piecework rate. The need for consultancy services should be reflected in both the plans and budgets of the organization.

8.5 Part-time employment

Part-time employment will normally be defined as an employment where the employee is not working the normal amount of full-time hours per week. For part-time employees the same counts as for temporary appointments with regard to terms and conditions of service, if they are not on a permanent contract.

9 EMPLOYEE WELFARE

9.1 Leisure

The senior management shall arrange a staff party together with other employees once a calendar year (usually as annual party). Venue and date will be decided upon by vote or discussion.

9.2 Allowances

The Organization shall meet the following maximum expenses while staff is sent on official duty outside the place where the organization is working. These allowances are only paid against actual costs made.

- Transport: actuals @ public Transport,
- Lunch: Actuals
- Breakfast: Actuals
- Dinner: Actuals

If an employee is sent on a training course the organization will determine the allowances needed. If for instance lunch is provided during the training course, the employee will not be given the lunch part of the allowance; when a training course takes place within the town where the employee lives and the employee can eat and sleep at home no allowance will be given at all. If third parties pay allowances (e.g. organizers of the training course) the employee is allowed to accept these but the organization will in such case not give an allowance to the employee.

9.3 Break time tea and coffee

Tea or coffee is served to staff during half an hour in the morning and half an hour in the afternoon five days in a week. The exact times are defined by the organization. Tea and coffee items are provided by the organization. Snacks, meals and extra drinks have to be paid for by the employees themselves.

9.4 Work facilitation

Depending on the position and tasks of the employee the organization will do as much as possible to facilitate the employee in his/her work. This means that the employee can use the organization's computers, transport (if stated in the job description), stationary, calculators, field equipment and crash helmets all while on duty. Usually these items are not taken home, but left in office.

Protective wear provided for all employees in the field section are crash helmets, which remain the property of the organization. Stationary can be used in normal quantities as required by the work. Employees can request for equipment or items needed to be able to perform duties. These can be granted at the discretion of the management.

10.1 Identity cards

All employees are provided with identity cards. Those on temporary appointment get temporary documents, while those on permanent appointment will acquire sealed identity cards. These remain the property of the organization and must be returned on termination of appointment before terminal benefits are paid.

10.2 Personal files

For each employee (temporary or permanent) a personal file is prepared. The Personnel Admin Officer is responsible for maintenance of the personal files. He/she will ensure that the employee files are kept up to date with maximum safety and confidentiality (he/she can ask the Personnel Admin Supervisor to do the executive work for this but then has to control the files on a regular basis, remaining the finally responsible person for the accuracy of these files). The following persons can access the personal files:

- District Program Officer (without permission)
- Personnel Admin Officer (without permission)
- Other members of the management team (with permission of the District Program Officer).

The employee will access his/her personal file if seeking for some specific document. This is done in the presence of the Personnel Admin Officer after permission of the District Program Officer. If necessary parts of the file can be kept secret for the employee.

10.3 Politics and religion

The organization is a local non-governmental organization which exists to facilitate the empowerment of the socially and economically disadvantaged (regardless of tribe, religion or political color), in order that they may access opportunities for sustained improvement in their lives. Therefore, the organization has no political/religious affiliation. The properties and facilities of the organization shall not be used for any political or religious purpose. Employees should express their personal political/religious beliefs without in any way involving the organization directly or indirectly. If the organization feels that religious or political involvement is conflicting the interests of the organization, the employee can be disciplined.

10.4 Loss or damage of organization property

Employee on permanent or temporary terms and conditions of service will be personally responsible for the organization's property, which is within his/her control either at work or home. Loss of such property, which cannot be adequately accounted for or explained, shall be treated as theft and if such case occurs it could lead to summary dismissal. If the employee looses organization's tools or equipment which are in the employee's possession he/she will have to pay the costs for replacement.

10.5 Working hours or days

The employee will be expected to work 8 hours and 6 days a week (unless stated otherwise in the contract). All employees will be expected to report on duty as follows:

Monday-Saturday

Morning hours	9.00 a.m. - 1.00 p.m.
Afternoon	2.00 p.m. - 5.00 p.m.

There is no overtime allowance for additional hours worked. Field allowances are given for duty assigned or any travel expenses are reimbursed/paid other as approved.

10.6 Expense claim policy and procedure

Expenses incurred by employees in the course of duties on the behalf of the organization will be reimbursed only if the District Program Officer has given prior approval. Expenses are not part of salary but direct reimbursement of expenditure.

Claims for reimbursement must be made on the appropriate form, signed by individual and authorized by Section Head with approval of District Program Officer prior to submission to the Personnel Admin Officer.

As a general rule, all claims must be supported by receipts, if possible VAT receipts. However, it is recognized that certain items of expenditure e.g. some public transport fares cannot be supported by documentary evidence. In such cases the claim form must include details of the reason of expenditure.

Receipts or invoices that are not agreed on by the organization cannot be sent directly to the organization for payments and cannot be claimed afterwards.