HR Manual

A Manual for Managing Human Resources

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Section 1 – Introduction

1.1 The Human Resources (HR) Manual

Overview of the HR Manual

This manual was designed to support HR managers and HR practitioners [1] who are setting up a new HR function within a programme (or organisation), both at head office or in field operations. It provides a framework of principles, policies, procedures, guidelines, tools, and templates to serve as a practical guide for HR management in field, regional and/or head offices.

Who is this HR Manual for?

This HR Manual is primarily for HR managers in the humanitarian and development sector. It is relevant to all HR personnel, whether working locally, regionally or internationally. It may also be used by HR personnel outside the sector.

This manual is also a useful guidance document for programme managers involved in setting up new programme offices and managing HR matters in the field.

Why use this HR Manual?

Past experience in local or field operations confirms the importance of setting up a good foundation of HR systems, policies and procedures early on, especially when an operation is working in its emergency stages. Ensuring this will provide all staff members with the adequate HR support and guidance to enable them to deliver the required services to the most vulnerable people.

Users of this manual should select and adapt the information provided according to the needs and requirements in their particular organisation, and to the legal framework of the country(ies) of operations.

The manual is structured into three main areas:

i. The introductory section focuses on the use of this HR Manual and the HR function.

ii. The second section looks at the HR function and the employee life cycle that should be considered in setting up a new HR function: recruitment and selection, performance management, staff development, reward and compensation, staff duty of care, exit/separation.

iii. The final section outlines a recommended framework for a national staff handbook.This national staff model could easily be adapted for other categories of staff such as expatiate or local.

References to the Core Humanitarian Standard (CHS) on Quality and Accountability are made throughout the manual to demonstrate the use of the CHS within relevant aspects of HR systems, and as an example of how organisations can implement and self-asses against the CHS.

[1] The term HR manager will be used throughout the manual to represent the many roles that in some way involve HR or people management.

1.2 The HR function

Commitment 8 of the CHS states:
"Communities and people affected by crisis receive the assistance they require from competent and well-managed staff and volunteers."

In a humanitarian (or development) context, the above commitmentinforms the agenda for the HR function. We know that there are many aspects within HR management, and this can make it difficult to know where to start in setting up the function or to make improvements.

This is particularly the case for organisations without a team or department specifically responsible for HR management. When there is no dedicated team, it is worth considering giving someone responsibility for aspects of HR management as partof their role or as their only role.

There are many benefits of having a member of staff or team with ownership of HR. For example:

- The organisation can be kept up to date on legal issues.
- A coordinated and coherent approach can be taken with regard to HR strategy, policy and practice. This helps to ensure that the organisation has a fair and consistent way of treating its staff.
- Staff have a place to go for advice on issues affecting them (as staff member and/or line manager).
- Good policy and practice can be promoted and embedded.
- Job descriptions and work plans can be kept up-to-date. Staff and line managers then know what to expect and performance can be measured successfully.
- Recruitment procedures can be thorough and enable the best people to be recruited.
- Staff briefing and induction is planned and well organised.
- As the organisation shows it sees HR management as important, staff feel valued and is encouraged to stay with the organisation.

Organisations wishing to establish their own HR function may need to gain buy-in and permission from the leadership team of the organisation, including the Chief Executive and the Board.It may be necessary to inform them of the benefits of good HR management (and the risks of a lack of good HR systems) in order for them to understand its importance. It is worth noting that some donors will provide funding for activities related to HR management.

1.3 The HR Manager – Roles and responsibilities

The HR manager is ultimately responsible for the HR function in an organisation. Below are the broad roles and responsibilities of an HR manager applicable in most contexts:

- Develop and manage the HR strategy in liaison with the strategies from the other departments in the organisation. Integrate the HR strategy within the work plan of the HR team and their personal objectives.
- Support HR management and development issues by ensuring that clear and transparent HR procedures and systems are in place and maintained as necessary.

- Coordinate the HR planning process, recruitment and selection, briefing/debriefing, staff care and wellbeing, and management practices and issues.

- Provide HR guidance and consultative support to managers/supervisors of each function/unit within the organisation and/or field programme.

- Liaise closely with other support functions such as finance, administration, logistics, legal and security, to ensure all HR systems and procedures are fully integrated and consistent with other support systems (e.g. remuneration systems, staff rules and regulations, medical provision, evaluation plans, estate management, rest and recuperation (R&R) policy and security policies).

- Maintain HR databases and filing systems in compliance with data protection guidelines.

- Manage the staff in the HR team.

1.3.1 Tips for the HR manager

- **Clarify job scope and reporting lines**: It is important for HR managers to know early on the scope of their role, the main objectives for any given period, and those they report to and directly liaise with.

- **Hold managers responsible**: Managers are ultimately responsible for managing their staff. You are there to facilitate the process of them managing their staff.

- **Maintain confidentiality and neutrality**: Refrain from participating or discussing staff-related issues casually or informally.

- **Stop rumours**: Do not entertain gossip that may cloud your judgment. Politely remind people to channel any grievances through the proper outlets.

- **Adapt and be flexible**: Tailor-make the resources you have to suit the local context.

- **Take care of yourself**: Remember to take care of yourself while taking care of others.

- **Check the existing HR systems and procedures**: In most cases, there should already be a basis or traces of HR systems and procedures, if not more, in the country of operation.

- **Ensure you are thoroughly briefed in your role**: Ensure you clearly understand what is expected of you.

- **Read**: Read as much background material on the emergency operations including any country fact sheets available.

- **Expect different kinds of behaviour**: Try to separate the behaviour from the individuals, and understand how different cultures behave in different contexts.

- **Privacy:** Hold all private discussions in private.

- **HR manual**: Ensure you either develop or have a copy of the HR manual (also referred to as Staff Handbook)for the organisation.

- **Seek support**: Seek technical assistance and moral support, should you need it, from your line and technical managers.

Section 2 – HR management

As an HR manager or line manager, you are likely to be responsible for some or the whole of the employment cycle in your organisation.

The employment cycle comprises the following key stages:

The following section of this handbook addresses each of these categories in the order they appear in the cycle, beginning with recruitment, selection and induction.

The principles and guidance provided in each will apply to most categories of staff, particularly expatriate and national staff[2].

Some of these principles and tools can also be useful for contractual, consulting and volunteering staff.

[2]Staff is defined as: "any designated representative of the organisation, including national, international, permanent, or short-term employees, as well as volunteers and consultants". This definition is taken from the [CHS glossary of terms (page 19)]

Module 1: Recruitment, selection and induction

2.1 Recruitment, selection and induction of new staff

CHS Commitment 8.4:
"The organisation has the management and staff capacity and capability to deliver its programmes."

Recruitment policy

Define the organisation's recruitment policy. The policy should aim to:

- Achieve a standard approach in best/good practice adopted by all parties (line managers, HR representative, community members, partner organisations etc.) involved throughout the recruitment and selection process.
- Provide means of and foundations for attracting, developing and retaining staff of the quality, and in the numbers required to meet the organisation's objectives.
- Create and maintain a professional image and positive branding as an employer, both internally and externally, and in line with its values and mandate.
- Encourage growth, promotions and transfers from within to provide the opportunity for all staff with the required skills, knowledge and experience to be considered for career progression.

Recruitment, selection and induction process

This process is summarised in the flow chart below with details in the subsections.

I. Approval to commence recruitment

An opening vacancy provides an ideal opportunity for managers to consider alternative solutions to staffing their departments or programmes, before automatically recruiting for the position. It enables managers to consider succession planning, anticipate and plan for changes in the programme, funding or way of working.

The following issues should be considered:

- Can the work be done in a different way?
- Is a direct replacement required or can work be absorbed or redistributed?
- Is this a good development opportunity for someone internally?
- Are changes anticipated that will require different skills?
- Have national vs. expatriate staff options been considered?

Obtaining approval/authorisation to commence recruitment

Before HR can open the recruitment, it is recommended that a sign-off or approval from the relevant management line and/or budget holder is obtained. The way this approval is obtained could depend on internal policies. However, they often tend to take the form of an email chain authorising the role and budget, or a more formal requisition or authorisation form.

We recommend a written approval over a verbal approval as it creates the right document trail for future reference.

The authorisation form may be available from the Head Office HR Director or on the organisation's file server or intranet, depending on the organisation. We have attached an example template in the Annex section of this handbook, which you may customise to your requirements.

Typically, the authorisation form must be signed off by the programme or department head and sent to the finance department for budget approval. Once approved, the approval form is sent to HR for final sign-off, after which the recruitment commences.

II. Preparing a role profile

Gaining clarity about the responsibilities, skills, experience and behaviours required to carry out the role will enable the HR team to effectively communicate the requirements to attract potential suitable candidates.

A well thought-out role profile should be drafted based on conversations with the recruiting line manager. This role profile is a handy document to share and communicate expectations with potential candidates, and is the basis for the development of a fair and consistent selection process.

> **Tip:** this document should not be written to match a particular person but an actual need for the role within the programme.

Line manager and HR roles and responsibilities

During the recruitment process, HR and line managers each play an important role and hold specific responsibilities. The table below clearly sets out these responsibilities:

Process Steps	Line Manager Responsibility	HR Responsibility	Timescales
Strategic Analysis	Review Requirements; Has the role changed? Can it be filled internally	Support strategic organization review	Organisation need driven
Approval to Commence Recruitment	Ensure proper sign off process is followed and there is budget for the role	Ensure approval form is signed off & saved for future reference	Organisation need driven
Prepare a Role Profile	Develop a role profile and a candidate brief with HR	Support the manager to develop a role profile and a candidate brief	e.g. Within 3 days of approval
Attract Candidates	Provide a strong brief for the role to attract good candidates	Identify appropriate attraction methods. Manage liaison with agencies/candidates	e.g. Candidates identified within 2 weeks
Short List Candidate	Review short list and identify candidates for interview	Provide managers with initial short list of candidates	e.g. Short list identified: 1 day HR; 2 days Manager
Interview Candidates	Conduct first and second interviews	Design selection/interview process. Conduct first interviews with managers	e.g. Interviews completed: •1st – 1 week •2nd – 1 week
Make the Offer	Identify right candidate for the role. Define offer date and terms of offer	Verbal offers and preparation of offer pack/decline letters. Candidate liaison prior to start date.	e.g. Verbal 1 day •Written 3 days from verbal acceptance
Induction	Arrange role specific induction	Arrange pay and benefits admin. Arrange first day induction.	On start date

III. Candidate attraction

It is strongly recommended to discuss the most cost and time effective means of attracting candidates with the recruiting line manager. As mentioned in step I all recruitment costs must be approved by HR and finance in the authorisation form before beginning the process.

Methods of candidate attraction include:

Internal advertising – Vacancies can be posted by HR on an organisation's intranet, website, notice boards at various offices or shared via internal newsletters or emails.

Agencies – Vacancies can be advertised via external recruitment agencies. All contact with agencies must be made by the HR representative to ensure that the most appropriate agencies are used (following a vetting process in line with the organisation's procurement guidelines), fees are negotiated and there is no dispute regarding which agency sourced a candidate. HR should work closely with the procurement team for any fee and contract negotiations.

> **Tip:** External recruitment agencies can be quite expensive and hence should only be used when a role is proving difficult to fill or is a very niche role.

Job boards – Vacancies can be posted by HR on external job boards (e.g. LinkedIn forums).

Advertisements – Advertisements can be placed by HR in relevant professional journals or newspapers (e.g. local newspapers, social media platforms like LinkedIn and Facebook created specifically for your organisation).

Referrals – In accordance with the organisation's referral policy, be open to referrals made by employees. Establish and share the referral policy with employees to ensure consistency and transparency in order to encourage them to introduce good candidates.

Tip: Candidate attraction can be extremely expensive in terms of time, costs and resources, and it is essential that the process is managed by HR to ensure the most cost effective method is used.

A Case Study – Action Against Hunger (ACF): A LinkedIn strategy for recruitment

ACF is an international humanitarian organisation committed to ending child hunger. The ACF UK team recruit for the wider ACF International Network. As social media plays such an important role in today's world, they wanted to find out whether a social media strategy could potentially work as a recruitment tool for them. Hence, they explored using LinkedIn as a possible option.

Key Objective: To engage with post-graduates to increase awareness of ACF's work and secondly to increase the pool of experienced field staff while reinforcing the credibility of ACF.

Target through LinkedIn: a) People with an interest in the humanitarian sector. b) Technically competent post-graduates who want to gain experience. c) People with a particular relevant technical experience (e.g. nutrition, sanitation, etc.)

Lessons Learned

The pros:

- Their followers on LinkedIn grew from 480 to 1749 followers in a short time.
- ACF was able to target the people they wanted at quite a reduced cost than they would typically pay for online expensive job boards or press.
- Current and past staff members joined the LinkedIn page leading to increased engagement with them.

The cons:

- If you want to build a careers portal within the company profile in LinkedIn, it costs over £15,000.
- You need to constantly add new content to keep people engaged, which requires at least one story every week.
- In order to specifically target people, you do need budget.

The detailed case study is available here on the CHS Alliance website.

IV. Candidate assessment

The primary method of selecting candidates is by conducting interviews, face-to-face as far as possible. Interviews should test the aptitude, attitude and suitability of the candidates for the role.

A structured interview form ensures that the recruitment process is consistent, fair and the decisions are evidence-based and appropriately documented.

There are a wide range of assessment methods, which test technical ability and personal aptitudes that could be used as part of the selection process.

The examples below can be used individually or in combination, depending on the nature of the role, skills being recruited for, time constraints, and geographical constraints:

- Competency-based interviews (face-to-face or via telephone or Skype)
- Presentations - testing communication, influencing, planning and organising skills
- Written exercises - responding to a set of technical questions or scenarios to demonstrate analytical skills and technical knowledge
- Personality questionnaires - self-scoring tools, which are easy to administer
- Ability questionnaires - testing critical thinking, numerical reasoning, verbal abilities
- In-tray exercises -for organisation and prioritisation of tasks
- Role plays/scenario-based group exercises- to observe how candidates behave with others in a group
- Fact-finding - ability to gather data and commit to a decision

Tip: HR's role is to support managers in developing appropriate interview questions and advise on the use of additional assessment techniques.

Key criteria in candidate assessment

While technical skills are key to any successful recruitment, it is equally important (if not more important), that the new employee adapts and copes well with the internal culture of the organisation.

Hence, it is important to assess all potential candidates on their 'fit' with the organisation's values and culture. Organisations with an existing competency framework should design their assessment methods based on it.

If your organisation would like to create a new framework, additional guidance is available from the CHS Alliance. The CBHA Core Humanitarian Competency Framework is provided in Appendix 13 of this manual. This framework was created specifically for the humanitarian sector and is the output of 15 organisations working together and testing their framework for over 18 months.

Candidate communications

Candidates should be kept informed of their progress at every stage of the recruitment and selection process. This supports a positive image and creates a sense of professionalism about the organisation.

Four key stages of communicating with the candidates are:

- Feedback on initial CV application (particularly if unsuccessful)
- If it is not possible to respond to every applicant, two other options may be considered:
    i. Include a standard message at the bottom of the advert that it would not be possible to provide feedback to every applicant. In case they have not heard back within a given number of weeks after the closing date, they should consider their application unsuccessful
    ii. Send a mass email to all unsuccessful candidates (in Bcc) informing them of the status of their application
- Feedback on interview (irrespective of whether candidates are successful or not) on areas of strengths and those needing development: they should be practical, focus on skills and knowledge rather than personality
- Summary of all test results where appropriate and practically possible
- Timescales for the various stages of the recruitment and selection process

The following methods of communication are recommended:

Internal applicants should be advised of selection results verbally, in the first instance, followed by written confirmation of the outcome of the individual's application. The line manager of the role for which recruitment is underway should be responsible for communicating with the internal candidates.

Direct external applicants may be advised of selection results either verbally or by email, in the first instance, as appropriate. Verbal communication must always be followed by email or written confirmation of the outcome of their application. This responsibility lies with the HR team.

External agency applicants must always be communicated with via the recruitment agency unless specifically agreed upfront. The HR team should always be the point of contact for external agencies.

Offers of employment

When the successful candidate has been selected, an offer of employment can be made. This can be done verbally either directly to the candidate or via the recruitment agency when applicable. Once the offer has been made and verbally received (and possibly accepted), the HR team sends out all the written documentation including offer letter and contract, to ensure constant documenting and tracking. In some circumstances, the candidate may wish to have a copy of the offer letter and contract to consider all terms before accepting. This is suitable practice and should be adopted when required.

Offers of employment should ideally be made in line with the salary range that was proposed at the beginning of the recruitment process. However, if for some appropriate reason, it is necessary to increase the offered salary then a new approval must be sought before the enhanced offer is made.

If an offer is rejected, the HR manager and line manager should discuss the options available to them. It may be possible to increase the salary offered if it is justified considering the candidate's skills and experience. Alternatively, if there was a strong second choice then it may be more appropriate to offer the position to this candidate.

It may in some situations be necessary to start the recruitment process again, although consideration should be given to a possible change in the actual role (i.e. is it realistic), recruitment method/strategy or whether the role and package are competitively placed in light of market conditions.

> **Tip:** Offer letters or contracts should include a clause stating that all offers are provisional offers until the organisation has received satisfactory reference checks on the candidate.

Recruitment documentation

It is essential that all recruitment documentation is completed fully by those involved in the process and is filed and kept safely by HR as it may be required in order to meet a number of legal obligations.

Justification of selection decisions

The HR manager must keep good recruitment notes and records pertaining to selection decisions. Remember, all recruitment decisions must be free from any kind of discrimination. For candidates who are selected, these must be securely stored in the employee's personnel file. For unsuccessful candidates, assessment and decision notes must be filed and saved securely. This can become relevant and very useful during an HR audit, employment tribunal situation or if a grievance is raised by an unsuccessful candidate.

Therefore, all decisions must be documented and objectively justified. Managers and HR must ensure that all recruitment documentation is accurate, up-to-date and kept securely on file by the HR team.

Data protection
In order to fulfil any data protection requirements, all documents pertaining to the recruitment process for unsuccessful applicants are held in a confidential file for a period of at least six months before being safely disposed of. Rejected applicants should be informed that this data will be held and how long for as they have the right to request access to the data or request that it is not held by the organisation.

Please note: the above is a standard term used in most countries, however we would advise that you check the local legislation around data protection where you are setting up an HR function.

Tip: Check your local labour laws on data storage/record keeping/archiving, as it can be different across countries.

All documentation for successful candidates is to be held on the individual's personnel file by HR. Recruitment documents include:

- All the application documents (cover letter, CV, etc.)
- All screening/ short listing decisions, justifications and any notes made
- All interview notes
- Interview feedback forms
- All tests and test results

Equal opportunities and employment legislation

Recruitment activity is governed by employment legislation, all employees involved in recruitment must be aware of and ensure that all recruitment is conducted in line with both local legal obligations and with due regard to the organisation's equal opportunities policy.

V. Induction of new staff

A simple welcome and good introduction to the organisation go a long way towards an individual being integrated into the organisation and understanding their role, and establishing the first point of interaction with other newcomers to the office.

The induction plan should explicitly illustrate the magnitude, challenges and objectives of the programme, the vision, mission and values of the organisation, as well as the standard of behaviour expected of each staff member. All important policies and procedures must be shared during the induction briefing.

Design a simple yet comprehensive induction plan for all new staff to the programme/field office. This will help them understand how things work and make it easier to adapt to the operations and culture.

The induction briefing should consist of the following:

- **Organisation briefing –** organigram, conduct policies including code of conduct and dress code, health and safety, prevention of sexual abuse and child protection policies. The HR manager should keep a signed copy of the key policies in the staff member's personnel file. The staff member should also keep a copy. It is recommended the code of conduct is translated into the local language for national staff.

- **Programme briefing –** security plan and regulations, description of the programme or field operation, visa requirement, contact details, relevant maps of the area, programme strategy and overview of projects. Note: national staff should also be given a security briefing and cultural orientation (i.e. what values drive the organisation).

- **Role briefing –** organisation's mission, purpose and values, job description, terms and conditions of employment, HR policies and practices, handover notes (if any), objectives for the probation period.

- **Technical briefing –** use of communications and IT equipment

- **Financial briefing –** e.g. use of expense sheets and payroll, anti-bribery and anti-fraud policies.

> **Tip:** some countries may make the visa requirement criteria more lenient during an emergency phase or for humanitarian organisations. However, this may only be a temporary arrangement and the recruiting office must be updated on visa requirements and communicate this to the relevant people.

The table below sets out a sample on-boarding plan, highlighting key areas to cover with new employees. Conducting a group induction training, where possible, also gives new staff an opportunity to meet other colleagues.

	Key message	**Suggested methodology**
Organisation	• Background, vision, mission, objectives, goal • Programme organisational chart	• PowerPoint presentation. Interactive session with participants • Session with programme or department head
Terms & conditions	• Induction period • Working hours • Holidays/special leave • HR policies/procedure • Health &safety	• PowerPoint presentation • Interactive session with participants (1:1 where necessary)
Terms & conditions (Salary & benefits and travel related)	• Remuneration • Bank account opening forms & requirements • Other allowances • Travel/expense claims policy • Formats	• PowerPoint presentation • Interactive session with participants

	• Project location • Project components • Strategies of implementation	• Interactive session with Senior Programme Managers • Field visits • Field stay in project location
Role clarity	• Role profile • Reporting structure	• Job description • Interaction with existing staff
Performance Management System	• Key result areas • Measures of success	• PowerPoint presentation • Interactive session with participants

Key considerations

Some key things to consider while planning for recruitment, selection and on-boarding:

- Recruitment is an activity of attracting a pool of good candidates for possible hire. Selection is the process of finding the right match for the right position.
- To effectively recruit and select, the HR manager together with the senior management team should first forecast (i.e. identify and plan) the number and types of positions to be filled for the following year.
- An organisational chart/organigram should be developed as soon as possible and circulated to all relevant locations in the field and regional/head offices, and thereafter up-dated as frequently as possible.
- Categories of staff should be identified and defined, e.g. expatriate, national and local staff. Each category of staff should have a staff handbook (or relevant comprehensive section), governed by the appropriate local law, which between them reflect fair and consistent terms and conditions.
- Get creative when advertising, for example: social media, local TV and radio channels, notice boards in community halls and local media outlet scan be effective ways to reach the right people in some contexts, as compared to traditional advertising options.
- If there is a global head office, check what resources/skills are available to address gaps within the programme rather than only look at external recruitment.
- An understanding of the local labour laws with respect to recruitment of local and expat staff. Each country has a different set of laws that must be fully understood in order to be compliant.
- Job descriptions should be developed by the relevant line managers. HR should then play a proactive role and assist line managers with the development of job descriptions especially in the early stages of an emergency response where many key posts are in the process of being filled.
- Job descriptions should be divided into broad categories such as senior management, logistics, technical roles (for example, health, water, sanitation, livelihoods), monitoring and evaluation, HR, finance, administration, legal, IT and communications.
- It is essential that HR verifies employment references during the selection stages. Organisations should collect professional (and personal) references for each post, especially for senior roles.
- HR should check all applicants' CVs carefully. In some instances, the CVs presented by the applicants do not reflect their true experience and expertise. It is advisable for HR to check earlier on in the recruitment process the references of those candidates applying for senior roles.

- All staff involved with the interview process should be trained on how to interview appropriately and find out as much as possible about the candidates.
- The HR manager should use a pre-set salary scale and other terms and conditions for staff members, as set out in the contract of employment and staff handbook.
- A good grading structure established early on helps in a fair and objective recruitment process. Further guidance on this is provided under 'compensation' later in this section.
- Try to keep job titles consistent as far as possible to manage expectations of candidates and line managers. However, it may be necessary to create a special job title to address the precise nature of the role in question, or to provide additional leverage to the role in the external context. For example, in fundraising, having a more senior job title may be necessary to create the right perception with donor organisations, even when the grade of the role is lower.
- Use interview notes of the selected candidates to feed into their development plans, as it would be a good source for information and feedback for the staff members. HR should carefully file these in the personnel files.

Additional considerations for the recruitment of national staff

- Due to potential legal and financial liabilities, the employment of national staff should only be undertaken when the organisation has the legal right to issue contracts of employment in the relevant country.
- It is important that all national staff have a contract of employment on the day they start work. Once the organisation has legal status, the HR manager should draft a contract of employment and obtain local legal advice prior to selecting or employing national staff to ascertain local employment law and any relevant regulations (including termination closes). This must be done prior to selecting any staff, as there may be laws or regulations governing staff selection. See appendices for template of employment contracts (4 and 5).
- It is strongly recommended to translate the contract of employment into the local language or language of the governing law. This is to ensure staff members who are not fluent in English understand and comprehend the contract. For those staff who cannot read, it is important their contract is read to them and they sign they have received and understood it.
- The HR manager should be familiar with the legal status of the organisation in the country of operation, including taxes that are due to the local government by national and expatriate staff.
- The HR manager may need to consider the use of casual labour or daily wages staff, paid by the hour or per day. Casual staff should be hired on a day-to-day basis, in accordance with local laws and customs, and should be covered by the organisation's generic accident insurance policy applicable to the country office.
- In-country advertising: consider other methods of advertising and attracting staff, such as internal vacancy notices, word of mouth and walk-ins.
- Positions such as cleaners, cooks and security guards can be outsourced. The organisation or company concerned provides the contract for outsourced services. The HR manager must ensure that this contract has minimal legal exposure or risks for the organisation. A local legal specialist should check the contract where possible.
- National staff should be insured for treatment for medical and accident and, where possible, death in service.
- Once contracted, employees should receive any other important documents in addition to the contract, such as the code of conduct, staff handbook, security plan and guidelines, and others as required, e.g. child protection or prevention of sexual exploitation and abuse (PSEA) policies.

Checklist #1

The checklist below can help HR and line managers to easily plan their recruitment process:

Checklist: *Have you……?*

- ☐ Identified current and future recruitment needs
- ☐ Confirmed approval for making new hires
- ☐ Got budget sign off from Finance
- ☐ Created a job description for the role
- ☐ Identified appropriate attraction methods
- ☐ Designed a structured assessment approach
- ☐ Got clarity on skills and competencies required
- ☐ Provided feedback to successful & unsuccessful candidates
- ☐ Got the legal right to issue contracts and work permits
- ☐ Ensured that contracts of employment adhere to local labour laws
- ☐ Obtained approval for salary and grade for offer from line manager
- ☐ Made an offer to the selected candidate and received their acceptance
- ☐ Confidentially filed signed documentation returned by the selected candidate
- ☐ Communicated internally regarding new hire start date and logistics
- ☐ Designed and scheduled Induction training on start of the contract
- ☐ Ensured mechanisms for periodic follow up and checking in with new starter

Module 2: Performance management

2.2 Performance management

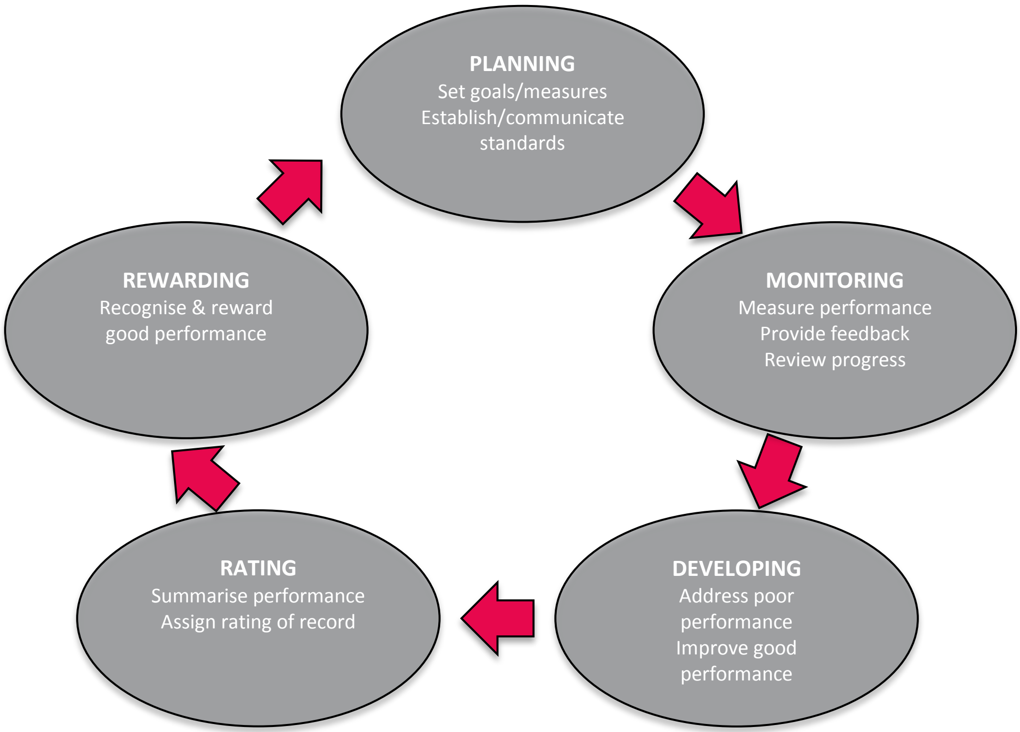
CHS Commitment 8.6:
"Job descriptions, work objectives and feedback processes are in place so that staff have a clear understanding of what is required of them."

Performance management is the thread that connects the various elements of programme activity, people management framework and working practices of an organisation.

2.2.1 Performance management

Performance management is also called talent management in some contexts. You may decide to use the terms interchangeably, although in its true sense, performance management forms only a part of talent management, and not the entirety of the concept.

Performance management is a systematic process of:



Performance Management System (PMS) policy

Clearly define the organisation's PMS policy. This policy is critical in determining what kind of culture you wish to drive within your organisation. For example, if you wish to drive a 'performance-based culture', the PMS policy and process should focus on setting performance-based targets and rewarding performance above all. On the contrary, if you wish to drive a 'values-driven culture', the PMS policy and process give higher weightage to value-based behaviours, which should be clearly defined and communicated to all staff.

A clear PMS policy should include:

- A well defined philosophy for performance management within the organisation, what are you driving through this process, and to serve what purpose
- A clearly outlined process with timelines and accountability, who should complete it, escalation points, training on conducting an effective performance discussion, rights of the staff,
- The relationship of PMS process with other HR and organisational processes i.e. compensation, reward, promotions, etc.
- How the organisation plans to deal with poor performance

The performance management framework and process

Terminology can vary from one organisation to another, however there are four key concepts that underpin most performance management and development frameworks. Organisations design their PMS frameworks around these four concepts, differing on how often a concept must be repeated or the timeframes needed for objective setting and measurement.

I. Planning
This often takes the form of individual or team objective setting, regularly updating job descriptions, or other similar activity, to establish clarity on what is expected over the forthcoming work period and to provide a clear line of sight between the organisation's goals through the departmental, programme, team aims and the work of each individual. This is a joint activity between the manager and employee/team.

II. Development
This typically involves identification of what support and development an individual needs in order to deliver their objectives and the creation of a plan to meet these needs. It might include learning and training needs, access to resources, what specific support the manager can commit to provide to enable success (e.g. coaching and/or mentoring), etc.

Development conversations often focus on two distinct elements. First, what development support is needed to do the current job better, and secondly, longer-term career aspirations to identify what support and development might be offered to help individuals prepare for their next career move.

III. Review
This activity often takes the form of a formal review or appraisal meeting and typically takes place at least once a year, and in many organisations twice or more. It provides an opportunity to look back over the work period and reflect on what went well and what could have gone better or been done differently in order to distill learning to take into the next period of work. Some organisations rate performance on a success scale to help establish an overall sense of how well individuals,

teams and the organisation as a whole are doing. Some link this to the annual pay award through one of a variety of performance and/or contribution related pay methods.

IV. On-going performance management support

This less formal element of the process is arguably the most impactful in terms of nurturing a culture of high performance. It often takes the form of regular 1:1/supervisions/bi-lateral conversations arranged at intervals which best suit the needs and preferred working style of the staff member and their line managers. It provides an opportunity to discuss work in progress in more depth, offer feedback and check how the staff feel more widely.

Some people argue that every interaction between an individual and their manager is an element of performance management. Effective managers tailor their support and contact to the situation and development needs of the staff member. For example, regular supervision and guidance of day-to-day activities may be welcome from a new starter who is just learning the ropes, but could come across as distrusting micro-management to a seasoned professional who is used to working independently and using their judgement on when to seek support.

Therefore, providing training to managers becomes an important element of the process. Topics such as how to have an effective appraisal conversation, giving and receiving feedback, dealing with poor performance conversations, or difficult conversations (due to inappropriate behaviour or performance), are useful for line managers.

Tip: A good HR practice is to refresh some basic appraisal management skills with line managers annually.

PMS or appraisal form

An important element of the PMS process is the PMS form. This is also known as an appraisal form. Some organisations have one form for each annual cycle of appraisal, whereas others may have a separate form for objective setting, mid-year appraisal and year-end appraisals. There is no one correct way of presenting the appraisal form. However, whatever you decide to go ahead with, it is important to be consistent across your process.

A typical appraisal or PMS form has the following sections:

Section A – Introduction, appraiser and appraisee particulars, description of the rating scale

Section B – Objective setting

Section D – Personal development plans

Section C – Competency or values assessment (where relevant)

Section D – Overall assessment/feedback and final overall performance rating

PMS form templates are available in Appendices (6, 7, and 8). You can customise these to suit your organisation's needs.

Communication: Process and milestones

Communication plays a key role in implementing a PMS process. As staff or line managers, all employees must be clear on the PMS process and timelines. The success of a PMS process depends on how fair and transparent the process is.

When designing a new PMS system, staff consultations are recommended where possible. Doing this helps staff members to feel part of the system and hence builds ownership towards it. You may communicate via presentations to senior management and/or the programme team (depending on the size of the team), emailing memos, or using the intranet when available.

However, we recognise that this may not be a viable option during an emergency. In such an instance, implement a simple system that meets the immediate needs. Be available to staff members for any questions and clarifications they may have.

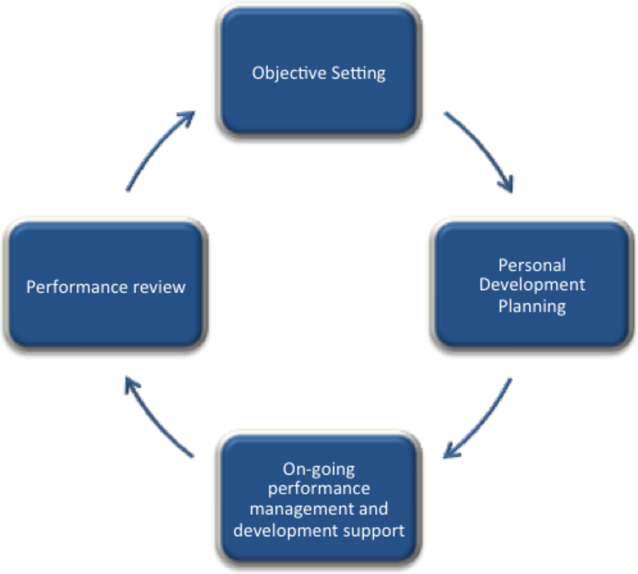
The figure below is an example of a communication and timeline plan for rolling out the annual PMS. Sharing the important dates are corresponding activity with staff members helps them see the process in its entirety and also to be aware of their role within it.

Example of a PMS process and timeline

	Timelines
Process Opens & HR distributes the PMS form	Feb week 1
Employee schedules Objective setting meeting with Manager & completes self-assessment	Feb 1 - 28
Have a conversation to agree objectives for 2014. Employee retains the filled form	Feb 1 - 28
Employee schedules the Mid-Year Conversation meeting with Manager & completes self-assessment	July 1 – 31
Have a conversation on performance till date; revise form if needed	July 1 - 31
Both parties sign the form; Employee retains the form	July 1 - 31
Employee schedules meeting for Year-End Conversation & completes self-assessment	Dec 1 - 28
Manager assesses performance against set objectives & Values to assign final ratings through a conversation	Dec 1 - 28
Manager & Employee agree ratings and sign the final form.	Dec 1 - 28
Manager sends a copy of the completed form to HRD	Dec 1 - 28

The performance management process

Performance management and development is a continuous process, not a series of one-off isolated activities. However, there are four mandatory elements within the framework which all managers and their staff must undertake and which help us to move through an annual cycle of planning, developing, delivering, reviewing and learning.



- **Setting clear, measurable and agreed objectives.** It is important that both staff member and line manager agree the objectives together to ensure expectations are understood and to avoid surprises and possible conflict. Objectives are ideally cascaded down the organisational hierarchy, originating in the organisational mission, to ensure adherence to the strategy.

> **Tip:** Set SMART Objectives:
>
> **S**pecific – **M**easurable – **A**ttainable – **R**ealistic – **T**ime-bound

- **Assessing and evaluating performance against those objectives.** A person's performance in their job is observed by and discussed with their line manager. What they do should directly relate to what was asked of them: the objectives. Managers should be conscious of ways they can support their staff with their objectives.

- **Providing feedback on performance.** Feedback is about telling someone how well they are doing in their role. When performance is poor, this is both the hardest and the most important part of performance management. Sometimes, a person can be unaware that their behaviour is a concern to others, or that they are not achieving what is expected of them in terms of quantity or quality. It is important managers give feedback in a constructive way and where possible use a coaching style when giving feedback on poor performance or an issue, by asking questions instead of giving answers, staff members can become more aware of the issue at hand and come up with their own solutions.

- **Areas for development.** Understanding a staff member's skills and qualities can also highlight any areas for development. The performance management process is an opportunity to look at these areas to ensure the staff member is fully equipped and motivated in the role.

- **Planning, prioritising and agreeing the way forward.** Every six months or year, it is helpful to reassess the objectives for the following period. Some objectives still need to be achieved and can be carried forward. There may be some new objectives based on the organisation's strategy. The staff member needs to know what the priorities are in order to plan their work. The line manager should not tell them exactly what to do, but rather empower them to choose how they are going to achieve the objectives.

Tip: Some organisations use a **360 feedback tool** for their middle and senior level staff. This tool (often administrated via an online platform) provides feedback on a staff member from their direct manager, their peers, subordinates, as well as key stakeholders to provide a holistic and objective picture of their performance.

Challenges in managing and appraising the performance of staff, especially with overseas assignments, are mostly due to the following:

- Short duration of the contracts and performance appraisal is seen as unimportant and time-consuming
- Unclear or undefined objectives of the position
- High turnover of staff and volunteers
- Managers are not trained to effectively appraise and give constructive feedback
- HR plays too small a role in the performance review process, as key performance decisions tend to be made by the programme leads, instead of HR
- To address the above challenges the role of the HR manager is to:
- Provide line managers with the knowledge and the tools to effectively manage their staff and conduct performance reviews, including probationary periods
- Remind managers to engage with and complete the appraisal process
- Support managers through difficult performance reviews and advise where appropriate
- Through support of the senior management team, hold both the line and the second line managers accountable for failure to pay attention to performance appraisal

Additional guidance on the PMS

- The success of a performance management system depends on how well it is communicated to staff members, who must be able to see its value and buy into it, rather than it being a burden created by HR, or a box-ticking exercise.
- The primary objective for a HR manager is to ensure that managers and their team members are communicating regularly regarding performance objectives and expectations. Managers should be giving feedback to their teams on an on-going basis.
- The simpler the tool and process, the more applicable it will be: keep this in mind when designing a form. Encourage meaningful conversations between managers and staff members over completing the forms. During an emergency, this point becomes even more relevant.
- When choosing a rating scale for the form, check if there is an existing rating scale that staff may be already familiar with. This ensures consistency across HR processes. Definitions for each point on the rating scale are important and should be 100% clear to all staff. Most organisations typically choose a 3, 4 or 5 point rating scale.
- As far as possible, provide managers with some basic training on how to give feedback. This is the most critical element of the PMS process. Feedback should always be objective, timely, context relevant, and based on observable facts or behaviours.

- The HR manager should collect all completed appraisal forms and review them for further analysis. Appraisal forms are an important element in the training needs analysis exercise, which we will talk about in detail in the next module.
- Ideally, performance management should be directly linked with other HR processes like compensation increases, promotions, transfers, and succession planning.
- Completed appraisal forms should be filed in the staff personnel files for future record and review.

Module 3: Staff development

2.3 Staff development

CHS Commitment 8.8:
"Policies are in place to support staff to improve their skills and competencies".

Organisations recognise that the success of their programmes, whether they are community-based development or emergency response and recovery, largely depend upon the skills, qualities, experience and motivation of their staff.

Therefore, it is important that organisations continually equip their staff to do their role at a good standard, and provide them with opportunities for personal growth and career development.

At the management level – a good starting point for an organisation is to understand the knowledge, skills and experience required to deliver its mission. This will require:

- An understanding of current level of leadership skills and attitudes and behaviours existing in the organisation (see section on Training Needs Analysis (TNA) below for details on how to identify training needs).
- A clear strategy on addressing any gaps in knowledge or skills necessary for the organisation to reach its goals.
- Clear processes and training for staff and managers to ensure staff are managed well.
- Resources set aside for staff development in the planning and budgeting process.
- A staff development policy to explain and demonstrate the organisation's commitment to staff development.

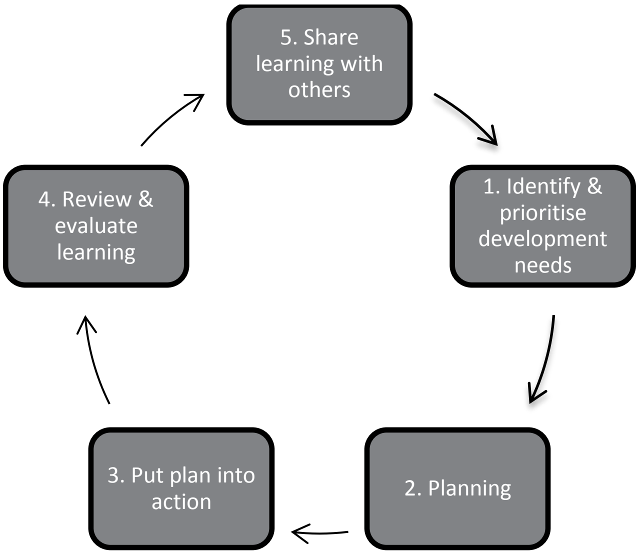
At the staff level – to create an environment where staff can flourish, managers should support their staff through a development cycle, shown below.

2.3.1 Staff development policy

Salient features of a staff development policy may include:

- The organisation supports a culture of learning and development, and hence offers each staff member an opportunity to enhance their skills or learn new relevant skills, as appropriate.
- Development can happen using a variety of approaches, not just the traditional classroom based training approach. The organisation supports and encourages reasonable and viable options for development.
- A staff development budget has been set aside. HR is responsible for deciding on how to spend the budget, with recommendations from line managers and finance.
- Staff development needs are identified during the appraisal process as well as throughout the year.
- HR may implement a 'clawback' policy for any staff benefiting from a training opportunity over a set amount amount (determine an amount that is reasonable to your context, common practice in the UK is to set it at £1,000). This would commit staff to the organisation for a given number of years on completing the training, or they pay back the prorated amount spent on the training. This can be particularly relevant for the retention of national staff at field offices.

2.3.2 Staff development cycle



- It is important to identify the skills and knowledge necessary to complete the tasks a staff member is responsible for. The line manager and staff member should discuss together the areas that need to be developed in order for the staff member to meet their objectives and work at good quality standard.
- Each step in the development cycle can be detailed in a staff member's personal development plan, which often forms part of the performance management process.
- Learning is a continuous process of acquiring and developing certain knowledge, skills, abilities and attitudes. There are both formal and informal approaches to learning, which can be individual, team or project-oriented, for example:
  - Shadowing a colleague
  - Coaching and mentoring
  - Delegation to a special project
  - Learning from books and journals
  - Internet and e-learning
  - Training courses – internal and external
  - Attending seminars and conferences on relevant topics
  - Secondments.
- In addition to ensuring development is integral to the performance management system, organisations should incorporate the planning of learning and development within staff work plans.
- With the staff member, managers should monitor and evaluate the learning a staff member has received and ensure this learning is passed onto the wider team and organisation.

Tip: One of the most important functions of management is to clear obstacles in the path of good performance.

2.3.3 Training Needs Analysis (TNA) – Methodology overview

The table below provides a step-wise guide to conducting a TNA. The same method can be used for individual or team analysis.

3 Training Plan

Name of Employee	Development Need	Development Activity	Measures of Success	Timelines
	Precise skill identified as a development need (technical skills or soft skills) E.g. improve PowerPoint skills	*How the need will be addressed E.g. formal classroom training session on PowerPoint*	*How will change in skill level be determined e.g. demonstrated improvement in quality of PowerPoint presentations*	*By when does the development need to be demonstrated e.g. within 3 months*

2 Identify current skills/capability within organization/team

Management Level

- Assessment centres
- Psychometric tools like MBTI
- 360 degree feedback tools

Staff Level

- Performance appraisals
- Note from recruitment interview (if relevant)
- Feedback from managers and other stakeholders

1 Identify skills/capability to deliver organizational strategy/programme objectives

2.3.4 Additional guidance on staff development

- Training and development is an important staff retention tool. Staff members tend to stay longer with an organisation that provides them with opportunities for learning and growth, and where they feel the organisation is investing in their career development.
- Having a robust training and development process creates a culture of learning within the organisation. This also provides an added advantage in attracting good talent during the recruitment process.
- 'Development' is more than just classroom-based formal training courses. There are several other formal and informal means of providing development opportunities for staff, especially when in the field, where formal options are often limited.
- Leverage internal resources when planning development activities. For example, explore what resources are available in other offices/head-office i.e. trainers or training manuals, e-learning resources etc.
- Manage the training budget carefully. The better you are able to track costs, the easier it gets to make the budget go further. When making spending decisions, be fair and objective towards all.
- While in the field where resources may be limited, rely on best practice sharing with other similar organisations. Sometimes, it may make sense to collaborate on runninga training event in order to share costs.
- As the HR manager, check in with staff members who have been involved in any development activity so you can help track their progress and monitor effectiveness of the development plan.
- A key element of any development plan is the role of a HR manager to provide continuous mentoring and coaching to staff members as required.
- Capacity building forms an important element in the Core Humanitarian Standard (CHS): hence, HR Managers should make a strong case for having a learning anddevelopment/capacity building budget set aside for staff development.

Module 4: Compensation and benefits

2.4 Compensation and benefits

Compensation and benefits systems within an organisation are designed to motivate staff to perform well in their roles, feel recognised as well as reap the benefits of strong performance. It is essential for an organisation to have a fair and transparent system for all staff.

Compensation (or pay/salary) forms only a part of a wider ‘Total Reward System’. The table below describes the various elements within total reward. A part of these are financial rewards or extrinsic rewards, which are observable, while, simultaneously, there are some rewards which are more intrinsic and non-financial in nature. We will talk a bit more about these various elements below.

Elements within a Total Reward System

1. COMPENSATION (OR PAY/SALARY) • Base pay (market position) • Pay progression • Incentives or variable pay • Hardship allowance • Per diems	**2. BENEFITS** • Pensions scheme, life insurance • Medical benefits • Family friendly benefits • Annual leave/Flexible working • Mobility benefits • Perks (e.g. company car, health club)
3. LEARNING & CAREER DEVELOPMENT • Improving skills and competencies • Career opportunities • Secondments • Succession planning • Long term contracts	**4. WORK ENVIRONMENT** • Working for the cause • Organisation’s culture • Recognition

Compensation

- Compensation (pay/salary) is a very important part of a reward system. Organisations must ensure there are enough funds available for staff salaries and the funds are available and paid on time. Salaries are disbursed to staff through a payroll system (see note below on payroll for further details).
- Salaries should be consistent with the organisation’s job descriptions and, where possible, grading structure. When evaluating a job, it is important to take into account the levels of qualification, experience and responsibility the post-holder requires. This generally means the higher the grade, the higher the salary. There are various ways to evaluate jobs and assign grades available from specialist services providers. However, as a general rule, when calculating salary levels, organisations should:
    - Conduct salary surveys, at least once a year (although your local context should determine precisely how often you need to check in with the market on salary benchmarks), and compare themselves with other similar local organisations.
    - Understand where they set (or want to set/benchmark) salary levels in comparison to others in the local labour market, for example, an organisation may aim to pay an average salary compared to the local labour market.

- Consider any legal requirements and budget constraints.
- Outline clearly to staff how salaries (including any other pay schemes) are calculated, including how salary surveys are conducted and jobs evaluated.

Some organisations reward good performance using performance-related pay (PRP) schemes. Again, there are various ways to do this, however, it is essential that the scheme follows a fair and consistent process which is closely linked to the performance appraisal system with line managers trained in its use. Rewarding staff must be done within clearly defined parameters so unfairness or favouritism is avoided.

In addition to salary, compensation can also include other monetary reward like hardship allowances, bonus pay, dividend pay, and per diems where applicable.

Grading system

The grading structure is unique to every organisation, reflecting its purpose, requirements and principles. Grading is a method of clustering jobs or roles within the organisation based on a set of common factors like level of seniority, complexity, and scope of the roles. The higher the level of these factors in a job, the higher the grade it will be, and hence have a corresponding salary.

EXAMPLE of a grading structure

GRADE	JOB FAMILY
A1	Top Management
A2	
B1	Senior Management
B2	
C1	Middle Management
C2	
D1	Staff Members
D2	
E1	Support Officers
E2	

Payroll guidelines: Payroll is a mechanism to make regular compensation payments to staff members. The organisation has a legal and contractual obligation to pay staff regularly for their employment. Hence, it is important to set up an efficient and timely system that works smoothly.

- Decide how often you need to pay staff: typically staff get paid once a month, although in some contexts, twice a month may be the practice or requirement.
- While conducting a benchmark study, check what practice is followed by other organisations to create consistency.
- Identify the date(s) on which salary payments will be made to all staff. Usually, organisations tend to pay at the end of the month or on a designated date (i.e. 25th of the month). This date should be clearly communicated to staff members in their employment contracts as well as in HR policies relating to compensation.
- Depending on your operational context, you may administer the payroll via electronic payments to staff bank accounts, or manually, if the electronic option is not available.
- Whatever means you choose, always have a clear document trail as evidence of payment made to each member of staff.
- When a new member of staff joins, ensure you have get their bank account details on the new starter form, which should be filed in their personnel files.
- We would recommend you create a salary change form on which HR captures any changes to staff compensation and submits to finance team for payroll administration.
- There should be clear guidelines in place between HR and the finance team with regards to the payroll system.

1. Benefits

When researching local practice on salaries, it is helpful also to collect information about staff benefits. Organisations that cannot afford to pay competitive salaries could offer a good benefits package in order to attract staff.

The range of benefits offered to staff include:

- medical cover for staff members and their families
- death in service provision
- provision for retirement/pensions contribution
- various types of leave
- allowances such as mobile phone costs contribution
- flexible working hours
- overtime pay
- learning opportunities
- staff retreats/team building events
- personal use of office equipment
- travel to work cost reimbursement
- accommodation in specific circumstances/during secondments.

Tip: While employees tend to focus on direct financial compensation when contemplating their rewards, according to the McKinsey Journal, for individuals who are relatively satisfied with their salary, it is the non-financial rewards that tend to be more effective in contributing to long-term employee engagement.

Additional job related benefits:

- *Job security*

The feeling of stability in an organisation is a very important issue for staff. Longer-term contracts can help staff obtain important things like accommodation and financial loans (i.e. mortgages). It is therefore important, especially for fixed-term contracts, to ensure employment contracts are clear and staff are informed of any possible extensions. Where possible, staff should be kept informed on what wider issues are affecting the organisation, which could have an impact on any contract extensions or reducing the length of existing contracts. For example, it sometimes happens that budgets for a specific programme or project may be withdrawn to be reallocated elsewhere. This will have a direct impact on the staff's morale and behaviours.

Where a staff member's job security could be affected, the organisation must ensure they have communicated this well and have developed redundancy and/or severance policies well in advance.

- *Recognition*

It is important that the organisation, through line management, recognises and values a staff member's skills and contributions. The organisation can design a formal or informal process for staff recognition. For example, some organisations have an annual event where they recognise employees for demonstrating the organisational values by offering a token prize in front of the entire organisation. This can be a very powerful retention and motivation tool for staff members, as they are able to feel valued and respected.

Ideas for a staff recognition plan

Organisations use a variety of options when planning their staff recognition plans. The figure below lists some ideas, however, different locations and contexts may require further adaptation of these suggestions. HR managers can also get a sense of what is important to staff members by inviting their input into what would motivate them and make them feel valued by the organisation. A focus group session or an anonymous suggestion box could be used to elicit these inputs.

Recognition For….
Length of service
Above-and-beyond performance
Peer-to-peer support
Programs to motivate specific behaviors
Retirement
Employee of the year, month, etc.
Exceptional/innovative suggestions/ideas
Safety performance
Major family event (e.g., birth, wedding, etc.)
Attendance records

Recognition Methods….
One-on-one with manager
Special event (e.g., banquet, luncheon, etc.)
During staff meeting
At Companywide meeting or townhalls
Email announcements/notifications
Intranet announcement
Company newsletter
Not presented (e.g., mailed to recipient at work or home)
Social media

Other intrinsic (psychological) rewards

- **Job satisfaction**

  It is widely believed the more satisfied a staff member is with their job, the more motivated and engaged they are, which ultimately contributes towards good performance. Managers should always monitor job satisfaction in different ways, and formally through the performance management system.

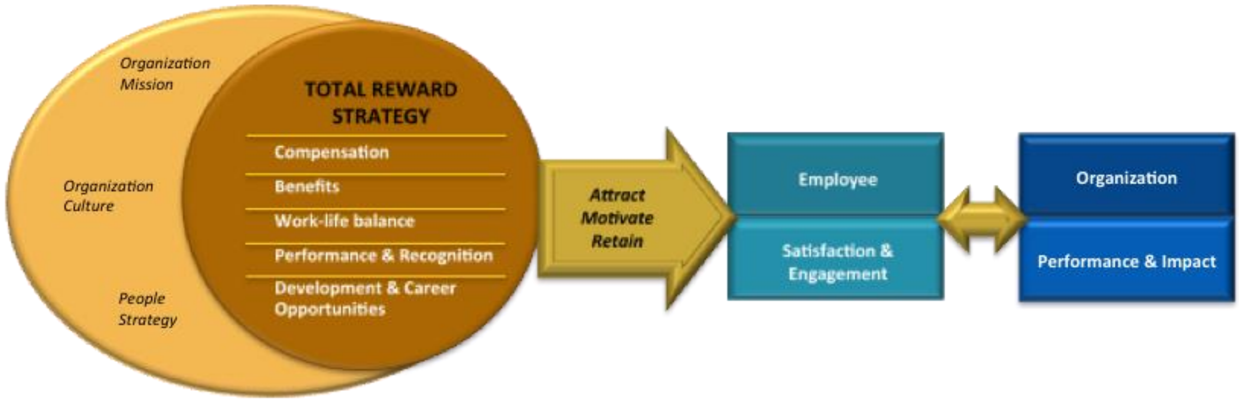
- **A feeling of completing challenges competently**

  Managers should equip, empower, support and enable staff do their tasks well. Tasks should be realistic and, when completed, should benefit the organisation, team and staff member. Staff should also feel a sense of achievement.

- **Enjoyment and good social interactions**

  Staff should be able to enjoy their role and work environment. Team dynamics and staff relationships can be just as important as the tasks staff are asked to do.

Total Reward Strategy: Impact on staff and organisation



Reward systems should have three main objectives:

- **To attract new staff to the organisation**

A reward system is intended to attract and retain suitable staff. Individuals are likely to want to work with an organisation that has a fair reward system and is known to reward effort. An organisation known for its 'cheap' reputation is likely to interest people that nobody else wants.

- **To elicit good work performance**

Rewards are also intended to maintain and improve performance. Even though it takes more than a good salary to motivate staff, the promise of a bonus (including performance-related pay) or a pay rise is intended to encourage staff to motivate themselves to reap the rewards.

- **To maintain commitment to the organisation**

The reward system should serve to maintain and strengthen a staff member's commitment to the organisation. It should indicate the behaviour the organisation values. For example, where the organisation values teamwork, a performance-related pay system centred on the team could be in place. Disruptive behaviour in the workplace has sometimes been associated with unfair pay.

Additional guidelines on reward strategy

- The four elements of a reward strategy (as above) should be aligned with the mission and culture of the organisation. Choosing the right tailored package of these elements creates the desired staff engagement and motivation for performance.
- When designing the reward strategy, consider any legal or statutory requirements that may be relevant in your context. For example, in some countries, social insurance and medical insurance form part of the standard pay package offered to employees. This point should also be considered when designing the grading structure and additional benefits package.
- The benefits package offered to field staff should balance: (i) the benefits offered at head office (where relevant), (ii) local practices in the country of operation, and, (iii) how attractive the role needs to be considering the local labour market.
- The details of the reward strategy must be explained in the HR Employee Handbook so staff have access whenever they need.

Module 5 – Staff duty of care

2.5 Staff duty of care

CHS Commitment 8.9:
"Policies are in place for the security and wellbeing of staff."

Overview

A very important aspect of the role of a HR manager is ensuring organisational duty of care towards all staff members. This is especially true when working in the field and during emergencies, as there is a variety of security, health and safety risks associated with aid work.

Health and safety management is hence a core operational area for HR managers, in close collaboration with the security team. It should be embedded well into the culture of the organisation. Besides ensuring compliance with health and safety laws, it also enables national and international staff to feel supported in their work, thus enhancing their performance.

Health, safety and security

Organisations should seriously consider having their own health andsafety policy including an accident reporting procedure and risk management practice.

The table below highlights some benefits for both staff members and the organisation:

BENEFITS FOR STAFF:	BENEFITS FOR THE ORGANISATION:
Creates job satisfaction	Improved staff morale and commitment
Reduces illnesses and risks of mortality	Reduction in staff absenteeism
Reduces stress and psychological concerns	Improved working performance/effectiveness
Gives protection, raising confidence and morale	Reduced insurance premiums or legal claims against the organisation
Facilitates adaptation to different workplace environments	Good public and staff confidence, thus enhancing the organisational reputation
Provides assurance for the individual and family	
Gives travel health and safety protection	

Health, safety and security policy

A well-articulated and communicated health and safety policy should cover the following points at a minimum:

- Risk assessment procedure – frequency of conducting the assessment, documenting guidelines, risk mitigation strategy

- Health and safety incidents reporting mechanism
- Local legal and compliance requirements for health and safety
- Internal communication process and guidelines – trained first aiders, easy access to first aid kit and fire safety kit, regular fire drills, contacts for local emergency services
- Communication guidelines – visible posters in key areas, included in staff induction training, periodic staff briefings, especially prior to travel outside the office premises
- The policy must also be compliant with local legal frameworks and requirements. For example in the UK, the organisation is obligated to record all health and safety incidents in a log book, which must be accessible when a health and safety inspector audits the organisation. Similar practices related to health and safety might exist in other locations, which the HR managers should familiarise themselves with.

Stress at work

Working in a multicultural and mixed-gender environment in a different cultural setting, with limited access to private space and leisure activities and within an unusual security situation, may add stress to staff who are already overworked and under pressure.

The HR manager should be mindful of staff's physical and psychological wellbeing. This should be coordinated with the senior management and the relevant departments. Stress can have a direct impact on the individual, the team and the overall organisational effectiveness and security. Hence, this must be taken seriously, and cannot be ignored.

The HR manager should make regular field visits to provide moral support and to be available to listen to any current issues or grievances.

HR managers should remind line managers to ensure their team members are taking adequate rest and recreation breaks.

Finally, the HR manager may not be qualified to provide professional psychological support to staff needing such support. In such cases, the HR manager should refer staff to specialists in country or in their home country as appropriate.

Some best practice from the sector include:

i. Employee Assistance Programmes (EAP): this is an employee benefit programme that provides options for help during any work related or personal problems faced by a staff member. These benefits can range from short term counselling to financial advice, available to staff and their families.
ii. Mindfulness and wellness initiatives: these are activities organised to promote and maintain wellbeing within the field offices. Promoting staff wellbeing contributes to their performance and overall effectiveness. Examples of wellness activities include weekly meditation, yoga or sport sessions in the office or within the compound, rest and recreation, time off in lieu policy, annual health check clinics in the office, wellbeing weeks where the emphasis is on promotion and awareness of staff wellbeing and mindfulness, team away days.
iii. Psychological briefings (also called counselling sessions) for staff: these are especially relevant for emergency response staff and the HR manager should ensure this facility is available to all staff when needed. Organisations usually provide this through the EAP scheme (above) as well as through external providers to maintain confidentiality for staff members.

iv. Coaching or mentoring programmes: to encourage two-way conversations between staff and their managers, and for staff to feel safe asking for help and advice from their managers when needed. Having an open culture has a huge impact on reducing work related stress.
v. Training for managers to identify early signs of burnout or other stress related symptoms.
vi. Comprehensive briefing for staff prior to field deployment: some organisations include wellbeing and resiliency training in their induction training to make staff aware of the organisation's policy and practices around this issue. Other organisations also provide more comprehensive briefings for emergency response staff prior to deployment or intermittently, as a refresher.

Staff disciplinary and grievance

From time to time, incidents will occur where staff have either breached the organisation's code of conduct and/or security regulations, or have the need to express their dissatisfaction. In both situations, it is crucial that the HR manager ensures the organisation's procedures are followed and the relevant people are informed and consulted. Staff members must feel safe about escalating issues and grievances to their line managers and HR managers, and know that the organisation will address it in the appropriate way. Simultaneously, it is also important for the HR manager to ensure that any inappropriate behaviour from staff will be handled through a formal disciplinary process.

Senior management, HR and, if needed, legal staff should always be kept informed if either one of these situations arises. As a rule, it is important to ensure that the involved parties have a chance to give their version and that everything is well documented.

Further information on discipline and grievance procedures are provided in the National Staff Handbook in Section 3 of this manual.

Confidential record-keeping

The HR manager may regularly be involved with different kinds of staff management issues, from HR administration to performance-related matters. It is important that records are kept of any personnel matters to ensure local law has been followed and history is not lost. Each country has a stipulated duration for storage of information, after which they need to be confidentially and securely destroyed. The HR manager should seek legal advice on this when setting up the department.

The HR manager may manage a high volume of staff movement. The HR manager must be diligent and keep up-to-date records on staff movements. A database can be created for this purpose and expanded to include contact details and information on staff's next of kin. The contact list must be frequently updated (weekly or fortnightly depending on the volume of staff movement) and circulated widely within the operation.

HR should also keep staff records on leave (annual, rest and recuperation (R&R), sickness, etc.), appraisals, training, pension and medical schemes. The HR manager may collaborate with other departments/functions such as the administration department for this purpose.

Databases holding sensitive and personal information should be password-protected and set as 'read only' to ensure that no one can access or change the data.

A personnel file should also be set up for each staff member. These files are confidential, with only the HR team and line management having access to them. They should be stored in a locked cabinet.

Personnel files should contain all information relevant to the staff member. It is important that all personnel files are kept up to date, and it is the responsibility of the HR manager to ensure that they are maintained in accordance with organisation policy and local law.

Each personnel file should hold some or all of the following items for each staff member. The amount of information held will depend upon the person's role. Any personal data not included in the list below would only be held with specific permission.

Sample personnel file checklist

Personal Details

- Marital status
- Number of children and ages
- ID card, immigration papers, passport, visa and work permit details
- Date and country of birth
- Emergency contact details and next of kin
- Home address
- Photographs
- Telephone number
- Driving licence details
- Personal email address

Recruitment Information

- Employment application form / CV
- Results from selection tests
- Employment interview notes
- Contract of employment and job offer letter
- References
- Results of police checks

Employment information

- Employment history
- Salary records
- Medical and psychological reports and notes
- Expenses records
- Appraisal and development records
- Payroll and Bank account details
- Disciplinary records
- Social security and income tax details
- Notes and correspondence on employment issues (e.g. requests for unpaid leave)
- Correspondence with external organisations and firms (e.g. banks, solicitors)
- Sickness and absence records
- Annual leave

Additional guidance on staff health and security

- The security, good health and safety of staff are a prime responsibility of the organisation.
- The work of relief and development agencies often places great demands on staff in conditions of complexity and risks. The organisation, therefore, has a duty of care to ensure the physical and emotional wellbeing of staff before, during and on completion of their period of work.
- Written policies should be available to staff on security, individual health, care and support, health and safety.
- Programme plans must include written assessment of security, travel and health risks specific to the country or region, reviewed at appropriate intervals.
- Before an international assignment, all staff must have received health clearance. In addition, ensure that they received verbal and written briefing on all risks relevant to the role to be undertaken, and the measures in place to mitigate those risks, including insurance. The organisation's obligations and individual responsibilities in relation to possible risks are clearly communicated. Briefings are updated when new equipment, procedures or risks are identified.
- Staff must have the option to opt-out of an emergency assignment that can have a direct impact on them emotionally or physically, without facing any penalty or blacklisting. For example, during an Ebola response, some staff may not feel comfortable working in the field, or their families may not be supportive of the deployment due to the severity of the possible impact. This should not impact their career prospects for future roles or deployments.
- Regularly review security plans, with evacuation procedures.
- Maintain records of work-related injuries, sickness, accidents and fatalities, and continue to monitor these to help assess and reduce future risk to staff.
- Check that staff are getting sufficient rest periods to minimise the risks of burnout. Workplans must not require more hours work than those set out in individual contracts. Time off and leave periods, based on written policies, are mandatory.
- Ensure all staff have a debriefing or exit interview at the end of any contract or assignment. Health checks, personal counselling and careers advice should be available. Managers need to be trained to ensure these services are provided.

Module 6 - Separation

2.6 Separation (or end of employment)

Separation is the natural final stage in the employee life cycle. A member of staff can reach this step due to multiple reasons, mentioned in the table below. Whatever the reasons for separation, some HR processes form the core of this activity. In addition to these core activities, further activities may be necessary as well.

Nature of separation from organisation		Core separation processes
I. End of contract	For staff employed on fixed term contracts, i.e. contract has an end date of validity. Can result in extension of contract	- Debriefing - Exit checklist - Exit interview - Extension of contract
II. End of project/ programme operations	On completion of the project, staff employed specifically to deliver that project, end their employment with the organisation. Handover notes to the new incumbent if applicable. Can result in redeployment on another project if the programme/agency continues operations.	- Debriefing - Exit checklist - Exit interview - Redeployment - Handover
III. Voluntary resignation	When a staff member resigns from post and ends the contract prior to the end date.	- Exit checklist - Exit interview - Handover
IV. Staff termination	This is when the organisation ends the contract prior to the end date on the contract. This can for performance reasons or any number of breaches of the code of conduct and other policies.	- Exit checklist - Exit interview - Handover

I. Debriefing for staff members

During the business of the day-to-day work, it can be easy to forget or unintentionally ignore departing staff. Just like welcoming new staff members, saying thank you and goodbye, and acknowledging the contribution of departing staff are highly important gestures. HR should develop and provide debriefing guidelines for line managers (see figure below).

The nature of the debriefing would depend on the circumstances in which the staff member was working. This process is relevant for both national and international staff members, although there may also be specific requirements for each categories.

Why debrief?

- To leave a positive impression at the end of the staff's mission.
- To ensure there are no outstanding matters and all administrative and financial issues are cleared.
- To receive feedback from the departing staff for future improvement.
- To receive good advice to newcomers.

The figure below depicts a typical debrief routine, however, you may want to customise it as per your requirements.

10 Steps of Routine Personal Debriefing

1. Introductions

Who you are; purpose of debriefing; confidentiality; duration (usually around 2 hours). General information and overview – how was it?

2. Identifying what was most troubling

Identifying the 3 or 4 issues /events which were most stressful, upsetting or troubling.

3. Facts, thoughts and feelings

Don't rush. Take each issue or event (identified in step 2) in turn.

4. Any other aspects you want to talk about

5. Symptoms

Were any stress related symptoms experienced while overseas? And now? Examples include fatigue, insomnia, guilt, anger, tearfulness etc.

6. Normalizing and teaching

Symptoms are normal. Stress reduction methods. Support available now.

7. Anything that was positive?

Good or meaningful aspects

8. Return home

Reverse culture shock, and adjustment

9. The future

Ongoing help and support; Follow up

10. Closing

Tip: Debriefing sessions should be confidential discussions and conducted in a secure ambiance so the staff members feel safe and comfortable when speaking.

II. Exit checklist

When a staff member leaves an organisation, there are many formalities that need to be completed, for the staff member as well as the organisation. These formalities can be finance, IT, administration or HR related. To ensure that there is a consistent process in place for all leavers, we recommend an exit checklist, which details out all the various activities required. Your organisation may already have this in place in a different office, which you could adapt to your context. There is no prescriptive method in designing this exit checklist, as long as it covers everything you need it to. We have provided an example of an exit checklist as Annex 9 of this manual. You can adapt it to suit your needs.

The completed checklist should then be filed in the staff members personnel file to maintain records of completion of service.

A practical checklist for outgoing staff:

- Administrative issues (phone, accommodation, etc.)
- Financial clearance with finance department
- IT clearance with technical department (e.g. laptop, email)

III. Exit interview

An exit interview is a confidential conversation between the separating staff member and HR. The objective of this conversation is to understand the reasons for the decision to leave the organisation, any issues the staff member would like to raise, especially something they felt unable to raise during employment, or to make recommendations for positive change and organisational lessons learned.

We recommend having a standard questionnaire for this conversation to keep the process consistent. However, from a design perspective, these conversations should be allowed to be quite fluid and unstructured to enable the staff member to speak freely.

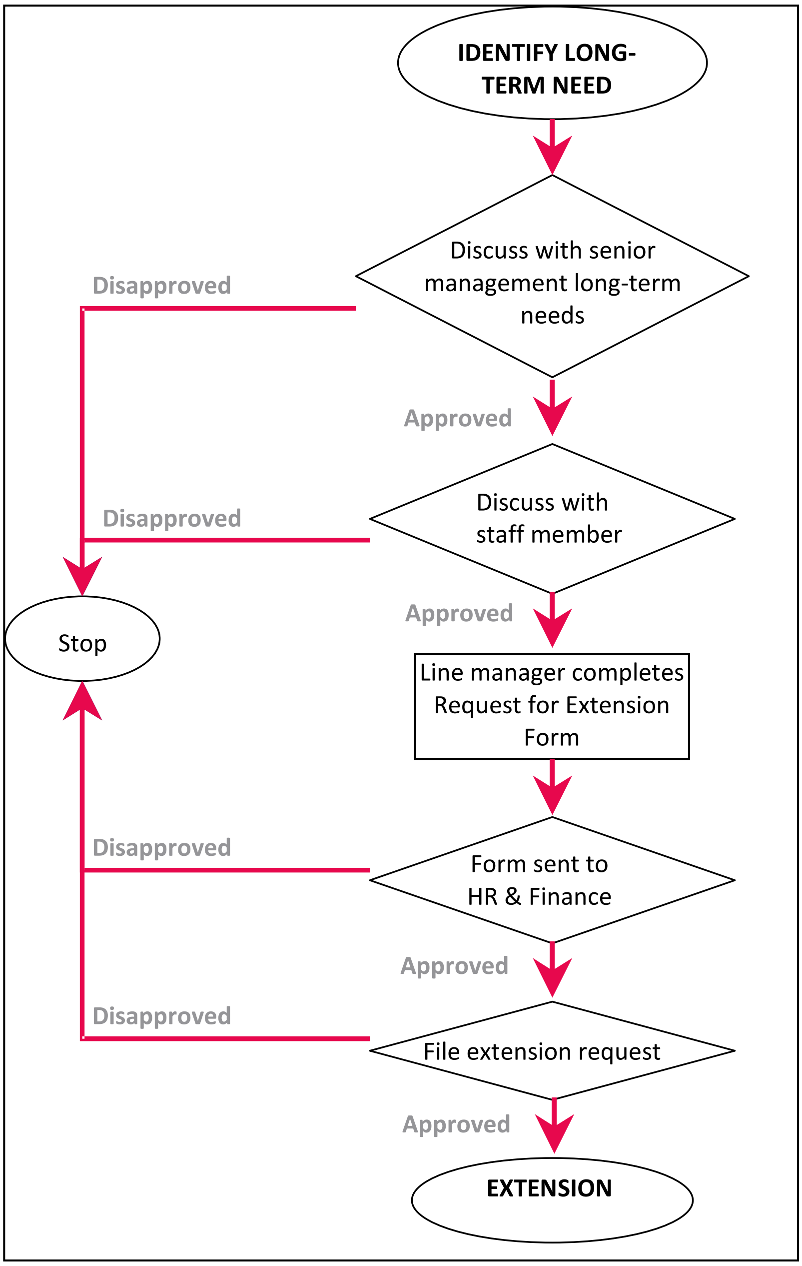
Completed exit interview forms should be filed in the personnel file of the leaver, after analysis of the data. The HR manager should track recurrent themes emerging from various exit interviews and follow them up to bring about positive change in their organisation. This will help with retention of good staff in the future.

We have provided a template for an 'Exit Interview Form' in Annex 12 of this manual. You may customise it as per your requirements.

IV. Contract extension or redeployment

Replacing a staff member can be another challenge, which often results in the need to extend the mission period of existing staff. The flowchart below outlines the main steps that should be taken when extending contracts.

Contract extension



1. The need for long- term position is identified and discussed with the country representative or senior management.

2. After approval from the staff member, the line manager completes the 'Request for Staff Extension' form (in appendices) at least 3–4 weeks before the end of assignment is due (or towards the end of the notice period).

3. The form is sent to HR and finance for approval. Financial implications and funding availability are checked.

4. Extension proceeds with file extension request.

5. The outcome of request is communicated to the manager and staff concerned.

Additional guidance for end of contract for national staff

Below are some tips for managers when contracts of employment for national staff are coming to an end:

- Design the exit process at the time of setting up the function.
- Determine the notice period for the different types of contract, as per local laws.
- Coordinate with the relevant support services to ensure final settlements are cleared and the organisation's property returned.
- Ensure that staff sign a waiver letter upon departure (template included in Appendix 11).

- Prepare references if required, they should be completed by the respective line managers.
- In cases where there is a downsizing of a project, determine whether staff can be redeployed to other projects.
- Where large numbers of staff are being released, it is important to mentally prepare them and inform them that their contract will naturally cease and not be renewed.
- In cases of terminating staff due to performance or disciplinary issues, ensure organisational procedures comply with local laws and are followed.
- In cases of contract extension, get legal advice on the number of times a contract may be extended as stipulated by local employment laws.
- Keep a close track of fixed term contracts to ensure there is no ‘gap’ period between contracts. The local laws in some contexts may stipulate that a gap signifies ‘permanent’ contracting of the staff, which could result in an employment related issue.
- Ensure proper and formal communication is issued on the departure of a staff member, to avoid creating rumours and fear among remaining staff members, that they could be next to lose their job.

Section 3 – Framework for a national staff handbook

This section outlines a framework for organisations to use to design their own National Staff Handbook. Proposed wording or guidance should be reviewed and aligned with the organisation's own HR policy and practice, mission and values, local law and common practice as much as possible.

3.1 About the organisation

[Name of organisation] is a nationally based / international organisation.

[Insert history of organisation]

[Insert logo]

[Insert Mission, Purpose and Values statements]

3.2 Who this handbook applies to

This Staff Handbook applies to all national staff working for *[name of organisation]* in *[name of programme/location]*. National Staff are those staff who live and work in their country of permanent residence.

This handbook is governed by *[insert name of country]* labour law and regulations.

This handbook sets out the terms and conditions of employment and should be read in conjunction with the employment contract for national staff.

Categories of staff within *[organisation]*

- Expatriate staff are those staff who live and work outside their country of permanent residence.
- National staff are those who work in their home country but away from their place of permanent residence
- Local staff are those who live and work in their place of permanent residence.
- Casual staff are those staff employed on a day-to-day basis on a casual staff agreement for a short period of time, normally no longer than 4 – 12 weeks, in accordance with local law.

Types of employment contract

- Permanent – a staff member on a permanent contract is defined as [insert legal definition applying in country of operation]
- Fixed term – a staff member on a fixed-term contract is defined as [insert legal definition applying in country of operation]
- Consultants
- Casual workers
- Temporary
- Trainees
- Volunteers
- Internships

3.3 Organogram/Organisation chart

Each position, no matter the type of contract they are on, should be placed in an organogram/organisational chart, clearly showing the structure of each location, reporting lines and responsibilities within the workplace. Staff should have access to the organogram.

3.4 Rights of the employer

The employer reserves the right to manage the organisation, including its human resources, materials and financial assets.

3.5 Staff responsibility

All *[national]* staff on employment contracts will receive and sign a copy of this handbook. The signature will indicate that the staff member has read, understood, and accepted the rules and regulations set out in this staff handbook.

These rules and regulations form an integral part of the contract of employment in which they will be expressly incorporated by reference. These rules and regulations may be revised as and when the situation requires, by approval of *[insert appropriate name or job title]* and will be shared with all relevant staff.

The overall responsibility for the management of staff lies with the employer. Each line manager is responsible for the performance of the staff member reporting to him/her and will be responsible for doing his/her performance evaluation.

All staff are required to sign the *[organisation]* code of conduct as a pre-condition of employment *[optional – insert your organisation's policy].*

Some staff, depending on their position and their duties, may be subject to additional rules, e.g. drivers' rules and regulations *[optional – insert your organisations policy],* and will be required to read, sign and abide by these rules. These additional rules will be presented and explained to the staff member to ensure understanding and compliance at the briefing stage of their employment.

3.6 Recruitment and selection

Staff are central to the achievement of *[organisation]*'s mission and therefore the most valuable resource. Therefore it is essential to recruit the best people possible using a recruitment and selection process that is fair, consistent and effective.

3.6.1 Job descriptions

Job descriptions are essential to the recruitment process. The job description is designed to identify the major demands that a post places on the post-holder in a particular location.

- All staff should have a job description.
- The line manager identifies the staffing need, has the position approved and writes the job description. Line managers will use a standard [organisation] job description template. Standard or generic job descriptions are reviewed and adapted to reflect the specific nature of the role.
- The job description outlines the main responsibilities and the experience and competencies required for the role. It is not a list of tasks.

- Staff will be expected to meet the requirements of the job description to a satisfactory level. Line managers will use the job description to identify objectives when assessing performance in the probation period.
- Any changes to the job description will be made by the line manager in consultation with staff member.
- The job description will be prepared and signed by the line manager, with the knowledge of and verification by HR, who will place the position within the existing organisational grading structure. This defines the minimum and maximum salary level for the post.

3.6.2 Recruitment

The HR manager is ultimately responsible for the recruitment and selection practice in the programme. *See the section above on recruitment and selection – this is also relevant for national staff.*

3.6.3 Data protection

It is *[organisation]*'s aim to be open and fair in all dealings with applicants and treat all information provided by applicants with appropriate respect and confidentiality. All new staff will be required to complete a personal data form including information on nationality, home address and next of kin. If there are any subsequent changes, the member of staff must inform his/her line manager and complete a new form.

3.6.4 Personnel files

A personnel file will be set up for each staff member. These files are confidential, with only HR personnel and line management having access to it. They will therefore be stored in a locked cabinet. Personnel files will contain all information relevant to the staff member. It is important that all personnel files are kept up to date. All staff must therefore notify their line manager when any of their personal information changes. *See section above on* ***Keeping Records and Databases*** *for more information.*

3.6.5 Child protection

Summarise the organisation's policy on child protection.

3.6.6 Briefing

The line manager is responsible for ensuring that their new staff receive a comprehensive briefing on their role, the key policies (e.g. code of conduct) and the organisation (including mandate, vision, mission, values).

The briefing will include a summary of role objectives, the team structure and projects, personnel, logistics and finance practice. For further information on briefing, contact the HR department.

3.7 Contract of employment

[Organisation]'s terms and conditions of employment are set out in the staff member's employment contract. In general, employment contracts are classified into permanent contracts, fixed-term contracts, casual contracts and service contracts. As *[organisation]* does not intend to stay permanently in *[country]*, implementingtime-bound projects, *[organisation]* does not intend to offer permanent contracts to staff.

Where possible, consider open contracts for all national staff with clauses on notice periods, redundancy, and project closures.

Permanent and fixed-term contracts aim to arrange the labour relationship between *[organisation]* and its staff. Casual and service contracts aim to arrange the rights and liabilities between *[organisation]* and someone else or another institution not formally employed as internal staff of *[organisation].*

Employment contracts are legally binding and in line with local employment law. Each staff member will have an employment contract stating the length of contract and terms and conditions, and signed by the HR manager or line manager. Any changes to the terms and conditions of employment will be made in consultation with staff and communicated in advance.

Full-time employment with *[organisation]* is incompatible with any other paid employment during the working week, except where prior written agreement has been issued by the Country Representative.

3.7.1 Probationary period

All staff will have a probationary period at the beginning of their employment. A probationary period is normally a period of *[three]* months. During this time, staff will be continually assessed on their performance and suitability for the post. After *[three]* months, the line manager will conduct a probationary review to confirm whether the staff member has passed the probationary period. The HR manager, or designate, will confirm this in writing.

During the probationary period, an employment contract can be terminated earlier than the normal notice period *[quote notice period during probation],* by either the organisation or the staff member, in writing, during or at the end of the probationary period. Line managers will make every effort to support their staff throughout the probationary period.

3.7.2 Contract extensions

Staff on fixed-term employment contracts may have the option to extend if there is a continuing need for the staff member's position in the programme, a budget is available for the position, the staff member's performance has reached a satisfactory standard, and the line manager and the staff member, prior to the expiration of the current contract, have signed a written extension agreement.

[Organisation] will inform staff of a contract extension in writing at least seven *[as a minimum]* days prior to contract end date.

The written extension agreement can be obtained through the HR manager.

3.7.3 Termination of employment contract

[Organisation] or a staff member has the right to terminate the contract with one (1) month's advance notice. *[Or 2 to 3 months for most senior or operations critical roles].*

[Organisation] can terminate a staff member's employment contract as a result of misconduct. For general misconduct, *[organisation]* may dismiss a staff member where *[three]* warning letters have been given. For gross misconduct, a staff member can be immediately suspended, and then dismissed following a disciplinary hearing. *[See the **Disciplinary Policy** section further in this manual].*

In the case of dismissal, *[organisation]* will pay salary in lieu of notice, and other payments such as severance or additional allowances in accordance with local law.

Working hours

3.7.4 Normal working hours

The standard working week is *[40]* hours per week. Normal office hours in each location are between *[08:00 and 17:00]* hours Monday to Friday – with a *[one-hour]* lunch between [*12:00 and 14:00]* hrs.

The office is closed by *[19:00]* hours and access will be denied to staff except for those with authorisations to render overtime or be present on the premise after office hours.

Staff are expected to report on duty punctually. However, it is recognised that occasionally it is necessary for staff to arrive late or leave early for personal reasons. In such cases, staff should make arrangements with their line manager for such absences and plan to make up the time away during a lunch hour or by working later or arriving early on another day. If for some reason the staff member cannot arrive at work on time, s/he should contact his/her line manager by *[09:00]* hours to communicate the <u>reason</u> and the <u>duration</u> of such absence. Unauthorised habitual absences may be penalised by loss of pay for the time away from work and sometimes summary dismissal maybe applied, as per local law.

Working hours or days can be adjusted for special circumstances based on local culture and the requirements of the role. The country representative uses his/her own discretion to determine any adjustments.

Timesheets *[if applicable in the organisation]*: as documentary evidence, each member of staff is required to submit a monthly timesheet which indicates the hours worked and any used leave entitlements. This document must be completed for each day of a given month and be approved by the line manager. The member of staff will submit this sheet on the *[insert day]* of every month to the HR department *[or finance team as applicable]*.

3.7.5 Flexible working hours

It is recognised that a member of staff may need to leave early or arrive later for personal or professional reasons. Similarly during busy periods, a member of staff may need to work extra hours. Such variations should be agreed upon in advance with the line manager concerned to allow subsequent informal reconciliation of hours worked. If a member of staff consistently needs to work extra hours, this should be discussed with the line manager. This may entail the employment of an additional member of staff, or the reallocation of some duties to other staff members.

3.7.6 Overtime

Occasionally, *[organisation]* will require staff to work additional hours to their normal working week. For all staff, time off in lieu (TOIL) may be awarded when hours worked exceed the normal hours in the working week. This should be used within two weeks (as much as possible) and approved in advance by the line manager. Where it is a legal requirement, overtime payments will be calculated in accordance with local law.

Terms and conditions

3.7.7 Grading

Each position in the organisation is assigned a grade. The guiding principles behind the grades are:

- To have a consistent approach to the structure of the programme
- To maintain fairness when evaluating posts
- To provide all staff with a clear understanding of the line management structure
- To guide salary levels.

[Summarise organisation's grading structure in detail e.g. how many grades and how grades are evaluated.]

3.7.8 Salary

[Organisation] will ensure that its salary system is fair and externally competitive. All positions will be evaluated, graded and given a salary which reflects the realities and practices of the local labour market.

When establishing the salaries for each post, *[organisation]* will take into account the following:

- Location within the country
- Local labour legislation and employment practice
- Local common practice, including other INGOs involved in similar work
- Local common practice in relation to allowances (e.g. housing, travel, etc.)
- Consolidated salaries (for example, incorporating basic salary, housing and travel allowances) will be paid to staff by the [last working day] of the month.

3.7.9 Setting salary levels

- Summarise salary policy and include:
  - who the organisation benchmarks itself to
  - where the organisation pitches its salary levels – below/above/average.
- [Organisation] will conduct a survey and collect data on salaries and benefits from [comparable organisations] either by commissioning an employment consultant or by contacting several [at least eight is the recommendation if possible] organisations and comparing job descriptions.
- Where the programme operates in more than one location/country and the cost of living is substantially different, [organisation] will collect cost of living data in each location and apply this to the salary data.
- To remain consistent within the [I/NGO] sector, data will be collected and analysed at least once every two (2) years.
- Salary levels will consider overall costs in relation to available funds. [It is important for staff to understand that reviewing salary data will not necessarily mean a pay rise.]
- There will be a salary range for each job. Staff are paid for the responsibilities of the post to be performed to an acceptable level and not necessarily according to how long they have been employed.
- The level of salary will be stated in the employment contract.
- Any changes to salary will be made in consultation with staff and notified by the HR manager in writing. Details of salary changes will be kept in the staff member's personnel file.

3.7.10 Salary payments

- Salary payments will be made directly to the staff member. Where payment is in cash, both the staff member and [organisation] will retain a signed payslip as proof of receipt. The payslip will detail salary, overtime, allowances and deductions.
- All salaries will be paid in arrears on the [last working day] of the month.
- Staff must complete a timesheet each week showing the number of hours worked, annual leave, sickness and overtime. The line manager must then approve this before handing it to [the finance team] in the location.

3.7.11 Salary deductions

- Salary and benefits will be subject to any mandatory tax and social security deductions in accordance with [country] regulations. [Organisation] will pay the legally required deductions to the appropriate [country] authorities.
- The monthly salary payment will outline the deductions on the monthly payslip.
- [Organisation] reserves the right to deduct any outstanding amounts owed to the organisation from the staff member's salary. Staff will be informed of any such deductions before they are made.
- Deductions may be made as a result of unauthorised absence or in connection with loss or damage to goods belonging to [organisation].
- Taxes and social security – [Enter local information here on tax and social security payments].

3.7.12 Salary reviews

- Individual salary levels will be reviewed annually in relation to the increase in the cost of living and local conditions or customs.
- Annual salary increases will be awarded at the same time each year for everybody in the programme. Salary increases [will/will not] be linked to appraisal reviews.

3.7.13 Salary advances

- In exceptional circumstances, [organisation] will advance up to [50%] of a staff member's net monthly salary. Advances will only be granted between the [7th and 21st] of the month and must be approved by the country representative or designate.
- Staff should complete an advance request form obtained from the finance team in each location. Staff will be expected to explain what the advance is for.
- Advance will be recovered in full from the salary in the month from which it was taken.
- Staff may only take up to three (3) advances a year.

3.7.14 Acting-up salary

- All staff are expected to be flexible and will be required to cover the duties of other team members who are on leave from time to time.
- However, where a staff member is asked to perform a higher role temporarily for more than [28] consecutive days, an acting-up salary will be paid. This salary will continue to be paid for a maximum of [90] days after which the job-holder will be considered for confirmation to the higher role or a new staff member hired.

- Where a staff member acts up for only a partial role, a job evaluation will take place and salary set in accordance with the role being undertaken.
- The country representative will authorise all acting-up salaries in advance.
- The additional sum paid is a temporary allowance and will not affect any other benefits. The acting-up allowance will be shown as such on the staff member's pay slip and will be subject to statutory deductions in the usual way.

Benefits

3.7.15 Medical insurance

- [Organisation] will provide staff [and legal dependants – state numbers] medical cover for hospitalisation, doctor's fees and prescriptions up to the amount of [XX] per year.
- Members of the medical scheme will have an ID card and carry it with them at all times, and use the hospitals, doctors and pharmacies approved by [organisation].
- Staff can claim for medical expenses using the [organisation] expense claim forms. All medical expenses must be accompanied by receipts and approved by the line manager.
- Medical check-ups – [State what happens at recruitment and with whom].
- [Organisation] will not discriminate against any person who has a long-term illness that is not likely to affect their work performance in the foreseeable future. If it is possible to co-ordinate this medical examination with any required by an insurance company then this should be done.
- Vaccinations and prophylactics – Staff will be expected to have any necessary vaccinations/immunisations recommended by an approved medical practitioner, at the expense of [organisation]. At the time of their orientation, employees should receive advice on recommended malarial precautions and/or prophylactics and be left free to choose whether or not to abide by that advice. [Organisation] will cover the cost of these for the period that the staff member is employed.

3.7.16 Death in service

- In the event of the death of a staff member, [organisation] will pay [one] year's annual basic salary or a minimum of [XX] to the immediate family.
- [Organisation] will contribute [XX] towards funeral costs.
- The HR team will collect beneficiary information at the beginning of a staff member's employment.

3.7.17 Travel and accident insurance

[Enter local provision here if insurance is available. Where insurance is not available, travel and accident cover would fall under the medical provision.]

Leave

3.7.18 Annual leave

Staff are entitled to *[20]* days' paid annual leave per calendar year. This entitlement will be prorated for staff who work for a partial year.

When taking annual leave:

- The line manager must agree all annual leave in advance. Staff should complete and submit their annual leave form for approval. Line managers should complete the leave schedule and inform their HR department.
- Leave can only be taken after it has been earned – leave accumulates at [1.67] days per month.
- Wherever possible, one month's notice should be given for leave of one week or more. For leave less than one week, a minimum period of one week's notice is required.
- Staff are encouraged to take all of their annual leave. However, if leave is unused at the end of the calendar year, up to [5] days only may be carried forward to the next period. Staff will lose annual leave where there are more than [5] days remaining. Carried forward, leave must be taken by the end of [April] of the following year.
- Staff cannot use any annual leave from the following calendar year when leave from the current year has been exhausted.
- [Organisation] will not normally pay for unused annual leave at the end of an assignment.
- If more leave has been taken than earned at the termination of an employment, an appropriate deduction will be made from the final salary payment.

3.7.19 Home leave

- [Organisation] may provide home leave to unaccompanied staff who work away from their permanent place of residence to spend time with their family.
- [Organisation] will expect staff to return home on home leave and will only pay for the cost of transportation (public transport, taxis, and return flight) between the staff member's place of permanent residence and the work location.
- The duration of home leave is normally [5] working days, excluding travel days from the project site to the nearest commercial airport.
- Home leave must be taken within [3] weeks of its expected due date, otherwise staff will lose this benefit.
- The line manager approves all home leave at least [2] weeks in advance.
- Home leave is not a contractual entitlement and can be discontinued at any time.
- Staff must book their flights [2] weeks in advance to avoid expensive flights.

3.7.20 National holidays

- Staff will be entitled to those national holidays officially recognised by the government of [country].
- [Organisation] will also observe [insert other days].
- In the event that the staff member is required to work on any of the observed national holidays, days off will be carried forward to another day as authorised by the line manager. In certain circumstances, overtime will be paid for these days as authorised by the line manager in advance.

3.7.21 Rest and recuperation

Rest and recuperation (R&R) leave is additional to annual leave and provides the opportunity for staff to rest and recuperate outside of their working environment when operating outside of their country of residence. The organisation will decide upon the R&R destination and allowance.

Eligible staff are entitled to a rest and recuperation (R&R) allowance of *[one]* calendar week, *[seven]* days, time off from work for every *[three]* months worked continuously.

- R&R cannot be accumulated, taken as cash in lieu or taken during the last two months of employment.
- R&R may be taken up to one week earlier or one week later than the due date to accommodate operational commitments.
- Up to five days' annual leave or other kind of leave or time off in lieu may be combined with R&R.
- If annual leave or other leave is taken at home or if there is extended (home) sick leave, then the three-month period will be reset from the return from leave.
- Where a staff member relocates his/her family (spouse and children, if any) to the place of assignment, s/he will no longer be entitled to the R&R component.
- [Enter R&R destination and allowance amount here].

3.7.22 Leave without pay

- Leave without pay will only be granted in exceptional circumstances and with the approval of the country representative. Leave without pay should not exceed two months, during which time no salary will be awarded and benefits will not accrue.
- Leave without pay will only be considered for staff who have 12 or more months of service with [organisation].

3.7.23 Short-term sick leave

- In the event of sickness where a staff member is unable to come to work and perform his or her duties, a staff member will be entitled to paid sick leave for up to [15] days' maximum total in a year.
- Staff must contact their line manager as soon as possible on the day of work to let them know they are sick.
- Sick leave is not to be regarded as additional annual leave.
- Absences of more than [3] days require a certificate from a recognised medical practitioner. A certificate will be required at weekly intervals for longer absences.
- The HR department will keep a sickness record for each staff member.
- Staff have a responsibility for seeking early professional treatment to avoid smaller ailments turning into larger ones.
- In the event of serious prolonged or recurrent illness, [organisation] has the right to require staff to see a medical practitioner approved by [organisation] for examination and report.

3.7.24 Long-term sick leave

- When a staff member is unable to come to work and perform his or her duties for more than [4] weeks, long-term sick leave will apply. A staff member will be asked to provide proof of sickness through a doctor's certificate. The salary is payable as follows:
- [Enter local long-term sick pay arrangements here].
- [Organisation] will remain in contact with the staff member throughout long-term sick leave to show due concern for the staff member's circumstances, to keep up to date with progress and to assess when the staff member can return to work.

3.7.25 Maternity leave

- [Organisation] will provide maternity leave to a female staff member who has a signed contract of employment with [organisation].
- Maternity leave is [12] weeks' leave at full pay with at least [6] weeks of this leave to be taken after the birth of the child.
- Additional unpaid leave may be offered at the discretion of the country representative.
- Expectant staff member must submit a leave request to their line manager and the HR manager at least [3 months] before the baby's expected birth date. Approval shall follow the same procedure as for annual leave. This request should be accompanied by a doctor's certificate.
- For [national] staff, [organisation] will consider contributing towards home travel home and coinciding this with home leave where possible.

3.7.26 Paternity leave

- [Organisation] provides paternity leave to staff to allow the father to spend time with his family for the birth of a newborn child.
- Paternity leave will be [5] working days' paid leave (within 60 days from the birth of the child) in any one year.
- Paternity leave shall be applied for using the standard annual leave record and approval shall follow the same procedure as for annual leave. This request should be accompanied by the birth certificate of the newborn child.
- For [national] staff, [organisation] will consider contributing towards home travel cost and coinciding this with home leave where possible.

3.7.27 Compassionate/special leave

[Organisation] will provide compassionate leave, in accordance with local law, in the following way:

- [Enter local arrangements here]
- The line manager must approve all compassionate leave in advance.

For *[national]* staff, *[organisation]* will consider contributing towards home travel costs and coinciding this with home leave where possible.

3.7.28 Unauthorised leave

Where a member of staff fails to report for work without prior authorisation, this will be deemed as misconduct and may result in the activation of the disciplinary procedures. The country representative at his/her discretion may authorise this time as annual leave, based on reasonable justification and based on the views of line management.

Where a member of staff has been absent or on unauthorised leave from work for *[5]* working days consecutively without submitting a written account explaining why s/he is absent from work, supplemented with valid evidence (to support the truth of the explanation), the member of staff may be summoned in writing (receipt note to be presented as evidence) with reference to the absenteeism.

Failure to respond may result in termination of the contract of employment.

A written explanation, with valid evidence, must be submitted at the latest on the first day on which the staff member in question resumes work.

Pension and retirement

3.7.29 Pension

- In countries where it is either customary or a legal requirement for employers to contribute to a pension scheme, [organisation] will make pension contributions in line with local custom. Where it is not customary to provide a pension, [organisation] will not provide a pension.
- The pension contribution by [organisation] to the staff member can be up to [10%] of basic salary, unless local law requires this to be higher.
- Any contributions will be in addition to salary.
- All amounts paid to staff for pension should go towards a pension scheme. Where a payment is received with salary, staff are encouraged to pay this amount into a local pension scheme.
- Preferably, the [organisation] contribution should be paid to the employee with their salary, itemised on the payslip. The purpose for which it is intended should be made clear to the employee.
- In some circumstances it may be decided that it is possible and practicable for the programme to pay the [organisation] contribution into a pension/provident scheme on behalf of the employee. If this is done:
    - [Organisation] should not get involved in the administration of any such pension/provident scheme.
    - Be aware of any levies imposed by governments.
    - The [organisation] contribution may be paid in hard or local currency depending on local facilities and legal considerations.

3.7.30 Retirement

[Explain legal retirement age and the procedure for the notice period and preparation for staff going into retirement].

3.8 Per diems

[Enter local arrangements for per diems for those who spend time away from their normal place of work. Consider daily and overnight allowances based on local cost of living figures].

3.9 Accommodation allowance

Accommodation allowances are intended to compensate staff who have been employed outside his/her place of assignment for consequential additional living costs.

Eligible staff may claim an accommodation allowance as a contribution towards rental expenses incurred as a result of being employed outside the place of assignment, up to a maximum of *[insert figure]* per month. Reimbursement will be on presentation of valid receipts and should be claimed at least every three months, or the entitlement will be lost.

No accommodation allowance will be paid to staff who are provided with accommodation at his/her place of assignment.

3.10 Relocation allowance

In conjunction with the accommodation allowance, a one-time relocation allowance of *[insert figure]* is payable to eligible staff as indicated above. This allowance is designed to cover basic household furniture and equipment. A standard list is available from the HR team. No individual receipts are required.

A relocation allowance is applicable for staff who relocate for all areas. Where accommodation is provided by the organisation, staff will not be paid a relocation allowance.

3.11 End of contract

[Enter termination practice and consider procedures for]:

- normal notice periods as per employment contract
- outstanding annual leave
- outstanding expenses or money due
- return of uniforms and other organisation property
- severance pay [enter local legal practice]
- personal conduct and disciplinary

3.12 Performance management

The Performance Management Module II in Section 2 is applicable and relevant for national staff.

3.13 Learning and development

The Learning and Development Module III in Section 2 is applicable and relevant for national staff.

3.14 Disciplinary policy (sample only)

It is hoped that a strong and close working relationship based on trust and support will be built between *[organisation]* and its staff. In view of this, every effort will be made to work through problems and issues in a sympathetic and supportive way so that the formal disciplinary procedure is not necessary. However, staff are expected to abide by the policies and procedures set by *[organisation].*

- Should serious problems arise relating to a staff member's standard of work, such as gross misconduct which could endanger life or limb or could bring [organisation] or its partners into disrepute, failure to live harmoniously in the team or failure to follow the advice or direction of the line manager/country representative, then [organisation] will take action, which may in exceptional cases result in the termination of employment. In particular, breaches of the security guidelines imposed by [organisation] and the [country representative] will be considered gross misconduct.
- [Organisation] wishes to ensure sensitivity and confidentiality when addressing disciplinary matters. Therefore, individuals involved in the disciplinary case will be kept to a minimum and be required to treat all information confidentially and with the appropriate respect, in order to protect the interests and integrity of all concerned. Failure to do so will invoke disciplinary action.
- When disciplinary proceedings are required, the standard three-stage procedure below will apply. Staff should recognise the special situations in which they usually operate, including

potentially raised levels of stress, danger to other team members, or increased risk of bringing *[organisation]* and/or their operating partners into disrepute. With this in mind, in cases of gross misconduct the disciplinary proceedings contain fewer steps.

- This procedure should be entered at the appropriate point.
- *[Organisation]* will ensure that disciplinary action is not taken until each case has been fully investigated.
- On all matters of discipline, *[organisation]* will comply with the law of the country and any subsequent regulations.

Stages of Disciplinary Procedure – general misconduct

Stage 1 – verbal warning

- The line manager/[Country Representative] will discuss the complaint with the staff member, ensuring that he or she has had a chance to state his or her view of events.
- If appropriate, an oral warning may be given, stating what is required in the future, and any time span for improvement/change in behaviour. [Organisation] will support the staff member with their improvement in performance/conduct where possible.
- A record will be kept on the staff member's personnel file and a date set to review conduct/performance.
- The staff member will be informed that stage 1 constitutes the initial step of the disciplinary procedure.
- A verbal warning is given for the following reasons:
    - Lateness
    - Leaving place of work for unrelated work during office hours
    - Minor failure to follow health and safety procedures
    - Idling or sleeping during office hours
    - Violate Terms of Reference/Job Description assigned to staff or insubordination to immediate line manager.

Stage 2 – written warning

- In the event of alleged serious misconduct, insufficient improvement in performance or repetition of previous misconduct being made, the [Country Representative] will call a disciplinary hearing.
- The staff member will be informed in writing about the reasons for the disciplinary hearing. The staff member may invite a work colleague for support and advice. The HR manager will also attend this meeting to provide advice. The staff member will be given full opportunity to state his or her case.
- If appropriate, the [Country Representative] will issue the first written warning letter in accordance with the seriousness of the breach of policy, stating the improvement required and any time span for this improvement. Written warnings will remain current for six months and kept on the staff member's personnel file.
- Second and third written warning letters may be issued during the validity period of the first written warning. If no further written warnings are issued within the validity period of the first written warning, then a subsequent written warning is considered the first written warning letter.
- A written warning is issued when the relevant senior manager makes a request in writing to the HR manager. Once signed, it will be passed to the line manager to give to the staff member concerned.

- The staff member has the right to appeal using the Grievance Procedure if he or she considers the result unfair. *See section below for more information on **grievance procedures**.*
- Authorised signatories for the first and second warning letters are the HR manager, the line manager and the appropriate senior manager. The HR manager and *[Country Representative]* sign the third warning letter.
- A staff member who receives the second warning letter will have any planned promotion and/or training postponed.

First, second and third warning letter offences

A staff member will be given a written first, second, and third warning letter for the following offences:

- Poor time-keeping, or unauthorised and unreasonable absences from work
- Unfounded public criticism of [organisation] or the working partner
- Unsafe work practices which do not threaten life or limb
- Disturbing another staff member in the implementation of an official duty
- Utilising office equipment/facilities for personal use without appropriate permission
- Failure to report changes in personal status, in the composition of his/her family, change of address etc.
- Failure to report an existing, or potential, conflict of interest
- Failure to comply with organisation policies, especially by acts that clearly contradict or are incompatible with organisational ethos and values
- Unauthorised absence for [two] days in a row or more than [three] days in a month
- Humiliating, insulting, or deriding another staff member
- Not notifying management in the first instance of a situation that may cause loss and/or damage to [organisation]
- Refusing appropriate or reasonable instruction from his/her superior that falls within the scope of the agreed job description/terms of reference attached to the employment contract
- Acts of incitement or actual acts of discrimination on the grounds of gender, race, religion, age, colour or ethnic origin
- Bringing firearms/dangerous weapons to *[organisation]* premises
- Disorderly behaviour or any act subversive of discipline which causes losses or can potentially pose danger to *[organisation]* interests
- Habitual neglect of work and responsibilities
- Continuous unsatisfactory work performance even though appropriate training and support has been given
- Violating traffic regulations and road safety guidelines because of rash or negligent driving
- Conducting an action that causes gross negligence and damages the reputation of *[organisation]* or endangers its existence in any other way
- Found sleeping during working hours
- Failing to report to his or her line manager or other appropriate *[organisation]* representative on well-substantiated concerns or suspicions regarding sexual abuse or exploitation by a fellow worker of beneficiaries and colleagues
- Proving unable or unwilling to adhere to the agreed Job Description/Terms of Reference attached to the employment contract.

Disciplinary panel (format)

- The HR manager will convene a meeting for the disciplinary panel to consider the [Country Representative]'s recommendation for dismissal. The disciplinary panel will normally consist of the line manager, [Country Representative] and the HR manager. The decision of this panel is final.
- The results of the meeting will be communicated to the staff member within ten working days by fax, telephone or email, followed by a letter copy.
- [Organisation] will consider payment for any outstanding accrued annual leave entitlement and pay in lieu of notice.
- If the decision is taken that the staff member should not be dismissed, all parties are expected to work together to improve working relationships and practices. When a decision not to dismiss has been made, it will be essential that recommendations are made considering the expected future conduct of the staff member and how these should be assessed.

Gross misconduct

- If a staff member has allegedly committed gross misconduct, the [Country Representative] will call a disciplinary hearing. This disciplinary hearing will normally be held in the programme's head office.
- The staff member will be informed in writing about the reasons for the hearing. The staff member may invite a work colleague to gain support and advice. The HR manager will also attend this meeting to provide advice. The staff member will be given full opportunity to state his or her case.
- If the [Country Representative] decides that the situation does not represent gross misconduct, the procedures for general misconduct will then be followed.
- If the [Country Representative] decides that the matter is sufficiently serious, then the staff member may be suspended and then summarily dismissed.
- Full details of the situation will then be provided to the disciplinary panel by the *[Country Representative]* and will include a written statement by the staff member of their viewpoint.
- In the event of gross misconduct, the staff member will be suspended on *[50%]* paid salary pending a full investigation. In the interest of all parties, the length of suspension will be kept to a minimum, at a maximum of *[3]* months.
- If after the full investigation there has been no proof of act of gross misconduct by the staff member, the salary will be accumulated and paid in full during the suspension period.
- If the staff member is found guilty of gross misconduct, the staff member will be immediately dismissed.

Areas of gross misconduct

The following areas are considered as gross misconduct:

- The staff member has received three warning letters within a period of 6 months
- A serious breach of safety or security regulations has led to a potential loss of life or limb, or abduction
- Any falsification of records, including documents used during the recruitment procedure
- Disorderly or indecent conduct, fighting or threatening physical violence
- Gambling or being under the influence of alcohol during working hours and at the workplace
- Possession or use of illegal drugs or misuse of drugs during working hours and at the workplace

- Theft, embezzlement, or any kind of fraud related to any the property of *[organisation]*
- Oppression, humiliation, hardness, intimidating or threatening behaviour towards another staff member of *[organisation]* or his/her family
- Persuading or attempting to persuade a fellow worker or a family member to break the law or violate public norms
- Damaging or endangering the property or staff member of *[organisation]* whether deliberately or because of carelessness
- Receiving a payment for any services that he or she renders or is expected to render in the line of performing his or her official duties towards beneficiaries, fellow colleagues or other partners of *[organisation],* be it in the shape of money, a service, discount or a gift
- Sexual exploitation and abuse of *[organisation]* personnel, beneficiaries and other partners of *[organisation]*
- Committing crimes which inflict loss on *[organisation]* or, while in the service of *[organisation],* found guilty of an illegal offence that carries an imprisonment sentence, or committing acts which violate the law or offend decency in the workplace
- Any form of sexual activity with beneficiaries, regardless of consent or age
- Divulging information concerning *[organisation]* activities without the prior approval of his/her line manager
- Divulgence of confidential personal information without formal consent from the staff member concerned
- Exchange of project assets such as money, employment opportunities, relief items or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour
- Giving or accepting bribes or receiving kickbacks in the form of money, services, discounts or gifts without authorisation from his/her supervisor and/or causing losses to *[organisation].*

Suspension

- Suspension is not a disciplinary act and does not imply that there has been any proven misconduct, or that there is any suggestion of guilt. It is a neutral act enabling the staff member to be released from his or her place of work whilst receiving full pay and without prejudice, pending a formal investigation of the allegations made.
- If it is undesirable for the staff member to remain at work in a case of gross misconduct or other cause, e.g. health and safety, then he or she should be suspended.
- Normally the authority to suspend will be with the [Country Representative], but during his or her absence, the most senior manager on duty will have the authority to suspend the staff member on full pay, in consultation with the HR manager, wherever possible.
- The suspension must be confirmed in writing to the staff member, confirming the suspension date and outlining the reason(s) for it.
- The suspended staff member must not return to the work premises without prior authorisation from the [Country Representative] or the suspending senior manager.
- Where a suspended staff member lives and works in the same location, special arrangements for that staff member will be made to remove any unnecessary discomfort.

Record-keeping

- Records will be kept detailing the reasons of any breach of disciplinary rules or unsatisfactory performance, the staff member’s response and mitigating circumstances, the actions taken and the reasons for it, whether an appeal was lodged, its outcome and subsequent developments.

- These records will be kept confidential.
- Copies of any meeting notes/minutes will be given to the individual – although consideration will be given to protect any witnesses.
- Disciplinary records will remain on a staff member's personnel file for a specified period, usually six months. These records will be disregarded for disciplinary purposes after this period.

3.15 Grievance procedure (sample)

[Organisation] recognises the need to resolve conflicts immediately as they occur. The following procedure should be followed whenever a staff member has raised a grievance:

- As much as possible, the grievance should be discussed initially with the person with whom a staff member has a grievance. (There should be no written exchanges until the two parties have attempted to have a verbal address without success.) Once the two parties have discussed the issues at stake, a summary of the discussion should be written and signed by both parties detailing the way they have opted to follow to resolve their differences. A copy of the written summary will be sent to the HR manager for record purposes.
- Where the two individuals fail to reach an agreement, they will involve their line manager(s) who will set a date for mediation. The line manager(s) will also make a written summary of the mediation and submit a copy to the HR manager after the aggrieved parties have signed it.
- Where the line managers are unable to resolve the dispute, or where a staff member has a dispute with his/her line manager, the line manager's supervisor will be involved with investigating the matter and mediating between the two parties. A written summary endorsed by both parties will be sent to the HR manager for record purposes.
- If the line manager's supervisor fails to resolve the grievance to the satisfaction of all parties concerned, the aggrieved party (or parties) may present the matter in writing to the *[Country Representative]* who shall use his or her discretion to bring the matter to an amicable end. The *[Country Representative]* may use external legal professional if necessary. The *[Country Representative]*'s decision will be final.
- Where a member of staff has faced a disciplinary measure and is dissatisfied, he or she may appeal to the *[Country Representative]* within 14 days after receiving the warning or dismissal letters. The *[Country Representative]* will arrange to hear the arguments of the appealing staff member and make a final decision on the matter within 14 days after the appeal interview.

3.16 Office property and equipment

[Enter the rules for the care of office property and equipment. Consider]:

- Briefing and necessary training with office equipment and safety equipment
- Personal use of organisation's property including email, internet and telephone (consider a separate employment policy on communications)
- Tidy desks and appropriate filing
- Return of equipment at the end of a contract or to its appropriate place if borrowed
- Disciplinary procedure with the purposeful misuse of property – whether that be physical damage or misuse of information
- How to report damage or loss.

3.17 Confidentiality

- Staff are not permitted to disclose any information in relation to the technical operations and activities, either internal or external, or any other [organisation] related matters to non-project personnel without the written authorisation of the [Country Representative]. The only exception to this policy is for staff who have contact with external organisation specified in their terms of reference/workplan.
- It is implicit in this confidentiality agreement that a staff member shall not disclose such information even after the employment relationship has been terminated.
- In their day-to-day work staff who deal with or come across sensitive information are similarly expected to use their professional discretion and should not disclose such information to other staff members within [organisation].
- Staff in possession of personal staff data must not disclose this kind of information to anyone else without the consent of the concerned staff member. Disclosure of personal information, such as a medical condition, and a breach of this policy without formal consent may constitute misconduct or gross misconduct depending on the circumstances, and appropriate disciplinary procedures will be initiated. See the disciplinary procedure for more information.

3.18 Commitment

Under no circumstances will any staff member commit the employer, financially or otherwise, without having received specific authorisation. This will be done by means of official communication, and will be countersigned by the member of staff as recognition of the authority and as acceptance of any associated rules and procedures.

3.19 Uniforms

Uniforms may be issued for some staff as a means of identification, e.g. t-shirt with logo, and/or as a means to enhance physical security. The line manager is responsible for ensuring that the uniform is worn while on duty, as required. Staff who violate this rule may face disciplinary action. The organisation may recall items of uniform on the termination of contract.

3.19.1 Security

The *[Country Representative]* has overall responsibility for the office's security management. The office's security plan will be on the location's notice board and is applicable to all contracted staff and visitors. Deliberate breach of the security regulations by any member of staff is seen as a very serious offence and may result in termination of the contract of employment.

The *[Country Representative]* or his/her designate will brief all staff on security regulations and considerations and ensure that they understand and comply with the regulations, including standard procedures for an operational relocation and emergency medical evacuation.

In the case of an operational relocation to a safe haven or a full operational evacuation to a neighbouring country, the senior managers (e.g. country representative) continue to have full security management responsibility for staff during the exit process.

Evacuation

Evacuation of a staff member is predominantly for security or health reasons. In the event of evacuation, the HR manager should be informed or involved in the evacuation process by the relevant senior manager. This procedure forms part of the Security Plan.

3.20 Amendments

This National Staff Handbook will be applicable with immediate effect. The organisation commits to review this Handbook on a periodic basis or as needed based on changes in local law or conditions. The country representative reserves the right to modify the present regulations as required. *[Organisation]* reserves the right to modify this Handbook at any time.

3.21 Applicable law

As a principle and by nature of *[organisation]*'s work, both employer and staff member will always work together to settle any differences through negotiation. In cases where this does not succeed, both parties commit to settling the dispute in accordance with the applicable labour legislation.

3.22 Validity of the HR Manual

This National Staff Handbook is valid for *[2 (two)]* years following its endorsement of *[insert date].*

APPENDIX 1:

Recruitment request form – Expatriate staff

Position description attached ☐

Terms of reference attached ☐

No change to previously submitted position description ☐

This request form is for all staff (international and national). To be completed for assignments in the field.

Post to be filled:	
Reason for request:	
Account no. and programme codes:	
Estimated cost: include travel, per diem, allowances and accommodation if required.	

Approved by:	Name (block capitals)	Signature	Date
1. Line manager			
2. Second level manager			
3. Finance department (to verify funds and/or coding)			

Please note:
Field HR Unit will verify that the process and the category of staff are correct. The line manager must ensure that funding is available to cover in-country costs, such as accommodation, travel and monthly subsistence allowance. The second-level manager ensures that this has been done and signs to approve the line manager's request.

Supplementary Information:

Place of assignment:					
Number of direct reports		Expatriate staff		Office hired staff	
Counterpart (circle) YES NO			No. of volunteers:		

Project name:			
Appeal number:			
Size of the operation:			
Total budget:			

Other specific details regarding the operation (please attach):	
Language(s) and level of competency required:	
Amount of travel inside country/region of assignment:	
Security situation:	

Single status (staff only, no family members, circle)?	YES	NO
Spouse / partner?	YES	NO
Children?	YES	NO
Type of accommodation / schooling available?		

APPENDIX 2:

Recruitment Request Form – National Staff

Position description attached ☐

Terms of reference attached ☐

No change to previously submitted position description ☐

Position Title:		
Number(s) required:		
Length of requirement:	From:	To:
Extension possible:		
Account number:		
Project cost centre:		
Activity code:		
Donor code:		
Estimated cost (Salary and estimated benefits):		

Approved by:	**Name (block capitals)**	**Signature**	**Date**
Requester / supervisor			
Management approval			
Finance department (Verify funding and coding)			

Supplementary information:

Work location: State if flexibility required.

Level of English fluency required:

☐ None ☐ Fair ☐ Good ☐ Very good ☐ Excellent

APPENDIX 3:

Checklist for Incoming Expatriate Staff (INDUCTION CHECKLIST)

Before arrival

1	**Visa required?**	❒Yes	❒No	
	► Letter to relevant ministry/authority/embassy to get reference no.	❒Done		
	► Send reference no. information to new staff	❒Done		
2	**Hotel booking required?**	❒Yes	❒No	
	► Check project/activity codes with line manager	❒Done		
	► Hotel booking	❒Done		
	► Confirmation on hotel booking + hotel address to new staff	❒Done		
3	**Accommodation required?**	❒Yes	❒No	
	► Check with new staff/line manager: size of apartment, cost, location, etc.	❒Done		
	► Collection of offers for apartment	❒Done		
	► Appointment for new staff to visit apartments	❒Done		
4	**Customs clearance required?**	❒Yes	❒No	
	► Check necessary data with new staff	❒Done		
	► Contact to shipping agency/start of process	❒Done		
5	**Office preparation**			
	► Arrival (data + flight details) on office calendar	❒Done		
	► Check desk location for new staff	❒Done		
	► IT staff to prepare computer set-up and profile (email, etc.)	❒Done		
	► Preparation of mobile phone	❒Done		
6	**Airport transportation**			
	► Check with line manager/logistics: how to transport from airport?	❒Taxi	❒Driver	❒Other
	► Info to new staff who will meet him/her + info to new staff on taxi options (types and costs)	❒Done		
	► Organise driver for meeting at airport	❒Done		

7	**Welcome service**			
	Preparation of introduction manual for new staff	❒Yes	❒No	
	Schedule for briefing days organised with line manager	❒Done		
<u>**After arrival**</u>				
8	**Hotel**			
	► Check if safely arrived	❒Done		
	► Check off hotel invoice and send to Finance for payment	❒Done		
		❒Done		
9	**Accommodation**			
	► Decision on apartment	❒Done		
	► Contract with landlord finalised	❒Done		
	► Check existing organisation-owned furniture/equipment that could be used by new staff	❒Done		
	► Approval of list of items to be procured for apartment	❒Approved	❒Procured	❒List filed
	► Update furniture/equipment list	❒Done		
10	**Introduction for new staff**			
	► If contract required: handover of contract, staff regulations, rules of conduct and email regulations to new staff to carefully read and sign	❒Done		
	► If family members: handover rules of conduct for adult family members to carefully read and sign	❒Done		
	► Introduction manual handed over	❒Done		
	► Hand over “visitors” card for building entry	❒Done		
	► Hand over office key and access card	❒Done		
	► Administrative & finance introduction (all forms, procedures, telephone system, mail, fax, filing etc.)	❒Done		
	► Technical unit briefings	❒Done		
	► Security briefing	❒Done		

11	**Customs clearance**			
	▶ Info to new staff on status + procedure	❐Done		
	▶ Submission of all necessary papers	❐Done		
	▶ Follow-up	❐Done	❐ Process finished	
12	**Staff administration**			
	▶ Application non-immigrant visa	❐applied	❐issued	❐copy filed
	▶ Application visa for family members	❐applied	❐issued	❐copy filed
	▶ Application for work permit submitted	❐applied	❐issued	❐copy filed
	▶ Application for diplomatic ID	❐applied	❐issued	❐copy filed
	▶ Issue of ID card		❐issued	❐copy filed
	▶ Print name/business cards	❐received		
13	**Staff file**			
	▶ Contract + all attachments signed and filed	❐Done		
	▶ Rules of conduct for adult family members signed and filed	❐Done		
	▶ Copy of passport and visa in staff file	❐Done		
	▶ Copy of family members' passports in staff file	❐Done		
	▶ Emergency contact numbers in staff file	❐Done		
	▶ Health information for new staff	❐Done		
	▶ Annual leave information registered	❐Done		
		❐Done		
14	**Other**			
	▶ Update phone lists + distribute to staff	❐Done		
	▶ Update office structure	❐Done		
	▶ Introduction of new staff member to relevant contacts	❐Done		

APPENDIX 4:

Contract of Employment (for National Staff[3])

Contract of Employment

between

[INSERT NAME OF ORGANISATION]

and

____

Location:_________________________________

This contract is made between the *[INSERT FULL NAME OF ORGANISATION],* (hereinafter called '…………………') and ________________, domiciled at _______________, date of birth ____________ (hereinafter called 'the employee/contractor').

1. SERVICES TO BE PROVIDED

During the term of this Agreement the employee/contractor agrees to provide the *[INSERT NAME OF ORGANISATION]* with ___________ services as set out in the attached Job Description and the Code of Conduct for *[INSERT NAME OF ORGANISATION]* Staff and as otherwise specified by the Country Representative of the *[INSERT NAME OF ORGANISATION]* or his/her designate from time to time (the "Services").

2. CONTRACT DATES

This contract shall start on ________ and will finish on _______, for a total duration of ______ months/days. This contract may be renewed for a further period subject to mutual agreement between the parties.

3. PAYMENT FOR SERVICES

The *[INSERT NAME OF ORGANISATION]* agrees to pay the contractor a monthly/daily fee of *[currency]* ___________. This is the net rate after any applicable tax deductions.

Should the employee/contractor be required to undertake field trips requiring overnight stays, the *[INSERT NAME OF ORGANISATION]* shall provide suitable accommodation and a per diem of _________ for every night he/she is away from his/her normal place of residence to carry out services connected with this contract. The per diem is provided to cover expenses related to meals and incidentals (tips, laundry, private phone calls, parking and local transport).

[3] To be verified/amended by local lawyer before first used in a new country of operations

Prior to payment at the end of each month worked, the contractor shall submit a statement of days worked including the number of approved overnight stays. Any additional prior agreed expenses and accompanying receipts should also be listed. Working advances provided during the same period shall be deducted from the total payment.

4. WORKING CASH ADVANCES

The *[INSERT NAME OF ORGANISATION]* may provide the contractor with short-term working cash advances to cover expenses likely to be incurred by the contractor to carry out services connected with this contract. This can include, but is not limited to, costs of accommodation and per diems prior to undertaking field trips.

The employee/contractor shall provide receipts of all expenses covered by the cash advance and shall include these receipts with the monthly statement.

5. HOURS OF WORK

The employee/contractor's standard hours of work are ____ hours per day, and up to ____ hours per week. The *[INSERT NAME OF ORGANISATION]*'s operational needs may make it necessary for the employee/contractor to work additional hours. The *[INSERT NAME OF ORGANISATION]* may, at its discretion, pay overtime for any approved additional hours of work. Such additional hours shall be approved by the *[INSERT NAME OF ORGANISATION]* in advance and in writing. Leave for festivals and sickness shall be provided in accordance with applicable law.

6. LEGAL STATUS

The employee has the appropriate working visas for employment with *[INSERT NAME OF ORGANISATION]*.

7. OBLIGATIONS

(a) The employee/contractor shall use their best efforts and due diligence to perform the services such that the results are satisfactory to the *[INSERT NAME OF ORGANISATION].* The employee/contractor shall regularly report on the progress of the services as set out in the Job Description.

(b) The employee/contractor reports directly to the *[INSERT NAME OF ORGANISATION]* and *[INSERT LINE MANAGER'S NAME]* and shall neither seek nor accept instructions from any authority external to the *[INSERT NAME OF ORGANISATION]* in connection with the performance of its Services under this contract.

(c) The employee/contractor shall refrain from any action which may adversely affect the *[INSERT NAME OF ORGANISATION]* and shall fulfil its commitments with the fullest regard for the interests of the *[INSERT NAME OF ORGANISATION].*

(d) The employee/contractor shall not advertise or otherwise make public the fact that it is or has been a contractor with the *[INSERT NAME OF ORGANISATION]*.

(e) The employee/contractor shall not, in any manner whatsoever, use the name, emblem or official seal of the *[INSERT NAME OF ORGANISATION]* or any abbreviation of the name of the *[INSERT NAME OF ORGANISATION]* in connection with its business or otherwise, except as required for the fulfilment of its contractual duties hereunder and then only with the express approval of the Country Representative of the *[INSERT NAME OF ORGANISATION]* or his or her designate.

(f) The obligations set out in clause (d) and (e) above shall continue upon termination of this agreement with the *[INSERT NAME OF ORGANISATION].*

8. CONFIDENTIALITY AND OWNERSHIP OF MATERIALS

(a) All information relating to the contract and the contractor's services is strictly confidential and the property of the *[INSERT NAME OF ORGANISATION]*. Such information cannot be used by the contractor for any purpose, other than that agreed under the terms of this contract, without the prior written approval of the country representative or his/her designate.

(b) Title to any equipment and supplies which may be furnished by the *[INSERT NAME OF ORGANISATION]* shall rest with the *[INSERT NAME OF ORGANISATION]* and any such equipment shall be returned to the *[INSERT NAME OF ORGANISATION]* as soon as possible, when no longer needed by the contractor. In any event, all equipment and supplies must be returned to the *[INSERT NAME OF ORGANISATION]* upon the termination or expiration of this contract. Such equipment, when returned to the *[INSERT NAME OF ORGANISATION]*, shall be in the same condition as when delivered to the contractor, subject to normal wear and tear. The employee/contractor bears all responsibility for lost or damaged equipment and supplies.

9. TERMINATION OF CONTRACT

(a) This contract may be terminated at any time by either party before the expiry date of the contract by giving written notice to the other party. The period of notice shall be [five] days in the case of contracts for a total period of less than three months, and [fourteen] days in the case of contracts for a longer period.

(b) This contract may be terminated immediately by the *[INSERT NAME OF ORGANISATION]*, if the employee/contractor has breached any of his/her contractual obligations with the *[INSERT NAME OF ORGANISATION]* or if in the reasonable opinion of the *[INSERT NAME OF ORGANISATION]* the employee/contractor has brought or is reasonably likely to bring the *[INSERT NAME OF ORGANISATION]*'s reputation into disrepute.

(c) In the event of the contract being terminated prior to its due expiry date in this way, the employee/contractor shall be entitled to compensation on a *pro rata* basis for no more than the actual amount of work performed to the satisfaction of the *[INSERT NAME OF ORGANISATION]*. Additional costs or damages incurred by the *[INSERT NAME OF ORGANISATION]* resulting from the termination of the contract by the employee/contractor or by the *[INSERT NAME OF ORGANISATION]* in accordance with paragraph (b) above may be withheld from any amount otherwise due to the employee/contractor by the *[INSERT NAME OF ORGANISATION]*.

10. ASSIGNMENT OF PERSONNEL

The employee/contractor shall not assign any persons other than those accepted by the *[INSERT NAME OF ORGANISATION]* for work performed under this contract.

APPENDIX 5:

Regulations for Short-term National Staff[4]

[INSERT NAME OF ORGANISATION]

REGULATIONS FOR SHORT-TERM NATIONAL STAFF
Hired for the emergency operations in *[insert location]*

PREAMBLE

The regulations for locally recruited short-term staff in *[insert location]* supplements the *[insert country]*'s national legislation governing the conditions of employment, rights and duties of the employees recruited by the *[insert name of organisation]* in *[insert location]* (hereafter "the office" or "the employer").

The *[insert name of organisation]* is an equal opportunity employer and, in accordance with our *[insert Mandate, Codes of Conduct etc.],* does not in any way discriminate against anyone because of their race, nationality, religion, political beliefs or sexual orientation.

1. GENERAL CONDITIONS OF EMPLOYMENT

1.1 Recruitment

1.1.1 Based on an assessment of human resource needs, each line manager will prepare a job description for a specific position. This job description along with a staff request form will be passed to the HR unit who will assist the line manager in locating qualified candidates.

1.1.2 In all cases, the Curricula Vitae of candidates will be assessed, and appropriate candidates will be called for interviews.

1.1.3 The selection and promotion of staff will be done on the basis of professional capacities and character qualities of the candidates.

1.1.4 Hiring and promotion of direct family members is unacceptable. Kindly refer to our Code of Conduct.

1.1.5 If there are no successful candidates, the above process may be repeated.

1.2 Employment Contract

1.2.1 The *[insert name of organisation]* operates in various parts of the world, for a limited period of time during and after the emergency period. Employment can be subject to change due to operations.

[4] To be verified/amended by local lawyer before first used in a new country of operations

1.2.2 During the contract period, after consultation with the employees, the employer may change the employee's duties or posting according to her/his qualifications or for operational reasons.

1.2.3 All short-term contracts are fixed term from one month to _____ months. Contracts are subject to extension. Extension is applied only up to a maximum of _____ months. Should there be any extension after _____ the staff will be on a long-term annual contract. *[Check local labour law requirements and compliance.]*

1.2.4 In specific cases, Head Office may issue contracts on hourly or daily basis for up to one month.

1.2.5 The contract issued to an employee is for the specific term only and is known as "contract for services agreement". The Head Office gives no guarantee – expressed or implied – that this contract will be extended or renewed unless such a guarantee is given in writing and signed by Human Resources (HR) designate.

1.2.6 A *[insert name of organisation]* ID card signed by the most senior in-country representative will be issued by administration for all staff. Staff will carry the ID card at all working times.

1.3 End of Employment

1.3.1 The contract may be terminated at any time by either party before the expiry date of the contract by giving written notice to the other party. The following notice period applies:

- Five days' notice period for contracts which are 1–3 months.
- Fourteen days' notice for contracts more than 3 months.

1.3.2 In case of gross misconduct or disregard of these regulations and the code of conduct, the employee will be sanctioned by immediate dismissal. The following types of behaviour qualify as gross misconduct: working under influence of alcohol/drugs, theft, violence, involvement in criminal/illegal activity, misuse of organisation funds, carrying weapons, blatant violation of principles, insubordination (refusing to accept official orders given by the line manager/senior country representative), violation of rules of conduct and of status agreement with government.

1.3.3 In other cases of unsatisfactory conduct or performance, the following disciplinary procedures will apply:

Level 1 – extraordinary performance appraisal
Level 2 – warning with time limit within which to improve
Level 3 – termination of contract.

The three levels do not have to be followed in sequence depending on the seriousness of the case. In the event of gross misconduct, level 3 procedures may be implemented without previously applying levels 1 and 2.

1.3.4 If any staff member has already been served two written warnings but no improvement is seen, the *[insert name of organisation]* will automatically terminate the employment contract. In this case, no compensation whatsoever except the already earned salary will be paid.

1.3.5 In case of scaling down of operations/closing down of activities/unit/office or a certain position being redundant in the office, any staff member's contract of employment may be terminated anytime by giving one month's written notice or with immediate effect with salary payment for one month. Furthermore, financial compensation should also be paid in lieu of any unused leave in case of sudden termination of the contract before the normal period of expiry.

1.4 Working Hours

Check local labour law compliance. There may be a need to harmonise working hours with the host national society, if seen applicable.

Working hours may differ due to weather conditions in some countries, e.g. working hours during winter may be shorter.

1.4.1 Unless stipulated otherwise in the employment contract, normal working hours are ____, from ____ to ____. Working days in the field offices may be different as notified in writing by the Senior Representative in country based on local situation.

1.4.2 Normal working hours are between ____ and ____. Employees are to report on time and there shall be no exception to anyone. Repeated ignorance of this rule and frequently reporting late to the office without prior information to the supervisor will be liable for immediate termination.

1.4.3 A working day covers a minimum of ____ hours paid by the employer. The employee works ____ hours within that period. Maximum ____ hour(s) is considered paid lunch break.

1.4.4 Lunch break should normally be taken between 12.00 and 14.00 except when the workload does not permit it. Alternatives should be agreed with direct supervisor.

1.5 Overtime

1.5.1 Work over ____ hours per week is considered overtime, if it has been specifically requested *and* authorised in advance by the immediate supervisor.

1.5.2 Staff categories on assistant level and below are entitled to financial compensation for any overtime worked, upon approval of line manager.

1.5.3 Staff categories on officer level and above are entitled to time-off compensation for any overtime worked. Time-off compensation may be replaced with financial compensation with a written justification from the line manager. This, however, should be treated as an exception rather than a rule.

1.5.4 Each employee is responsible for maintaining a record of his/her overtime in an overtime sheet. Less than one hour extra work is not considered overtime.

1.5.5 Overtime is calculated as below: *[Check local labour law compliance.]*
The gross monthly salary is divided by 22 days, divided by ____ hours that gives hourly rate. The hourly rate is then multiplied by 1 for overtime during weekdays and by 1.5 during Sundays and public holidays.

1.5.6 The overtime claim is applicable when the employee is in his/her base post only.

1.5.7 To receive the overtime claim:

- Staff must get prior approval from their manager before doing the overtime.
- Staff must complete the timesheet by clearly indicating the number of hours worked for the day.
- Managers must sign the timesheet every week to verify the number of hours worked.
- Staff will submit their timesheets to their managers.
- Managers will submit these timesheets to Finance for payment.
- The overtime claim will be paid as part of the employee's monthly salary.

1.6 IT/Equipment

1.6.1 All staff will be provided with the necessary equipment/facilities for them to fulfil their job. A request from the line manager must be sent to the IT/administration department to ensure workstation/equipment is available.

1.6.2 A *[insert organisation name]* mobile phone will be provided for posts that require frequent usage of telephone to ensure efficient delivery. This is usually posts that are above assistant level.

1.6.3 For posts below assistant level that require frequent usage of personal mobile phone, including light vehicle drivers, a telephone allowance of ____ will be provided.

1.7 Career Development

1.7.1 Whenever a position is open within the office, the employer will announce the option for other employees to apply for it and shall, if the required competence and skills are met, first consider possibilities of internal appointment before opening the position for external applications. Notice of vacancy will be announced in each office within the emergency operation.

1.7.2 Training opportunities within the country as well as internationally can be offered for furthering professional competence and/or when a possibility to expand into more demanding tasks exists. All training requests must be processed through HR.

1.7.3 Short-term performance review: There shall be an objective and merit-based performance review by the respective supervisor for all local/national staff. This will provide the opportunity to encourage staff for their good work or take corrective steps in case of weak performance. Decisions on possible training for a particular staff member or whether to retain or not to retain a particular staff member may also be made based on the performance review.

2. REMUNERATION

2.1 Salaries

2.1.1 Salary to each post shall be in accordance with the established grading and salary scales of the delegation.

2.2 Payment Procedure

2.2.1 Salaries are paid in local currency unless otherwise agreed for specific reasons. They are paid on ____ day of the month. The employee shall check the payment received and report any discrepancy immediately upon reception.

2.2.2 The Office will not provide loans to any employee.

2.2.3 Salaries may be collected in the field for those who are not at their base post during pay day.

2.3 Travel Expenses and Per Diem

2.3.1 Any employee required to travel out of the working site in connection with his/her work or duties is entitled to compensation for expenses and per diem. The employer covers travel and accommodation costs against original invoices. Per diems are paid to compensate for meals and any out-of-pocket expenses during duty travel.

2.3.2 For all duty travel, the employee is entitled to a travel advance as agreed by the line manager.

2.3.4 For any employee required to travel out of the working site and return on the next day within office hours, a per diem amounting to ____ shall be payable.

2.3.5 Drivers are entitled to get a day-trip per diem claim of ____ when they go on a day trip from their base post to the field. A day trip to the field is a trip out of the base post which exceeds 8 hours.

2.3.6 Only travel outside the working site entitles to per diems and compensation for travel expenses.

2.3.7 Neither overtime nor compensation leave can be claimed during a field trip, regardless of weekdays or holidays, when per diem has been paid.

2.3.8 Transport costs (taxis included) will be reimbursed for staff who are needed to work before 7am or after 7pm. Taxi claims will be provided for staff coming from the field to the main emergency operation office.

- Staff must complete the taxi claim form and get approval from the line manager.

2.3.9 The *[insert name of organisation]* will provide accommodation to staff travelling from the home base to the field.

2.3.10 Should the staff decide to stay with relatives/friends other than the *[insert name of organisation]* provided accommodation, no reimbursement for accommodation will be made.

2.4 Salary in the Event of Accident or Illness

Check local labour law compliance.

2.4.1 Absence from work due to accident or illness must be justified by a medical certificate which has to be presented in the beginning of the prescribed sick leave. Failure to produce a certificate will result in a corresponding loss of salary. An employee who is absent from work due to accident or illness must inform his/her immediate supervisor as soon as possible.

2.4.2 The *[insert name of organisation]* will provide ‘workman insurance’ covering accident while on duty, up to a maximum limit of ____.

2.5 Medical Expenses

Check local labour law compliance.

2.5.1 All employees shall have an out patient medication limit of ____ paid in cash after approval from the Health responsible or a medical doctor, as authorised by the senior representative in country. Only work-related illness will be reimbursed.

3. LEAVE

3.1 Annual leave

3.1.1 Each employee shall receive ____ days' leave for each month worked.

The employee shall submit a request in a prescribed form for holiday at least ____ week(s) in advance to the Administration. The administration team will maintain the holiday record for each staff.

3.1.2 If any employee works only part of the year, the calculation will be made according to a *pro rata* number of days per month which he/she is entitled to.

3.1.3 Financial compensation will not be paid for leave that has not been taken during the contract period, unless the reason is work-related responsibilities ordered by the line manager/senior representative in country or the immediate supervisor.

3.1.4 If an employee does not use his/her full leave within the contract period, the balance may be carried over, with the approval of the senior representative in country, to the next period if the contract is extended further.

3.2 Compensation Leave

This is the equivalent to R&R for the national staff – paid leave for staff who are overworked and need a break.

3.2.1 An employee serving under severe hardship condition may be authorised by the senior representative in country to take 'compensation leave'. For example, traumatic experiences in carrying out duties, or exceptionally long periods of continuous work without break could constitute such hardship.

3.2.2 The length of compensation leave will have to be recommended by the direct supervisor and approved by the senior representative in country.

3.2.3 During compensation leave, the employee will receive his/her regular salary.

3.3 Official Holidays

As defined by the national authorities in *[insert country]*, an annual list of holidays will be provided at the beginning of each year by the Administration.

3.4 Family Events

Check local labour law compliance.

3.4.1 Paid leave is granted in the circumstances listed below:

Event:	Number of paid leave days:

3.4.2 Other leave for family reasons will only be approved by the senior representative in country, with consent from the immediate supervisor.

4. SPECIFIC DUTIES AND OBLIGATIONS

4.1 Personal Commitment

The employee agrees to respect at all times and in all circumstances the Mandate of the organisation *[insert principles, mandates, codes etc.]* and code of conduct for personnel and volunteers, which form an integral part of the contract of employment.

4.2 Financial Commitment

Employees shall not commit the organisation through the office financially or otherwise without having received specific written clearance from the relevant authority within the head office.

4.3 Gifts and Favours

Employees shall in performing their duties not give gifts, favours or benefits of any kind, nor request or accept them for themselves or on behalf of third parties. Failure to adhere to this regulation will cause immediate disciplinary action. Token gifts like badges, shields, pens, organisational promotional materials etc. may be accepted.

4.4 Weapons

The employee is not permitted at any times nor in any situation to bear or carry arms or ammunitions or any related material while employed by and on any duty for the organisation.

4.5 Confidentiality

The employee shall respect and maintain professional secrecy and confidentiality at all times.

5. MISCELLANEOUS

5.1 Modification of Regulations

The employer reserves the right to modify these regulations at any time.

5.2 Law Applicable

5.2.1 The relations between the employer and the employee will be governed by these regulations and their subsequent amendments, and the contract of employment, to be applied in the light of *[insert country]* law.

5.2.2 In case of differences in the interpretation of these regulations, the English version takes precedence. The employer and the employee will always try to settle differences by negotiation or agreed modes of settlement, excluding the jurisdiction of *[insert country]* law courts.

6. ENTRY INTO FORCE

These regulations together with the code of conduct will form an integral part of the employment contract when signed by local/national staff.

____

Senior Supervisor in *[insert country],* Date

I ______________________________ certify that I have read and fully understood the above and will abide by the requirements of the same.

Employee’s name: _________________________________

Signature: ________________________ Date: _________________

APPENDIX 6:

Performance Review for Expatriate Staff (Short-term)

Employee's name		**Job title**	
Technical manager		**Job title**	
Line manager		**Job title**	
Country of contract		**Department**	
Contract period		**Review date**	

SECTION I – Objectives/key activities

Objectives/key activities	**Results achieved**
Overall rating for objectives/key activities	**4 3 2 1**

Rating categories:
4: Exceeded expectations
3: Fully achieved expectations
2: Partially achieved expectations
1: Unsatisfactory

SECTION II – Feedback on competencies

Competencies	**Applicable**	**Assessment**
Internal and external relations		**4 3 2 1**
Results focus and accountability		**4 3 2 1**
Teamwork		**4 3 2 1**
Communications		**4 3 2 1**
Professional mastery		**4 3 2 1**
Leadership		**4 3 2 1**
Managerial effectiveness		**4 3 2 1**

Overall assessment for competencies **(total rating/number of competencies)**
Assessment categories: **4**: Exceeded expectations **3**: Fully achieved expectations **2**: Partially achieved expectations **1**: Unsatisfactory

Manager's comments on overall assessment on competencies (please justify any extreme ratings given)

SECTION III – Employee comments

SECTION IV – Signatures

Employee signature:		Manager signature:	
Name & date:		Name & date:	

APPENDIX 7:

Performance Appraisal Form for Expatriate Staff (Long-term)

Employee's name		**Job title**	
Line manager		**Job title**	
Technical manager		**Job title**	
Department		**Unit**	
Review period		**Review date**	
Reason for review	☐End of activity/contract ☐Interim/mid-term review ☐Departure of immediate supervisor ☐Yearly review		

SECTION I – Technical manager's input (where applicable)

ATTACH TECHNICAL INPUT FORM HERE

SECTION II – Objectives

Objectives	**Results**	**Rating**
Overall rating for objectives (total rating/number of objectives)		
Rating categories: **4**: Exceeded expectations **3**: Fully achieved expectations **2**: Partially achieved expectations **1**: Unsatisfactory		

Manager's overall assessment of results (please justify any extreme ratings)

SECTION III – Competencies

Competencies	Applicable	Assessment
Internal and external relations	☐	**4 3 2 1**
Results focus and accountability	☐	**4 3 2 1**
Teamwork	☐	**4 3 2 1**
Communications	☐	**4 3 2 1**
Professional mastery	☐	**4 3 2 1**
Leadership	☐	**4 3 2 1**
Managerial effectiveness	☐	**4 3 2 1**
Overall assessment for competencies (total rating/number of competencies)		
Assessment categories: **4**: Exceeded expectations **3**: Fully achieved expectations **2**: Partially achieved expectations **1**: Unsatisfactory		

Manager's overall assessment on competencies (please justify any extreme ratings)

SECTION IV – Progress against development plan (only applicable when completing end of year review)

SECTION V – Employee comments

SECTION VI – Line manager's comments

SECTION VII – Signatures

PLEASE DO NOT SIGN THIS FORM UNTIL ALL SECTIONS HAVE BEEN COMPLETED

Employee's signature:		Manager's signature:	
Name & date:		Name & date:	

APPENDIX 8:

Performance Appraisal Form for National Staff

Section 1. Administrative information	
Name:	
Position:	
Office location:	
Operation/programme:	
Reporting to:	
Appraisal date:	
Length of time in position:	
Dates of periodic reviews held during the past year:	
Reason for appraisal:	• End of activity/contract • Interim evaluation • Departure of immediate supervisor • Yearly appraisal
Section 2. Performance appraisal	
Major activities and achievements during the period:	
Strengths (refer to job description):	
Areas requiring improvement (refer to job description):	
Overall assessment of the local/national staff performance during the review period: **The employee meets requirements / does not meet requirements**	
Section 3. Recommendations / Development plan	
Section 4. Employee's comments	

Date:		Staff signature:
Section 5. Supervisor's comments		
Date:		Supervisor's signature:

APPENDIX 9:

Checklist for Leaving Expatriate Staff

1 Accommodation

- ► Termination of accommodation's contract ❒Done
- ► ❒Done
- ► Check and take over organisation-owned items in accommodation
- ► Update registers of furniture/equipment/items ❒Done
- ► Clear all outstanding invoices with leaving staff ❒Done
- ► Get quotation for delivery of unaccompanied luggage (if any) ❒Done

2 Administration and finance

- ► Contact relevant ministry/authority for termination of visa or work permit ❒Done ❒ Confirmed
- ► Clear procedure for payment of outstanding private invoices (i.e. mobile phone) ❒Agreed ❒ Invoices settled
- ► Clear all salary/monthly allowances/compensation payments according to contract ❒Done

3 Physical handover

- ► Hand over laptop and any other IT equipment ❒Received
- ► Hand over mobile phone ❒Received
- ► Return of ID card ❒Received
- ► Return of diplomatic ID card ❒Received
- ► Return of office keys/access card ❒Received

4 Update contact list ❒Done

APPENDIX 10:

Request for Staff Extension

☐ **Position description attached**

☐ **Terms of reference attached**

☐ **No change to previously submitted position description**

This request form is for all staff (international and national). To be completed for assignments in the field.

Extension of contract or assignment? (circle)	YES	NO
End date of current contract or assignment:		
Staff member's name:		
Department:		
Reason for request:		
Proposed duration of extension:	From	To

Account no.		Budget codes		Programme code	

Estimated cost: include travel, per diem, allowances and accommodation if required.

Approved by:	Name (block capitals)	Signature	Date
1. Line manager			
2. Second-Level manager			
3. Finance department (to verify funds and/or coding)			

Please note: Field HR Unit will verify that the process and the category of staff are correct. The line manager must ensure that funding is available to cover in-country costs, such as accommodation, travel and monthly subsistence allowance. The second-level manager ensures that this has been done and signs to approve the line manager's request.

Supplementary Information:

Place of assignment:					
Number of direct report(s)		Expatriate staff		Office hired staff	
Counterpart (circle) YES NO			No. of volunteers:		

Project name:			
Appeal number:			
Size of the operation:			
Total budget:			

Other specific details regarding the operation (please attach):

Language(s) and level of competency required:

Security situation:

Amount of travel inside country/region of assignment:

Single status - staff only, no family members? (circle) YES NO

Spouse partner? YES NO Children? YES NO

Type of accommodation / schooling available:

APPENDIX 11:

Staff Waiver Letter

NAME OF ORGANISATION AND ADDRESS

Date

To Whom it May Concern:

Re: Waiver

I, *[name],* on the *[date],* accept the payment of *[amount and currency]* as the full, final and just amount due as a result of the cessation of my employment contract with *[name of organisation]* and in accordance with the local labour law.

In addition, I hereby expressly waive any present or future claims against the *[name of organisation]* out of this employment contract or associated with the cessation of my employment with the *[name of organisation].*

I attach to this note a copy of my resignation letter, formally advising my intention to quit my position *[name of position]* as of *[date].*

Signed:

____

Name in block capitals:

____

APPENDIX 12:

Sample Exit Interview Form

STRICTLY PRIVATE & CONFIDENTIAL

EXIT INTERVIEW FORM

Name:

Position:

Manager:

Date of joining:

Date of leaving:

1. Employer details

Name:

Address:

Tel:

2. Principal reasons for leaving *[the Organisation]*:

Interviewee:

Notes (Interviewer):

3. Have you enjoyed your time at *[the Organisation]*? If so, why/why not?

Interviewee:

Notes (Interviewer):

4. Reasons for joining *[the Organisation]*:

Interviewee:

4. Reasons for joining *[the Organisation]*:

Notes (Interviewer):

5. Job content/workload whilst with *[the Organisation]*(heavy/light, challenging?), is it what you expected?

Interviewee:

Notes (Interviewer):

6. How effective was communication within *[the Organisation]* (team/departmental/office/region/HQ)?

Interviewee:

Notes (Interviewer):

7. How would you describe your relationship with management, line managers, colleagues and the team?

Interviewee:

Notes (Interviewer):

8. How do you rate the training received/available within *[the Organisation]*? Quality, frequency and relevance?

Interviewee:

Notes (Interviewer):

9. How do you rate the career development opportunities available within *[the Organisation]*? Were your expectations met?

9. How do you rate the career development opportunities available within *[the Organisation]*? Were your expectations met?

Interviewee:

Notes (Interviewer):

10a. What are your views on [*the Organisation]*'s compensation and benefits package (salary, leave, etc.)?

Interviewee:

Notes (Interviewer):

10b. How does this package compare with the one offered by your new employer (if applicable)?

Interviewee:

Notes (Interviewer):

11. Do you feel *[the Organisation]* appraisal process works (regularity, were objectives set)?

Interviewee:

Notes (Interviewer):

12. What do you feel could be improved, generally, within *[the Organisation]*?

Interviewee:

Notes (Interviewer):

16. Using a one-to-five agreement scale, please rate your overall satisfaction/commitment/engagement for the following: *(1= not satisfied, 5= exceeded expectations)*					
Clear goals/performance expectations	1	2	3	4	5
Connection to the organisation	1	2	3	4	5
Level of input in decisions that affect your position	1	2	3	4	5
Opportunities for learning and development	1	2	3	4	5
Relationship with manager	1	2	3	4	5
Satisfaction with pay and benefits	1	2	3	4	5
Type of work	1	2	3	4	5
Work environment	1	2	3	4	5

Thank you for taking the time to complete this form, which will be treated in the strictest confidence.
We hope that you have enjoyed working at *[the organisation]* and we wish you every success in your future employment.

Interviewee Signature ______________________________

Interviewer Signature ______________________________

APPENDIX 13

Core Humanitarian Competencies Framework

Keeping crisis-affected people at the centre of what we do

cbha

Competency Domains	Understanding humanitarian contexts and applying humanitarian principles	Achieving results	Developing and maintaining collaborative relationships	Operating safely and securely at all times	Managing yourself in a pressured and changing environment	Demonstrating leadership in humanitarian response
Outcomes	Understand operating contexts, key stakeholders and practices affecting current and future humanitarian interventions	Be accountable for your work and use resources effectively to achieve lasting results	Develop and maintain collaborative and coordinated relationships with stakeholders and staff	Operate safely and securely in a pressured environment	Adapt to pressure and change to operate effectively within humanitarian contexts	Demonstrate humanitarian values and principles, and motivate others to achieve results in complex situations, independent of one's role, function or seniority
Competencies and Core Behaviours for all staff in humanitarian response, informed by skills and knowledge	● **Understanding the humanitarian context** > Demonstrate understanding of the phases of humanitarian response including preparedness and contingency, Disaster Risk Reduction, response and recovery. > Apply understanding of the political and cultural context and underlying causes of the humanitarian crisis. > Demonstrate understanding of the gender and diversity dimensions of humanitarian situations. > Take into account the needs, skills, capacities and experience of crisis-affected people and apply these in the response. ● **Applying humanitarian standards and principles** > Ensure that programme goals, activities and staff behaviour uphold key national and international humanitarian frameworks, standards, principles and codes which your organisation has committed to. > Use your power responsibly, in line with accountability principles and standards. > Demonstrate understanding of your role and that of your organisation and others within the humanitarian system. > Demonstrate an understanding of coordination mechanisms.	● **Ensuring programme quality and impact** > Demonstrate understanding of agency project cycle management. > Actively participate in the design and implementation of effective projects and programmes. > Maintain focus on delivery of timely and appropriate results using available resources. ● **Working accountably** > Be answerable to crisis-affected people for your actions and decisions. > Collect, analyse and disseminate relevant and useful information and feedback with crisis-affected people and other stakeholders. ● **Making decisions** > Demonstrate flexibility to adapt in situations of rapid change, always informed by a focus on crisis-affected people. > Demonstrate understanding of when a decision can be taken and when to involve others. > Consider the wider impact of your decisions in order to achieve results.	● **Listening and creating dialogue** > Actively listen to new and different perspectives and experiences of crisis-affected people, stakeholders and team members. > Establish and maintain clear dialogue with crisis-affected people or other stakeholders. ● **Working with others** > Contribute positively in the team to achieve programme objectives. > Share useful information and knowledge with colleagues, partners and crisis-affected people as and when appropriate. > Actively participate in networks to access and contribute to good practice. > Challenge decisions and behaviour which breach the International Red Cross and Red Crescent and NGOs / individual agency Codes of Conduct.	● **Minimising risk to communities, partners and stakeholders** > Pay attention to the safety of crisis-affected people and other key stakeholders Identify and communicate risk and threats and mitigate these for you and your agency. > Take measures to 'do no harm' and to minimise risks for your partners and the crisis-affected people you work with. ● **Managing personal safety and security** > Build and sustain acceptance for your work in line with humanitarian principles and standards. > Reduce vulnerability by complying with safety and security protocols set by your organisation and adapt them to the local context. > Champion the importance of safety and keep the safety of colleagues and team members in mind at all times.	● **Adapting and coping** > Remain focused on your objectives and goals in a rapidly changing environment. > Adapt calmly to changing situations and constraints. > Recognise personal stress and take steps to reduce it. > Remain constructive and positive under stress to be able to tolerate difficult and challenging environments. ● **Maintaining professionalism** > Take responsibility for your own work and its impact on others. > Plan, prioritise and perform tasks well under pressure. > Maintain ethical and professional behaviour in accordance with relevant codes of conduct. > Demonstrate personal integrity by using one's position responsibly and fairly. > Be aware of internal and external influences that affect your performance.	● **Self-awareness** > Show awareness of your own strengths and limitations and their impact on others. > Demonstrate understanding of your skills and how they complement those of others to build team effectiveness. > Seek and reflect on feedback to improve your performance. ● **Motivating and influencing others** > Communicate humanitarian values and encourage others to share them. > Inspire confidence in others. > Speak out clearly for organisational beliefs and values. > Demonstrate active listening to encourage team collaboration. > Influence others positively to achieve programme goals. ● **Critical judgement** > Analyse and exercise judgment in challenging situations in the absence of specific guidance. > Demonstrate initiative and suggest creative improvements and better ways of working. > Demonstrate tenacity to achieve results.
Additional Behaviours **for 1st level line managers in humanitarian response, informed by skills and knowledge** Responsibilities typically include: • leading a functional team • managing operational delivery • line management • budget and resource management	● **Understanding the humanitarian context** > Assess and analyse key issues in the humanitarian situation and formulate actions to respond to them. ● **Applying humanitarian standards and principles** > Participate in the development of an organisational response based on an understanding of the operating context. > Respect International humanitarian law and relevant treaties. > Actively participate in disaster coordination and interagency cooperation, based on a clear understanding of your organisation's perspective and approach.	● **Ensuring programme quality and impact** > Set standards in your work and follow agreed operating procedures. > Clarify roles and responsibilities within your team to maximise impact. > Collaborate with stakeholders to avoid duplication and maximise resources. > Regularly provide feedback and information to achieve improved results. > Document lessons learned and apply them to future projects. ● **Working accountably** > Establish processes through which crisis-affected people can participate in the response and share their expectations and concerns > Ensure efficient and transparent use of resources in accordance with internal controls.	● **Listening and creating dialogue** > Ensure feedback from crisis-affected people, partners and other stakeholders is incorporated into programme design, implementation and learning. ● **Working with others** > Establish clear objectives with teams and individuals > Monitor work progress and individual performance. > Establish agreed ways of working at a distance with partners and staff. > Work with your team to build trust with communities and stakeholders. > Foster collaborative, transparent and accountable relationships through partners to formalise and implement partnering agreements. > Use negotiation and conflict resolution skills to support positive outcomes.	● **Minimising risk to communities, partners and stakeholders** > Undertake effective risk assessments with crisis-affected people and partners. > Demonstrate an understanding of wider UN/NGO security co-ordination and how your organisation participates in those mechanisms. > Develop contingency plans. ● **Managing personal safety and security** > Monitor security risks and ensure organisational protocols are understood and consistently followed by staff. > Take appropriate action and provide direction and support to team members in the event of a crisis.	● **Adapting and coping** > Help others to recognise and manage their own stress by modelling appropriate self care and prioritising your workload. > Promote well-being and a 'duty of care' culture. ● **Maintaining professionalism** > Set realistic deadlines and goals. > Enable others to carry out their roles and responsibilities. > Monitor commitments and actions transparently > Take time to learn from experience and feedback and apply the learning in new situations.	● **Motivating and influencing others** > Inspire others by clearly articulating and demonstrating the values, core purpose and principles that underpin humanitarian work. > Provide regular and ongoing informal and formal feedback. > Recognise the contribution of others. > Adapt leadership style to the time frame and changing situation. ● **Critical judgement** > Maintain a broad strategic perspective at the same time as an awareness of the detail of a situation. > Act decisively and adapt plans quickly to respond to emerging situations and changing environments. > Take informed and calculated risks to improve performance.