



SRCS

Human Resource Policy Manual

Incorporating Staff Regulations and Rules

20th April, 2020

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FOREWORD

The management of human resources in the SRCS has been hitherto guided by draft regulations, and other relevant guidelines, which were generally disseminated through circulars. These fragmented pieces of information made access to information regarding the management of human resources difficult and challenging. The SRCS should be an environment characterised by transparency, fairness, uniformity and consistency in the application of human resources regulations. It was imperative, therefore, that a comprehensive human resources manual to guide the management of human resources be developed, which was approved by the SRCS All Inclusive Meeting (General Assembly) on 9th September 2019.

This Manual provides guidelines for promoting fairness, objectivity, transparency and uniformity in the sourcing, acquisition, management and development of human resources. It also sets out a systematic approach to managing employee relations, leave provisions, salary and benefits, training and development as well as the workplace environment across all the SRCS operational areas to ensure uniformity of policy interpretation, application and problem resolution in all departments and work units.

The HR policies apply to staff members across all locations where SRCS carries out its work and takes effect immediately. It will serve as a point of reference for all staff, supervisors and heads of departments. The Executive Director is accountable for the development, interpretation and implementation of the HR policies. The implementation of the HR manual is intended to ensure that fair and consistent decisions are made within a framework which promotes equity in the way employees are treated. The guidelines will help both new and existing employees to better understand their role and generally what is expected of each staff member.

The HR policy manual has taken account of the employment and labour laws prevailing in all the SRCS areas of operation. Should there be a contradiction between these policy guidelines and labour laws, the later shall prevail. These guidelines will be revised regularly to align with SRCS strategic objectives and labour laws as well as incorporate best practices. It is expected that the HR policies will facilitate the smooth implementation of the other HR management systems, for example, the policy on performance management and performance related pay.

The HR policy manual was developed through an inclusive, participatory engagement process that involved consultations with a wide range of staff and movement partners. I would like to express my sincere gratitude to all the partners for their valuable inputs, direction, goodwill and support towards the formulation and implementation of the Policy. May I also take this opportunity to thank all the members of the Human Resources Committee who contributed tirelessly during the development of these policy guidelines and staff regulations.

I am convinced that this HR policy manual will provide a supportive framework for staff motivation, development, actions and behaviour consistent with our mission and values in humanitarian engagement.

Yusuf Hassan Mohamed
President, SRCS

DEFINITIONS OF TERMS

[1] **Basic Salary** means a fixed amount of money paid to an employee in respect of services rendered in kind, but excludes such benefits as medical insurance, group-life insurance and gratuity payment

[2] **Branch Coordinator** refers to the head of a **SRCS** Branch responsible for providing leadership on the planning and implementation of all Branch field operations comprising project activities and support functions.

[3] **Casual Contract** means the employment of a person whose terms provide for payment of wages at the end of each working day and who is not engaged for a longer period than 24 hours at a time. A casual engagement can be terminated at the end of each day and earn no benefits. This type of contract is appropriate for hiring unskilled or semiskilled labour required only for short periods

[4] **Close Relatives** refers to all persons related to the employee by consanguinity (blood) or by affinity (marriage) such as the employee's parents including mother and father, siblings including brothers and sisters as well as the employee's spouse (husband or wife) and biological offspring (children)

[5] **Conflict of Interest:** Means any interest, financial or otherwise, in any business or professional service or activity or any obligation which may interfere with the ability to objectively perform or impair or appear to impair independent judgement and decision making in carrying out job duties and/or other assigned responsibilities or obligations to **SRCS**

[6] **Contract of Employment:** Means an agreement, whether oral or in writing, and whether expressed or implied, to employ or to serve as an employee for a specified period of time.

[7] **Dangerous Weapons:** Means any instrument capable of producing bodily harm, which includes but are not limited to, handguns, firearms, explosives, knives, club, incendiary devices and other prohibited weapons or as further defined under the law any object that has been modified to endanger a person or property.

[8] **Deputy Executive Director (DED)** refers to the heads of **SRCS** core thematic programmes within the Coordination Office responsible for formulating and implementing policies and strategies related to either integrated health care programme or disaster risk management and emergency responses.

[9] **Director** refers to the head of a directorate responsible for providing leadership to a major organizational function within the **SRCS** Coordination Office in pursuit of achieving a strategic goal

[10] **Disability** means a physical, sensory, mental or other impairment, including any visual, hearing, learning or physical incapability, which substantially limits one or more major life activities of such an individual and impacts adversely on their social and economic participation. Major life activities include functions such as caring for one's self, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working.

[11] **Discrimination** means treating a person less favourably than others would be treated in similar circumstances or the imposition of a condition which when applied equally to persons of different colour, race, nationality, ethnic origin, religion or belief, gender, marital status, age or disability cannot be shown to be justifiable and is detrimental to the individual concerned because that person cannot comply with it.

[12] **Diversity** refers to those characteristics that span all dimensions of individual and societal experiences and differences based on colour, race, nationality, ethnic, tribe, clan, religion or belief, gender, marital status, age or mental and physical disability. In addition, diversity encompasses an infinite range of an individual's unique mental and physical characteristics and experiences, including communication styles, physical characteristics such as height, weight and agility as well as speed of learning and comprehension.

[13] **Employee** means a staff member employed by **SRCS** for wages or salary, engaged to perform work under a duly signed contract of employment, whether casual, temporary or fixed term period.

[14] **Executive Committee (ExecCom)** refers to the administrative organ delegated with responsibility by the **SRCS** General Assembly for providing oversight over the administration and management of organizational resources. The Executive Committee chaired by the **SRCS** President shall have all powers necessary for formulating and approving management policies as well as setting the strategic direction of the Society.

[15] **Executive Director (ED)** refers to the Chief Executive Officer reporting to the Executive Committee and delegated with responsibility for the day-to-day management of **SRCS** operations and implementation of the strategic plan.

[16] **Falsification or Destruction of Records:** Means statements, conduct or actions which encourage or results in false intentionally misleading, unlawful or untimely entries in **SRCS** business records including accounting, auditing and financial records or the unlawful destruction of such records. The definition also includes the submission of reports or records which are not legitimate business expenses or overstate business related expenses or violate **SRCS** travel and expense policies

[17] **Financial Year** refers to a period of 12 months, which runs from 1st January up to 31st December for which financial statements are regularly prepared for accounting purposes.

[18] **Fixed-Term Contract:** Means employment of a person for a fixed duration of one year within the approved establishment. Upon expiry of the contract, the employment may be terminated or renewed depending on individual performance, general conduct and funding. Employees engaged under this contract will be entitled to basic salary as well as medical insurance, group-life insurance and gratuity benefits

[19] **Gratuity** means the terminal lump-sum benefit an employee confirmed into employment will receive upon separation from employment after one year of service.

[20] **Group-Life Insurance** refers to life insurance provided to full-time staff members confirmed into employment to cover for critical illness (such a stroke, cancer or heart disease, renal failure, surgery, organ transplant, paralysis and paraplegia) or death. The entitlement for benefits is based on the staff member's annual basic salary.

[21] **Harassment** refers to any unwarranted, unwanted, unwelcome behaviour that creates a hostile or intimidating work environment in which verbal or physical conduct is severe or persistent enough to cause significant interference with a staff member's work performance, creating an intimidating, hostile, or offensive work environment, or otherwise adversely affects an individual's employment opportunities. **SRCS** policy prohibits harassment and discrimination

[22] **Human Resource (HR) Policy and Procedure Manual:** Refers to a set of principles, regulations and rules that must be followed by all staff employed in **SRCS**. Each HR policy addresses an issue important to **SRCS** mission and operations. The abbreviation HR Director means the Human Resources Director.

[23] **Improper Conduct** means conduct that is corrupt, including mismanagement of organizational resources, or conduct involving substantial risk to public health or safety or to the environment. This includes unwelcome comments or unreasonable behaviour such as harassment/bullying directed toward an employee or group of employees that is offensive, demeaning, intimidating or creates a risk to the health and safety of others. The conduct must be serious enough to constitute, if proved, a criminal offence or reasonable grounds for dismissal.

[24] **Immediate Supervisor** means the staff member on the next higher level of authority above the employee, responsible for assigning work, determining and assessing the standards of work performance and to whom the employee directly reports to in the fulfilment of their duties and responsibilities.

[25] **Improper Gifts & Entertainment:** Means cash payments, payments in kind, gifts, bribes or benefits accepted or received by an employee, which violate **SRCS** policies and designed to improperly influence business decisions

[26] **Independent Contractor/Consultant:** Means an external consultant or firm providing professional services under specified contract terms without supervision and is generally free from control or direction over the performance of their services. Unlike an employee, an independent contractor/external consultant does not work regularly for an organisation and is neither paid a monthly salary or benefits of any kind.

[27] **Insubordination** means failure or refusal by an employee to obey a lawful and reasonable instruction given by a supervisor or a person with authority to oversee the work of the employee including other employees. Insubordination includes the use any disrespectful or abusive language or action towards a supervisor. Acts of insubordination may be ruled sufficiently serious to suspend the normal progressive disciplinary process. Under such circumstances, any step in the disciplinary procedure may be used, including summary dismissal.

[28] **Job Grade** refers to a grouping of jobs that are considered to have the same value or worth for the purpose of paying basic salaries. The range of pay for every job within the job grade is the same with a minimum and maximum rate established through a job evaluation and market salary survey process.

[29] **Manager** refers to the head of a department responsible for managing a specific thematic programme or support function within the **SRCS** Coordination Office

[30] **Medical Insurance Cover** refers to both outpatient and inpatient medical benefits provided to staff members appointed on fixed-term contract terms as a result of accidental bodily injury or illness and/or disease within the limits of their entitlements and other provisions of the medical benefits policy.

[31] **Probationary Period** means a period lasting three (3) months, the purpose is to provide a new employee the time to become familiar with their work-unit, colleagues and job responsibilities. During this period the work performance and general suitability of the new employee is observed and assessed before confirmation or termination of employment status.

[32] **Programme/Project and Operational Staff** refers to skilled employees directly involved in day-to-day development and smooth implementation of humanitarian programme/project activities aimed at supporting vulnerable communities. Such staff are vested with responsibility for building community resilience to overcome adversity.

[33] **Reasonable Accommodation** refers to the effort made to make adjustments for the impairment of an employee or applicant by structuring the job or the work environment in a manner that will enable the individual with a disability to perform the essential functions of the job. Reasonable accommodation may include, but is not limited to, making facilities accessible, adjusting work schedules or restructuring jobs, providing assisting devices or equipment, providing readers or interpreters, publishing documents in braille, modifying workplace settings or facilities as well as providing requisite support and understanding

[34] **Senior Management Team (SMT)** refers to the most senior staff appointed by the Executive Committee to collectively spearhead **SRCS** strategic planning, implementation and evaluation of organizational programmes and activities. The Executive Director shall be the leader of the senior management team.

[35] **SRCS** means the Somali Red Crescent Society

[36] **Staff Benefits** refers to non-cash compensation provided to employees over and above regular salary or wages, such as medical insurance, group-life insurance and gratuity benefits and which are an important part of the overall compensation package offered to employees.

[37] **Support Staff** refers to employees performing general duties of primarily supportive nature without any supervisory authority over other employees. Support staff, include those categorized as clerical, despatch, delivery, logistics driver, security guard, cleaning and sanitation staff as well those performing miscellaneous tasks.

[38] **Temporary Employee** means an individual employed, either on part-time or full-time basis, for a specific period of time, which is less than six (6) months.

[39] **Threats:** Statements or behaviour that causes a person to believe they are in danger of being physically attacked intentionally to inflict punishment, loss, or pain or to injure by some wrongful act. Threats may be made by means of innuendo or suggestion as well as by express language, gestures or display and exhibition of dangerous weapons.

[40] **Violence:** Means intimidating and threatening behavior, verbal abuse or physical assault, which may result in or has a high likelihood of causing hurt, fear, injury, suffering or death with or without consideration of the attacker's intent, this includes non-verbal threats, bullying, or intimidating an employee through email or by phone; possessing, brandishing, or using a weapon as well as damaging property.

[41] **Whistleblowing:** Means the voluntary release of non-public information, as a moral protest, by a member or former member of an organisation outside the normal channels of communication to an appropriate audience about illegal and/or immoral and unethical conduct in the organisation that is opposed in some significant way to the public interest.

1.0 INTRODUCTION

1.1 Historical Background

The Somali Red Crescent Society (**SRCS**) was founded in April 1963 as an independent, non-political humanitarian organization and became a legal entity following a presidential decree No. 187 of 1965. It was officially recognized by the ICRC in 1969 and in the same year became a member of the IFRC. SRCS is guided by the seven Fundamental Principles of the Red Cross and Red Crescent Movement.

SRCS mission is to prevent and alleviate human suffering by working with communities, local authorities and other partners to provide basic and quality humanitarian services to vulnerable people and other poor communities affected by armed conflicts, disasters and epidemics in accordance with the Fundamental Principles of the Red Cross and Red Crescent Movement. SRCS is an impartial, neutral, non-political, non-partisan, non-profit and democratically guided membership organization that finances its activities through membership dues and subsidies from the government, donors and development partners.

The SRCS operations are decentralized and field based with a vast countrywide network of 19 branches and a current workforce of 920 employees, 8,000 active youth volunteers and nearly 20,000 community volunteers who can be mobilized at short notice during emergencies to implement humanitarian programmes and projects focusing on integrated healthcare, emergency response and disaster risk management to support marginalised and vulnerable communities countrywide

1.2 Mission. Vision & Core Values

Mission: To prevent and alleviate human suffering by working with communities, local authorities and other partners to provide basic and quality services to vulnerable people in accordance with the Fundamental Principles of the Red Cross and Red Crescent Movement

Vision: Strong communities enabled to deal with the causes of suffering and respond to the needs of vulnerable people

Core Values: Cutting across everything we do are our core values, which inspire our staff and guide the actions and behaviours of each employee to do the right thing always. The core values influence the way we work and interact with each other, the way we serve vulnerable communities as well as the way we engage with all our donors, partners and stakeholders. The following are our core values:

- Integrity
- Commitment
- Transparency
- Accountability
- Value for People
- Teamwork

Fundamental Principles of the RCRC Movement

- Humanity
- Impartiality
- Neutrality
- Independence
- Voluntary Service
- Unity
- Universality

1.3 Scope of the HR Policy Guidelines

The HR policy guidelines, incorporates the staff regulations, which embody the fundamental conditions of service and the basic rights, duties and obligations of the **SRCS** staff as approved by the **SRCS** Executive Committee. The guidelines provide broad principles for the guidance of **SRCS** management in the staffing and administration of the Organization. The HR policy guidelines apply to all individuals who are employed by the **SRCS** under either a casual, temporary or fixed-term contract of employment.

1.4 Purpose of the HR Policy Guidelines

[1] The HR policy guidelines defines **SRCS** philosophy and values on how employees should be treated, and from these are derived the procedures upon which managers and team leaders are expected to act when dealing with specific HR matters. The guidelines also contain a set of behavior expectations intended to promote employee creativity, innovation and high levels of productivity

[2] These HR policies serve as an important reference point for decision-making. They provide a framework within which consistent decisions are made and promote equity in the way employees are treated. The guidelines will help both new and existing employees to better understand their role in the organisation, how **SRCS** operates and generally what is expected of employees. There will be situations that require administrative interpretation of these policies. Every effort will be made to ensure that such decisions are made objectively with the general intent of the policy in mind. However, in the event of unusual situations, these will be evaluated and analysed on a case-by-case basis.

[3] These policies are subject to modification or further development in response to changing circumstances. In this regard, any staff member may recommend a revision to an existing HR policy or procedure, or suggest a new policy or procedure. This may be done by submitting a request and draft of the proposal or revision to the Human Resources Director for consideration by senior management and the Executive Committee. This HR policy document supersedes all earlier **SRCS** Human Resources practices, policies and guidelines. All employees will be subject to the policies and procedures contained in these guidelines without exception.

[5] **SRCS** encourages employees to offer suggestions that improve the performance and quality of their work. Suggestions that identify specific problems and propose suitable solutions to enhance the efficiency and effectiveness through increased productivity, reduced costs, improved and safer working conditions, conservation of resources and enhanced public services shall be duly considered.

[6] **Conflict of Terms.** In the event of any conflict or inconsistency between the provisions of the HR policy and any other contract the applicable employment legislation shall prevail.

1.5 Objectives of the HR Policy

[1] The principles underpinning the Human Resource policy guidelines are derived from **SRCS** Strategic direction and values, which are intended to create a motivating work environment that is representative of innovation, creativity and flexibility. In this regard **SRCS** undertakes to adopt and maintain Human Resource management and development policies that supports a high performing workforce. **SRCS** is committed to the following core Human Resource principles:

- Adopt an ethical approach to managing employees, which is based on human rights and concern for people, natural justice, fairness, transparency and in compliance with the statutory labour laws as well as the fundamental principles and rights at work, which are enshrined in the core international labour conventions and standards promulgated by the International Labour Organization (ILO), including international human rights principles and standards.

- Regularly review the composition, structure, workload and competencies of the workforce in order to develop a critical mass of core staff to ensure that organizational needs are adequately met now and in the future.
- Hire staff of the highest quality by adopting recruitment and selection policies based on best practices. In addition, ensure that the workforce reflects diversity in the composition of the communities from which **SRCS** operates.
- Value staff for their knowledge, skills, talents, flexibility, commitment, tenacity, creativity, productiveness and service orientation. In addition, offer work conditions, pay and benefits that are competitive with those offered by comparable employers.
- Foster a dynamic and flexible environment, which encourages participation and openness, creativity and innovation and is based on principles of human rights and tolerance in which harmonious relationships, team-work and flexibility can flourish. To this end, staff shall be treated and treat others with fairness, respect and dignity at all times.
- Maintain a safe and healthy workplace and also respect and support the importance for staff to balance work with family responsibilities as well as personal commitments.
- Encourage the development of flexible teamwork structures and other participative forums in which staff can generate fresh ideas and innovative practices and communicate these ideas to colleagues, community members, partners and other stakeholders to the organization to achieve its objective of alleviating human suffering and strengthening communities to respond to the needs of vulnerable people.

1.6 Responsibility

All employees will be held responsible for reading, understanding and upholding with these regulations and any amendments that will be made as and when **SRCS** deems necessary. Ignorance of any of these regulations will not be accepted as an excuse for failure to act upon any matter or comply with the regulations as laid down in the HR policy manual.

1.7 Statement of Intent

The policies and procedures found in these guidelines may change from time to time at the sole discretion of **SRCS**, which explicitly reserves the right to change or modify any of the provisions contained in these policies and procedures at any time, with or without advance notice. Every effort has been made to ensure that this document reflects current labour laws and best practices on human resources.

However, at times there may be a lag between a change in policy and an update of this document. You should contact your immediate supervisor, respective Head of Department, Branch Coordinator or the Human Resources Director to ensure that the policy statements contained in this document are the most current. Unless otherwise provided words implying masculine gender also includes the feminine gender and words in the singular include the plural. Comments or suggestions regarding these policy guidelines should be submitted to the Human Resources Director.

2.0 SOCIAL RESPONSIBILITY & ACCOUNTABILITY

2.1 Social Responsibility

[1] **SRCS** is deeply committed to serving the communities in which it operates and recognises that stakeholders and partners are central to its core business – alleviating human suffering at all levels. **SRCS** believes that being a good Corporate Citizen significantly enriches its mission, vision and strategic objectives.

[2] Social responsibility and concern for people are core values of **SRCS**, which is manifested by the continued capacity building and professional development of staff who can deliver high quality urgently needed humanitarian assistance to vulnerable communities in a coordinated and prioritised response when and wherever needs are revealed.

[3] **SRCS** is committed to ensuring that its operations are conducted in all respects according to rigorous ethical, professional and legal standards.

2.2 Organizational Integrity

SRCS has formulated a set of organisational principles based on a commitment to its core values and the Fundamental Principles of the Red Cross and Red Crescent Movement. In this regard, **SRCS** shall aim to create and maintain a trust-based and inclusive internal culture in which corruption and unethical behaviour shall not be tolerated under any circumstances. The purpose of these organisational principles which mandatorily apply to all individuals, groups and organisations seeking to interact with **SRCS**, is to lay down a set of quality standards and core values which shall guide the conduct of its operations.

2.3 Accountability and Transparency

[1] **SRCS** is committed to accountability and transparency in all its operations, activities, decision-making processes and practices. Indeed, **SRCS** considers these principles to be fundamental safeguards in ensuring accountability to its various stakeholders

[2] **SRCS** shall be transparent and accountable to its communities and stakeholders and shall use all available opportunities to provide information about its operations and dealings. This information shall be accessible to the public to create external visibility, public understanding, and trust in the organization.

[3] **SRCS** shall conform to the constitution, laws, rules and regulations of the country and, where necessary, pursue changes aimed at alleviating human suffering at all levels

[4] **SRCS** shall be truthful and honest in all matters related to the raising, using and accounting for funds and other resources

[5] **SRCS** shall devise and develop sound financial accounting policies and systems to ensure the use of resources in accordance with intended purposes

[6] **SRCS** shall maintain an annual financial audit performed by a certified Audit firm. All financial statements and operating reports shall be made available to all concerned parties

[7] **SRCS** prohibits its staff from offering gifts, or giving a bribe in any form, including kickbacks, on any portion of a contract payment, or the use of other routes or channels to provide improper benefits to community members, clients, agents, contractors, suppliers, government officials or any individual or group of persons

[8] **SRCS** prohibits a staff member from arranging or accepting a bribe or kickback from the community, clients, agents, contractors, suppliers, or employees of any organisation or from government officials, or any individual, or group of persons for the individual's benefit or that of the staff member's family, including friends, associates or acquaintances.

2.4 Good Governance

- [1] **SRCS** shall have a Strategic Plan that clearly defines its vision, objectives and organizational structure in line with its mandate and mission
- [2] **SRCS** shall provide a written policy that affirms its commitment to equality of opportunities and diversity in employment practices and staffing at all levels of the organization
- [3] **SRCS** organizational transactions shall be free of conflicts of personal and professional interest

3.0 NON-DISCRIMINATION & HARASSMENT

3.1 Non-Discrimination

[1] **SRCS** strives to create a work environment free from unlawful discrimination and harassment, including sexual harassment. All employment policies, systems and processes are periodically reviewed to ensure that employees are treated fairly. Outlined below is the policy and procedures to be followed in order to ensure equal employment opportunity

[2] **SRCS** is committed to equal employment opportunity for all regardless of age, colour, race, nationality, clan or ethnic origin, religion, gender, marital status, HIV-Aids status, or disability. **SRCS** prohibits discrimination on these grounds and any other basis prohibited by law. **SRCS** prohibits retaliation because of making a complaint, assisting in an investigation, opposing discrimination or otherwise exercising rights protected by applicable law.

[3] This policy applies to all employees of **SRCS**. Equal opportunity extends to all aspects of employment, including hiring, transfers, promotions, training, terminations, working conditions, pay and benefits as well as other terms and conditions of employment.

[4] Employees who have been subjected to prohibited discrimination or harassment should immediately report the incident to the Human Resources Director. Notwithstanding the above, this policy does not require a staff member to report harassment or discrimination to any individual who is creating the harassment or discrimination, in such cases they should report such incidents to either the Head of Department, or Human Resources Director, or Executive Director.

[5] The Human Resources Director will immediately investigate the complaint and handle it as confidentially as possible consistent with the need for investigation and resolution. Any reported violations of law or this policy will be investigated impartially and any appropriate corrective action will be taken.

[6] **SRCS** prohibits any form of retaliation against the employee filing a complaint of discrimination or harassment. The Human Resources Director will ensure full compliance during and following the investigative process. If it is found that discrimination or retaliation has occurred, appropriate corrective action will be taken including disciplinary action, up to and possible termination of employment. **SRCS** shall not tolerate any form of discrimination or harassment that violates this policy.

3.2 Harassment

[1] In order to promote a respectful and productive work environment, harassment of any kind, including sexual harassment is not acceptable at **SRCS**. Harassment or bullying in employment is prohibited, both in the workplace and off the premises, including in the field and at community events or social activities conducted or sponsored by **SRCS**. Harassment and discrimination is prohibited in the work place and could lead to summary dismissal. **SRCS** also prohibits harassment and discrimination based upon an individual's age, colour, disability, gender, race, ethnicity or religion.

[2] Harassment is behaviour, which could be verbal, physical and includes but is not limited to any deliberate, unsolicited and unwelcome, unwanted, unreasonable and offensive remarks that make people feel embarrassed, uncomfortable, humiliated, and frightened or threatened. For example, acts of harassment could be:

- Offensive jokes, verbal abuse, ridicule, innuendoes about a person's body attire
- Making racist, ethnic, religious, cultural or political biased, unacceptable comments or gestures
- Looking or gazing at someone in an unpleasant, offensive or in a sexually interested way
- Practical jokes or stereotyping comments, which cause humiliation, insult, intimidation
- Displaying or distributing offensive materials or pictures that could be deemed pornographic
- Offensive emails, pictures or gestures
- Unwelcome sexual advances, requests for sexual favours
- Offering work related favours in exchange for sex
- Inappropriate physical contacts, touching or caressing
- Isolating others or not cooperating with employees
- Spreading negative rumours purposely about employee(s) or the organization
- Misuse of power or bullying on employees

3.3 Discrimination and Harassment Complaints

[1] If a staff member encounters any incident of discrimination and harassment or has witnessed such behaviour they should immediately report the incident in accordance with the Grievances policy outlined in this manual. They should not instigate and spread rumours of alleged harassment since this may cause more damage to individuals involved and the organisation as a whole.

[2] The parties to a discrimination and/or harassment complaint are required, at all stages of this policy to maintain confidentiality in relation to the concern or complaint. The parties must not disclose any form of communication, either the fact or the substance of the matter to anyone other than, their immediate supervisor, or HR Director, or the Executive Director as the case may be.

[3] The conduct alleged to constitute harassment shall be evaluated from the perspective of a reasonable person similarly situated to the individual complaining and in consideration of the surrounding circumstances and facts.

[4] All reports describing conduct that is inconsistent with this policy will be investigated promptly, discreetly and impartially. **SRCS** may put reasonable interim measures in place, such as a leave of absence or a transfer, while the investigation proceeds. **SRCS** shall take further appropriate action once the report has been thoroughly investigated.

[5] If an investigation reveals that a violation of this policy or other inappropriate conduct has occurred, then **SRCS** will take corrective action, including discipline up to and including dismissal, as is appropriate under the circumstances, regardless of the job positions or the parties involved.

[6] In investigating any complaints and in imposing any discipline, **SRCS** shall make all attempts to preserve confidentiality to the extent necessary for a speedy resolution. This policy prohibits retaliation, harassment, or other adverse action because of making a complaint, assisting in an investigation, opposing harassment or otherwise exercising rights protected under the Constitution and the Law.

[7] Violation of these guidelines will result in disciplinary action. If any employee has questions concerning this policy, he or she should immediately consult the Human Resources Director.

4.0 EQUALITY & DIVERSITY

4.1 Equality of Opportunity

[1] **SRCS** confirms its commitment to a comprehensive policy of equal opportunities in employment for all categories of staff. Individuals are selected and treated on the basis of their relevant competencies, merits and abilities and are given equal opportunities within the organisation. The aim of the policy is to ensure that no job applicant, staff member, associate, intern, consultant or contractor should receive less favourable treatment on any grounds which are not relevant to good employment or contracting practice. **SRCS** is committed to a programme of action to make the policy fully effective, this means it will:

- Ensure equal opportunity and treatment in employment. No person applying for employment or for internship to **SRCS** shall be treated less favourably on grounds of different colour, race, nationality, clan or ethnic origin, religion or belief, gender, marital status, age or physical or mental disability
- Selection procedures and criteria shall ensure that staff are selected and promoted on the basis of their relevant merits. Where necessary, actively assist minority groups that experience disadvantage in employment and training and career development to benefit from belonging to **SRCS**.
- Ensure that potential issues of favoritism and cronyism are eliminated
- **SRCS** actively pursues its commitment to equality and diversity in hiring contractors and external consultants and other bodies to work in **SRCS**
- **SRCS** actively pursues its commitment to equality and diversity in the composition of its management and work teams

[2] Whilst the responsibility for ensuring that **SRCS** is a true equal opportunities and diversity organisation, the responsibility rests mainly with the senior management team, individual staff at all levels and including volunteers have certain responsibilities. Good relations and practice and the achievement of an inclusive community depend on all employees treating their fellow colleagues with respect and dignity.

[3] It is **SRCS** policy to monitor equality and diversity across all aspects of its programmes and activities. Monitoring will discover whether particular groups experience disadvantage and if they receive fair equitable treatment in relation to their employment experience. This includes:

- The recruitment, selection and appointment of staff
- The career progression and achievement of staff
- The number and nature of formal harassment complaints, grievances and disciplinary actions
- The departure/exit rates of employees

[4] Where unfair practices are discovered necessary action will be taken to remedy the disadvantage. This policy is the overarching equality and diversity direction of **SRCS** and should be read in conjunction with more specific policies of particular groups, for example the policies on equal pay, harassment, sexual orientation, religious beliefs and gender discrimination

4.2 Employee Diversity

[1] **SRCS** acknowledges and respects the value of a diverse community. In particular, **SRCS** recognizes that the diversity of employees encompasses a great many factors such as colour, race, nationality, national origin, ethnicity, tribe, clan, religion or belief, gender, pregnancy/childbirth, marital status, age or mental and physical disability. In addition, diversity includes individual's unique characteristics and experiences, including language, communication styles, physical characteristics such as height and weight, and speed of learning and comprehension.

[2] This diversity policy shall be practiced throughout every aspect of the employment relationship including: job advertising, recruitment, selection, job placement, pay, benefits, incentives, advancement, training, career development, transfer, demotion, layoff and separation.

[3] **SRCS** will maintain a working environment that creates, fosters, and sustains diversity and inclusion and eliminates discrimination at all levels. **SRCS** shall promote diversity and inclusion within the entire organization and its entire infrastructure including programs, services, and service providers.

[4] **SRCS** shall make special efforts to encourage the interest and active participation of underrepresented groups, including minorities, children and women in all community programs and services.

4.3 Disability Accommodation

[1] It is the policy of **SRCS** to provide reasonable accommodations for qualified individuals with a disability who are job applicants or staff members. Employment opportunities shall not be denied because of the need to make reasonable accommodation to an individual's disability. **SRCS** will adhere to all applicable conventions, laws, regulations, and guidelines with respect to providing reasonable accommodations to staff with a disability in line with the principle of equal employment opportunity.

[2] If a staff member acquires a disability and **SRCS** is not able to make reasonable accommodation to allow the individual to continue working in the current position, the Human Resources Director shall explore possibilities for transfer to other positions. The movement to another position may be a lower position, or a change to part-time employment. However, under no circumstances shall the employee salary be reduced.

[3] If a staff member disagrees with the decision regarding disability accommodation, they have a right to appeal to the Executive Director stating the reasons for the disagreement within thirty (30) days of the date of **SRCS** decision. The Executive Director shall re-evaluate the initial decision and consider any additional information or statements supplied by the employee, as well as additional pertinent information. The Executive Director shall notify the employee in writing of the final decision regarding the accommodation request normally within thirty (30) days after the appeal was filed.

5.0 EMPLOYMENT POLICY

5.1 Workforce Planning & Staffing Establishment

[1] During the annual planning and budgeting process, the senior management team shall review the staffing establishment in each programme, operational department and work unit with a view to determining the workforce requirements necessary to achieve **SRCS** strategic goals and objectives.

This shall involve reviewing current operations and determining what skills, competencies and the future workforce profile necessary for achieving operational efficiency and productivity in line with the strategic plan. The objective is to have the right number and mix of staff in place, with the right skills at the right time. The Executive Committee shall approve the annual workforce establishment and budget.

5.2 Job Descriptions

[1] **SRCS** shall periodically conduct job analysis to gather pertinent information about employee duties and responsibilities, including competency requirements in order to maintain an updated generic Job Descriptions Manual consistent with the approved workforce establishment aligned to the current strategic plan. Job descriptions are a basic management tool used for day-to-day management of the workforce. Job description helps employees to understand their responsibilities and how their work contributes to the achievement of organizational objectives. The job description is also used as a source for recruitment, training and career development, performance management as well as job evaluation.

[2] The Human Resource Director shall have overall responsibility for the review, development, documentation and storage of all the job description with due involvement of the Senior Management Team. The need to change an existing job description or to develop a new one must be communicated to the Human Resources Director by the Director wanting to effect the change. However, such changes must be relevant and consistent with current organizational strategic priorities and needs

5.3 Types of Employment Contracts

An individual may be employed by **SRCS** under one of four (4) basic types of contracts: casual, temporary, fixed-term or individual consultant.

[1] **Casual Contract:** Means the employment of an individual whose terms provide for payment of wages at the end of each working day and who is not engaged for a longer period than 24 hours at a time. A casual engagement can be terminated at the end of each day and earn no benefits. This type of contract is appropriate for hiring unskilled or semiskilled labour required only for short periods.

[2] **Temporary Contract:** Means the employment of an individual for a limited time of less than six (6) month's to meet specific short-term requirements, including emergencies. Staff members appointed under the temporary modality work full-time and receive full salary. Such temporary contracts may be terminated by either party giving one week written notice or salary in lieu of notice as specified in the contract.

[3] **Fixed-Term Contract:** Means employment of an individual for a fixed duration of one year within the approved establishment, which is renewable upon expiry, subject to availability of funding, level of performance and general conduct. Employees engaged under this contract shall be entitled to receive a basic salary, including medical cover, group-life insurance and gratuity/severance benefits at the end of the contract. A fixed-term appointment does not carry any expectancy, legal or otherwise, of renewal or conversion, irrespective of the length of service due to the fact that it is based on project funding.

[4] **Independent Contractor/Consultancy Contract:** Means the engagement of an individual for a defined consultancy assignment for which the necessary expertise is not readily available within the organization, and which shall be accomplished within a specified period of time. The terms and conditions of service for a consultant or individual contractor shall be directly linked to work assignment as set out in the contract.

5.4 Responsibility and Authority to Hire Staff

[1] The Executive Committee provides oversight to ensure that **SRCS** meets its strategic objectives and is operated effectively and in the best interests of the stakeholders: partners, donors, employees and the community in which it operates.

[2] In this regard, the Executive Committee shall be responsible for recruitment, appointment and separation of the Executive Director.

[3] The authority and responsibility for Human Resources management and development has been delegated to the Executive Director by the Executive Committee within the limits set by the governing body. The Executive Director implements all HR policies, systems and practices and shall be responsible for hiring, evaluating the performance and separation of all other staff.

5.5 Job Advertisement & Recruitment

[1] The HR Directorate is responsible for maintaining an inventory of all job advertisements for reference purposes. When job vacancies occur, the responsible Head of Department shall requisition the HR Director for the filling of the position. The HR Director shall review the request for relevance and funding availability and make a recommendation to the Executive Director.

[2] HR Director shall prepare a job advertisement in consultation with the relevant Director, Manager or Branch Coordinator. The job advertisement must clearly state the essential duties and responsibilities, including the required qualifications, skills and competencies.

[3] **Jobs in Band 1 – 5** shall be advertised internally, if a suitable candidate is not identified then the job shall be advertised externally. **Jobs in Band 6 - 10** shall be advertised externally and internal applicants shall be encouraged to apply.

[4] The HR Director shall advertise job vacancies using the most cost-effective media channel either such as Somali Jobs, Somali NGO Consortium, Relief Web, Facebook, etc. The minimum job advertisement period shall be six (6) working days from the date of publication of the said job advertisement.

[5] Candidates who wish to be considered for a vacancy must submit a letter of application within the set deadline attaching detailed curriculum-vitae plus relevant copies of educational/professional certificates/licences in consolidated PDF document. In addition, they must state their current salary and benefits package and expectations in order to be considered for employment. Applications received after the deadline shall not be considered.

5.6 Screening & Short-listing

[1] The HR Directorate is responsible for developing a **long-list** detailing the names of all applicants including their qualifications, experience as well as their email and telephone contacts

[2] Next, the HR Directorate shall establish a **medium-list** of applicants who meet the minimum job requirements detailing their qualifications, experience as well as their email and telephone contacts

[3] Finally the HR Director and the relevant HoD shall carefully review the **medium-list** of job applicants and identify a **short-list** of the most qualified 3-6 applicants for written tests and panel interviews.

[4] The HR Directorate shall contact the **short-listed** candidates by e-mail, telephone or SMS giving adequate notice of at least six (6) days and advising them of the time, date, and place for the interview. Ask each candidate to arrive 30 minutes before the interview.

[5] At this stage, the **short-listed** candidates shall be requested to complete and submit the **SRCS** Employment Application Form and bring along copies of their original certificates and testimonials, including portfolios or samples of their recent work. Examples of work samples include correspondence, concept papers, reports, published articles, etc.

5.7 Selection Interviews

[1] The Human Resources Director in close consultation with the responsible HoD and the Executive Director, shall establish a relevant interview selection panel consisting of a minimum of three (3) persons, representative of gender and the occupational area under consideration. The Responsible HoD will chair the panel and the HR Director will be the Secretary. Short-listed candidates shall be required to initially sit for written selection assessment tests followed by oral interviews.

[2] The HR Director and the responsible HoD shall develop written selection tests and related interview questions to ensure uniformity and consistency in the scoring and ranking of candidates. Care should be taken to ensure that all candidates are subject to the same questions under exactly the same conditions, and that presentation topics do not favour any candidate(s) above another. Candidates with disability may need adjustments to enable them to perform the same selection tests/interviews

[3] The HR Director and the responsible or Director, Manager or Branch Coordinator shall establish a list of the essential job requirements. The list shall be categorized according to critical and desirable factors. Critical factors are non-negotiable and which the shortlisted candidates must absolutely have. Desirable factors are secondary factors which applicants should possess in addition to the critical requirements. Desirable requirements can generally be learned on-the-job during the probationary period.

[4] Selection panel members should meet in advance of the interview to discuss and agree on interview questions and also assign members specific questions to ask. Panel members must familiarize themselves with the job description and the selection criteria as well as the curriculum-vitae of the shortlisted applicants in order to identify areas that need further exploration or clarification at interview. In addition, panel members must declare any conflict of interest to the HR Director before or during the selection process and if there are concerns regarding the suitability of a particular candidate then these issues must be presented to the candidate during the interview.

[5] The selection interview panel will not ask discriminatory questions such as marital status, family plans, financial status, ethnicity, disability, etc. They shall only ask questions relating to but not limited to:

- Education and professional qualifications
- Experience and job-related activities focusing on achievements and challenges
- Motivation for humanitarian assistance
- Career goals and objectives and plans for further self-development
- Frequency of job movement, and any employment gaps.
- Availability for travel, overtime, specific work schedules, etc.

[6] The Human Resources Director should ensure that the interview setting is quiet, comfortable and free of distraction from noise and any other kind of interruption. A notice should be pinned on the door alerting people that the interview is in progress. Panel members should switch-off their phones.

[7] Finally on the day of the interview, the candidate shall be invited into the room by the Human Resources Director and introduced to the panel. The panel should put the applicant at ease, explain the interview process, briefly define the job responsibilities and proceed to ask questions based on a structured interview questionnaire. Allow at least 30 minutes of interview duration to allow the panel to probe, seek clarifications and evaluate a candidate's responses to questions.

[8] The goals of an interview process are to gather information, create a positive image of **SRCS**, present a realistic description of the position, ensure that all applicants feel they have been treated fairly and establish adequate records in the event the hiring decision must be justified at some future date.

[9] During the interview each member of the panel will complete the interview assessment score sheet. Immediately after the interviews have been completed, the panel shall discuss and agree on the top three candidates. The approved selection criteria shall be the basis for assessing each candidate's suitability for the position. The panel should discuss each candidate performance and arrive at a consensus on the three top candidates. This decision shall be based on but not limited to the following dimensions:

- **Selection assessment tests:** each candidate's performance on the written assessment tests
- **Competencies:** education, training, practice, know-how and experience
- **Personal characteristics:** inter-personal skills
- **Motivation:** attitudes, behaviours, reactions during the interview
- **Adaptability:** assess the candidate's ability to integrate into the organization and the work-team.

[10] After the panel members have finished asking questions, HR Director, should ask the candidates if they have any questions, or comments, or need any clarification. Thank the candidate for finding time to participate in the interview process and inform them about the next steps and how candidates will be notified. Remember to smile, shake hands, and bid the candidate goodbye. Note: Keep the process the same for all candidates.

[11] In anticipation of possible allegations of unfair discrimination in recruitment, records of all applications, **(long-list)** along with a record of all **short-listed** candidates, interviews conducted and the interview schedule will be kept for the statutory period as prescribed under the labour law.

5.8 Hiring Decision and Offer of Appointment

[1] Immediately after the selection interview, the panel will discuss and agree on the performance and suitability of each candidate. A final record showing the performance and rank order of all candidates shall be prepared by the Human Resources Director and submitted to the Executive Director for final consideration and selection of the successful candidate. All the paperwork concerned with the interview will be treated as strictly confidential and retained for future reference.

[2] The HR Director should determine the maximum salary for the position. Consideration should be made on internal equity, current market value of the job as part of the negotiations, taking care to ensure that the salary offered does not negatively impact the morale of existing employees. A salary recommendation above the minimum-point must be approved by the Executive Director.

[3] Before preparing an offer of employment to the recommended candidate, the Human Resources Director will contact the candidate to make an oral offer, which, if accepted, shall be followed by a written offer of employment signed by the Executive Director.

[4] An offer of appointment may be withdrawn if the candidate does not confirm acceptance in writing of the offer of appointment or agreement within a period of six (6) days from the date it is sent.

[5] Upon acceptance of the offer of employment, successful candidates shall be required to settle any contractual commitments arising out of their contract with the current employer before taking up the new appointment with **SRCS**.

[6] In the event that the selected candidate rejects the offer, the Human Resources Director shall inquire for the reason of rejection and make an appropriate recommendation to the Executive Director whether to accommodate the concerns of the candidate. If not, the Human Resources Director shall contact the second most suitable candidate. In case, none of the three selected candidates accept the job offer, the recruitment process shall be carried out again.

[7] Whenever an unsuccessful candidate seeks specific feedback on the selection process, they should be directed to the HR Director. The information provided should indicate that the panel selected the most qualified candidate. Under no circumstances, should the discussion relate to the performance of other candidates. Panel members must not discuss the interview process with anyone making enquiries.

5.9 Letter of Appointment

[1] Each new staff member shall receive a letter of appointment signed by the Executive Director. The letter of appointment shall state particulars of employment, which includes the name and contact address of the employee, job title, date of commencement of appointment, terms and duration of employment, place of work, salary and benefits, terms and conditions of employment, including terms of separation.

(2) The new employee is required to sign the letter of appointment to signify acceptance of the terms and conditions of employment.

5.10 Disqualification

[1] Job applicants shall be eliminated from consideration if they:

- Do not possess the minimum requirements necessary to effectively perform the duties of the vacant position.
- Have concealed any material facts or made intentional false statement on any employment documents.
- Have canvassed and/or attempted to commit a fraudulent act at any stage of the employment process.
- Have an unsatisfactory record of previous employment, or have previously been convicted of a criminal offence, which makes the candidate unsuitable for employment

[2] If an applicant is hired and it is subsequently discovered that any of the above disqualifying criteria apply, or there are other reasonable and legal grounds relating to job requirements considered sufficient grounds for non-employment, the employee shall be subject to immediate discharge without notice.

[3] However, the fact that a candidate has been convicted or dismissed from previous employment shall not become a barrier to employment in **SRCS** as each case shall be considered on its own merit having regard to all the circumstances involved.

5.11 Reference Inquiry & Background Checks

[1] The Human Resources Director shall conduct reference enquiry/background checks of the three top candidates recommended for appointment. However, **SRCS** reserves the right to use the services of outside investigative agencies to conduct such reference enquiries/background checks. All reports and records related to such investigation shall be strictly confidential and shall not be released to third parties.

[2] A prospective employee shall provide original copies of the following documents for verification: personal ID card, birth certificate, 2 colour passport size photographs, academic and professional certificates duly authenticated by the issuing authority.

[3] Reference check should be sought from at least two previous employers. In case it is not possible for an employee to provide references of the previous employer (e.g. in case of entry level positions), such an employee shall be required to provide references from the university, college or learning institution.

[4] References shall only be accepted from referees who know the employee in a professional capacity. Hence, references from family and relatives will not be considered valid for the purpose of this policy.

[5] The Executive Director shall not appoint a new employee into the regular workforce, until all the background checks of the recommended candidate are confirmed and satisfactory references obtained from at least 2 previous organizations and persons conversant with the candidate's job performance record.

5.12 Staff ID & Business Cards

[1] On appointment staff will be provided with a **SRCS** identity (ID) card dully signed by the Executive Director, which they must have in their possession at all times. The ID card is the property of **SRCS** and must be returned upon separation. Requests for replacement of ID cards should be made to the Human Resources Director with sufficient justification, a reasonable fee for replacement may be charged.

[2] On appointment senior staff members may be provided with a specified number of business cards per annum. Depending on the role and business requirements additional cards can be permitted by the Executive Director. Upon separation unused cards shall be returned to the HR Director.

5.13 Job Interview Expenses

Short-listed candidates invited for interviews shall not be reimbursed any travel expenses. In addition, new employees shall not be reimbursed moving and relocation expenses incurred as a result of taking up the new job appointment.

5.14 Probationary Period

[1] All new employees are hired on probationary terms. The probationary period is a period of time during which a new employee's actual performance is compared with the job standard. This period also affords the new employee time to decide whether they fit the job environment and the **SRCS** community.

[2] All new employees shall be required to serve a probationary period for three (3) months of their employment. During the probationary period either party may decide to terminate the employment contract by giving two weeks written notice.

[3] During the probationary period, a new employee will be entitled to all paid statutory holidays. As well, they will be granted maternity/paternity leave or leaves of absence, but the period of the leave shall be added to the probationary period. The probationary period must be successfully completed before the employee is eligible for staff benefits such as medical and life insurance cover as well as gratuity.

[4] If the responsible Director determines that the new employees work performance is unsatisfactory at any time during the probationary period, a discussion must be held with the employee pointing out the deficiencies and the measures that should be taken to correct them.

[5] The decision to retain the individual as a regular employee depends, among other considerations, the quality and volume of work, teamwork, dependability, common sense, initiative, and other job related behaviours.

[6] Upon expiry of the probationary period, the staff member may be either confirmed, or have the probation extended or the employment may be terminated. In all cases, the Executive Director will issue the appropriate letter, which will be handed to the employee by the Human Resources Director.

[7] A staff member who resigns during the probationary period will not be eligible for employment consideration in the future. The Human Resource Director shall be required to investigate the reason for resignation and provide a report to the Executive Director.

[8] At the request of the responsible Director, an extension to the probationary period of up to 30 days may be approved by the Executive Director.

[9] The purpose of such extension is to determine whether or not the staff member can succeed in performing the job. If such an extension is approved, a detailed outline of areas needing improvement must be discussed and signed by the employee, and a copy shall be retained in the employee's file.

[10] At the end of the extension of the probationary period, the employee must be advised, in writing, of the decision to retain or terminate the employment. During the extension period, all conditions of the probationary period shall apply. No further extension may be granted beyond the 30 days for all staff.

5.15 Trial Period

[1] In cases where an existing employee applies for an advertised vacancy in which the job responsibilities are significantly different, the successful applicant will be placed on a “trial period” in the new position for three (3) months. During this time, the immediate supervisor/Manager shall provide monthly written performance evaluation reports to the responsible Director and the Human Resource Director.

[2] Following the completion of the trial period and a favorable performance review by the immediate supervisor, a staff member may be confirmed to the position. However, there is the continued expectation, that employees will maintain acceptable standards of performance throughout their employment period.

[3] However, an employee on “trial period” who is not confirmed in the new position shall be required to revert back to their original position.

5.16 Workstation

Each employee is assigned to a relevant department. An employees’ workstation determines the team members, including the immediate supervisor. The immediate supervisor is responsible for coaching and managing and reviewing the employees’ job performance and authorizing leave.

5.17 Job Orientation, Induction and On-Boarding

[1] The purpose of job orientation and induction is to integrate new staff into the organizational culture by informing them of **SRCS** history, mission, vision, core values, institutional policies and procedures, operational programmes, safety issues, quality/service expectations and job requirements in order to gain their commitment. In this respect, every new employee, regardless of level or seniority, shall be required to undergo a job orientation and induction programme during the first month of employment.

[2] Employee orientation and induction should be an ongoing learning process, ideally beginning during the hiring process and intensifying from the date the new employee reports to work. The Human Resources Directorate shall prepare a job orientation and induction programme, including relevant checklist of items that should be covered by the new employee during orientation.

[3] New employees must be provided with a reporting time and the name of the person they will first meet. Staff members should be helpful in order to create a welcoming atmosphere and great care must be taken to avoid keeping the new employee waiting.

[4] The HR Department shall be responsible for conducting the job orientation programme using a checklist as a tool to ensure that the process flows smoothly and all the important information is covered. The main focus will be to introduce the employee to key people in the organization such as the senior management and other staff members. As well, explain the **SRCS** organisational structure, including HR policies and procedure guidelines. New employees also sign up for payroll during the orientation period.

[5] The immediate supervisor is responsible for job induction, briefing new employees about their duties and jointly agreeing on performance objectives during the probationary period. A report of the job orientation and induction programme should be placed in the employee’s personal file.

5.18 HR Data & Records

[1] HR data and records include a wide range of documents relating to employees stored either in paper form or electronically. It is important for **SRCS** to maintain effective systems for storing HR data and records to support best practices with regard to its management, retention, integrity, reliability, accountability and disposal in order to provide historical references pertaining to each employee from date of appointment to separation and also contains some pre-employment and post-employment information.

[2] Staff members are responsible for providing whatever information and documentation may be required, both during the application process and subsequent employment, for the purpose of determining their status or of completing administrative arrangements in connection with their appointments. Staff members shall be held accountable for the accuracy and completeness of the information they provide.

[3] **SRCS** is committed to protecting the confidentiality of human resources data and information for each employee in order to have a complete, accurate and current record of each staff member's employment history and work performance to facilitate workforce planning and budgeting, document management decisions as well as ensure compliance with legal and statutory requirements. The HR Director shall maintain a personnel file for each staff member and a summary of the workforce demographic data and information into a computerized database. There are four categories of records that make up the human resource records, which includes the following:

[4] The **personnel file** shall contain information about the employee's personal details, such as name, gender, national identification number, date of birth, home address, phone number, marital status, next of kin, dependents, emergency contact, bank details and beneficiaries, etc.

[5] **Employment records** covering employee's date of employment, job title, position classification and job grade, salary payments, testimonials, letters of reference, training and educational qualifications, work experience and performance reviews, employee relations, attendance and leave, etc. Other records include grievances and disciplinary letters as well as pertinent correspondence to or from the employee.

[6] **Benefits records** include medical and group-life insurance, gratuity/severance as well as the names and contacts of beneficiaries in these plans where applicable.

[7] **Medical records** include all medical certifications, doctor's reports, and related information that describe the health and medical history or condition of an employee or an employee's family members. These include disability documents, claims for medical services, worker's compensation records, injury or illness reports, and drug screening results, etc. Confidential medical records will not be kept in the personnel file and shall be maintained separately from other human resource records.

[8] **SRCS** shall maintain necessary safeguards to ensure the security and confidentiality of employee data and information. Personnel files shall be available only to those persons whose work requires access to such information. This information is not to be released to anyone other than users whose duties require access. Reasonable precautions must be taken to prevent unauthorized persons from accessing confidential employee information.

[9] To ensure that the information in the personal files is regularly updated, employees must promptly notify the HR Directorate in writing, of any subsequent changes affecting their status and provide all relevant information and documentation whenever changes occur regarding their personal situations such as address, phone number, marital status, family size, education qualifications, etc.

5.19 Promotion on Competitive Basis

[1] To ensure transparency in the filling of vacancies any promotion to higher-level positions shall only occur as a result of a competitive selection process in accordance with the provisions of this policy.

[2] Whenever jobs are advertised preferential treatment shall be accorded to existing staff, in order to strengthen internal capacity and to provide career opportunities for staff. Any staff member interested in a promotional position must fill out an application and submit to the selection process just like any other job applicant. However, staff members must meet the required qualifications and competencies as well as demonstrate the ability to perform to the required level.

5.20 Lateral Transfer:

(1) Any staff member may be called to make a lateral transfer to another department or project due to operational demands by the relevant HoD or Branch Coordinator. Such movement not only helps an organization through cross-training, but it also offers employees opportunities to broaden their knowledge and enhance their professional growth.

(2) Transfers may involve a change in job title but not a change in salary. Except in the case of an emergency situation, the employee shall be given a notice of six (6) working days before any such change is affected. In all cases, the letter of transfer must be copied and filed in HR Department.

5.21 Temporary Assignment/Acting Appointment

[1] A vacancy may be filled temporarily by assigning a staff member in an “acting capacity”. Such assignments must be made in writing by the Branch Coordinator or the relevant Director and shall not exceed a period of more than six (6) months, during which time every effort must be made to fill the vacancy in accordance with the provisions of these policies.

[2] All letters of acting appointed must be copied to the HR Director for appropriate filing

[3] A staff member who is appointed to act temporarily in any position will not be converted from acting status to a long-term or regular assignment unless the person is selected through a competitive process according to the provisions of these policies.

[4] A staff member who is appointed to act in a vacant position does not by virtue of so acting establish any claim to be confirmed in such a post.

5.22 External Counter Offer

[1] **SRCS** shall not make a counter-offer to an existing staff member, who has resigned to take up employment with another organization. Such counter-offers, sets a bad precedent in staff retention.

[2] However, notwithstanding the above regulation, counter-offers may be made in an attempt to retain high-level performers in highly specialized positions deemed critical and which is hard-to-recruit. The amount of the counter offer shall be consistent with the individual's level of responsibility and performance and should not exceed more than 15% of the current salary, which also cannot exceed the job offer from the external organization. Additionally, the employee must provide a copy of the external salary offer.

5.23 Employment of Former Staff

[1] When former employees apply for a vacancy, they shall be evaluated on the same criteria as other applicants. Consideration shall be given to their qualifications and competence, past job performance, the circumstances surrounding their departure and the ability to meet job requirements of the advertised position.

[2] Employees rehired after a break of service of more than 90 consecutive days will receive a new date of hire and will be treated the same as new employees in terms of benefits.

5.24 Employment of Relatives

[1] It is the **SRCS** HR policy to discourage employment of close relatives e.g. siblings, spouses, parents and offspring to work in the same work unit or department, since this may cause serious conflicts with favouritism that may negatively affect staff morale and may create an environment that is discriminatory or intimidating to other employees. In addition to claims of partiality in treatment at work, personal conflicts from outside the work environment can be carried into working relationships. However, this does not bar two members of staff from getting married while both are in **SRCS** employment.

[2] It is the responsibility of the HR Director to ensure that close relatives in the employment of **SRCS** will not work in positions where they have direct influence over the work of one another. In case this happens the Executive Director will evaluate each case on its own merit with a view to determining whether one partner should be transferred to another department.

[3] In keeping with the guidelines of this policy, the close relatives will not be deployed where:

- One of the parties has authority or power to supervise, appoint, promote, transfer, increase salary, approve an allowance, discipline, terminate or have influence over the other's career development.
- One party handles confidential information that creates improper access to the other party.
- One party would be responsible for auditing or evaluating the work of the other.
- Other circumstances exist that might lead to potential conflict among the parties or conflict between the interests of one or both parties and the best interests of **SRCS**

[4] When completing the "Employment Application Form", job applicants are required to identify if any family relationships, as defined in this policy, exists with any current **SRCS** employee. When a near relative or close friend has applied for a vacancy at **SRCS**, the affected employee must notify the Human Resources Director about the nature of the relationship at the earliest opportunity. Failure to notify has the potential to be viewed as misconduct.

[5] During the hiring process, the Human Resources Director shall be required to review employment applications for evidence of such family relationships. Upon finding evidence of such a family relationship the matter shall be brought to the attention of the Executive Director and the candidate shall be automatically disqualified from further employment consideration. Candidates who are unsuccessful for the position applied for as a result of this policy shall be informed accordingly.

5.25 Marriage Relationships

[1] If two employees working for **SRCS** enter into a marriage relationship, they will be required to report the new circumstances to the Executive Director. However, if the potential problems noted above under section (5.24.3) exist or reasonably could exist, only one staff shall be permitted to work in the said department, the other staff shall be transferred to another department to eliminate the potential problem.

[2] The decision as to which employee will remain in the work unit or department must be made by the concerned employees within thirty (30) days of the date they marry or when such status is revealed. If no decision is made during this time, the Executive Director reserves the right to transfer one or both employees to another work unit or department.

6.0 WORKING HOURS & ATTENDANCE

6.1 Standard Working Hours

[1] SRCS staff members in full-time employment shall be required to work 7 hours per day spread over a period of 6 days from Saturday to Thursday, which means 42-hours a week. However, employees are entitled to one day of rest each week, which shall fall on Friday.

[2] Every employee shall be present at work on every working day, except when leave is authorized. Records of attendance shall be maintained and shall serve as a basis for salary payments. The fixed working hours shall be 7 hours per day. Travel to and from work, as well as rest, prayer and meal breaks, are not calculated as working hours. The working hours are as follows:

Fixed Working Time		
#	Coordination Office	Time
1	Hargeisa Based Staff	7.00 am – 2.00 pm
2	Mogadishu Based Staff	7.30 am – 2.30 pm

[3] Prayer times are a defined right to all Muslims employees. The time required for washing and prayer is about 10-15 minutes. The noon prayer can fit in during lunch breaks, and other prayers during coffee breaks. However, prayers or meal periods should not exceed the practiced norm, in order not to hinder the workflow.

[4] Employees working on shift must be present for the entire duration of the assigned shift. All shift employees working 12 hours shift rotation are entitled to a break of 30 minutes.

[5] Staff may be required to adjust their daily schedules to accommodate meetings, travel or other official obligations. The nature of **SRCS** operations may require an employee to work beyond the normal working hours during the work week or during statutory holidays to attend to emergencies and disasters.

[6] During Ramadhan, the working day should be 6 hours a day for all employees from 8 am to 2.00 pm. However, employee working on a shift schedule must ensure appropriate coverage of essential services around the clock despite decreased working hours. Special allowances will be made to allow staff to take a break at sunset to break their fast if they happen to still be on shift.

6.2 Authorized Absence

Absence from work shall be authorized in the following cases

- (a) Absence on official business or authorized training
- (b) Absence for a medical appointment
- (c) Absence for exceptional and important personal reasons
- (d) When leave is authorized

6.3 Unauthorised Absence

[1] Employees have a duty to be at work in accordance with the agreed working schedule, to appear for work at the correct starting time and to leave work at the end of working time unless authorisation has been given for absence. Unauthorised absence may result in disciplinary action.

[2] If an employee is unable to attend work for any reason, they are required to notify the immediate supervisor of that fact within four (4) hours after the beginning of the work day if it is possible to do so.

[3] If an employee is “absent from work without authorised leave” (AWOL), or good cause, or fails to properly and effectively notify the immediate supervisor of the absence without proper justification, this may potentially constitute gross misconduct and may result in disciplinary action being taken. Unauthorised absences will not be counted when computing monthly salary and annual leave.

7.0 LEAVE MANAGEMENT

7.1 Purpose & Types of Leave

The purpose of the leave management policy is to ensure a uniform and equitable approach by providing guidance on the various types of leave entitlements and when they apply. This should help employees balance domestic demands and work responsibilities at times of urgent and unforeseen need through the provision of paid and unpaid leave according to personal circumstances.

It should be understood that occasionally, some types of leave may be rescheduled depending on work priorities. Managers are actively encouraged to seek advice from the Human Resource Director on specific cases of uncertainty that may require interpretation to ensure clarity. The following are the various types of leave in **SRCS** and the circumstances under which each type of leave is granted:

- 1) Annual Leave
- 2) Marriage Related Leave
- 3) Maternity Leave
- 4) Paternity Leave
- 5) Examination Leave
- 6) Sick Leave
- 7) Bereavement/Compassionate Leave
- 8) Assay Leave
- 9) Unpaid Leave/Extra Ordinary Leave
- 10) Terminal Leave Upon Retirement

7.2 Handover Report

[1] An employee proceeding on any type of leave, which is longer than five (5) working days shall be required to prepare and submit a comprehensive handover report clearly outlining the status of on-going activities, upcoming events and deadlines, including critical next steps. This will highlight possible workflow challenges and allow the immediate supervisor and the HoD to devise strategies for dealing with pending activities.

7.3 Annual Leave

[1] Employees are entitled to annual leave for the purposes of rest and relaxation from their duties and for attending to personal commitments in order to maintain a proper work/life balance. Annual leave shall accrue during the entire period for which a staff member is at work and receives full pay. No leave shall accrue while the staff member is on special leave with partial pay or without pay or is suspended from his or her duties with partial pay or without pay.

[2] The Annual Leave year is concurrent with **SRCS** financial year and runs from 1st January to 31st December. Heads of Department and Branch Coordinators shall prepare an annual leave schedule at the beginning of each financial year in consultation with their staff members in order to ensure a smooth workflow throughout the year. Notwithstanding the above, the dates indicated on the approved leave schedule may be changed in cases of emergency.

[3] Employees are encouraged to take their annual leave in blocks throughout the year to ensure that they derive the full benefit of a rest and break away from work. Heads of Department and Branch Coordinators shall endeavour to ensure that workloads do not prevent employees from taking their annual leave entitlement and employees should ensure they take their leave each year when it is due.

[4] Employees confirmed in employment will qualify for 30 working day's annual leave with full pay exclusive of Fridays and Public Holidays after completing one year of service upon reaching the anniversary of their employment. The rate of annual leave accrual shall be two and a half (2.5) working days for each full calendar month worked. However, employees who have not completed one year in employment and request to be away may be granted leave on pro-rata basis.

[5] Employee on temporary contract working on full-time basis shall be granted two and a half (2.5) working days for each full calendar month worked. Such leave must be taken before the end of the contract period. Staff on casual contract terms shall not be entitled for any leave period.

[6] Employees on fixed-term contract are expected to take all accrued leave days each in the leave year when it falls due. In this connection, staff members are expected to request for annual leave at least one week in advance after discussing and agreeing in advance with the HoD or Branch Coordinator to avoid disrupting work plans. The personal circumstances and preferences of the staff member concerned shall be taken into account as much as possible subject to work exigencies.

[7] Where annual leave is applied for but not granted due to work exigencies, it may be carried forward to the next financial year with the written approval of the Executive Director. However, employees may be required to take leave during a period specified by the Executive Director.

[8] Employees authorised to carry forward leave and accumulate it in excess of the annual entitlement of 30 days shall be required to take the whole accumulated leave within the first quarter of the next financial year, otherwise any leave balance in excess of ten (10) working days shall be forfeited without any compensation at the end of each calendar year unless there is an exemption/approval by the Executive Director.

[9] Under no circumstances, shall unutilised annual leave be encashed for staff members on a continuing employment contract. However, in the event of separation from SRCS employment, all the unused accumulated annual leave balance shall be commuted for cash.

[10] Any employee proceeding for leave in excess of six (6) working days shall be required to prepare detailed handover notes and submit to the Head of Department or Branch Coordinator.

[11] Any absence from duty not specifically covered by other provisions shall be deducted from the accrued annual leave of the staff members concerned; if they have no accrued annual leave, their absence shall be regarded as unauthorized leave, and they shall not be entitled to either salary or any allowances during the period of such absence. An employee who is absent without permission or justification shall be issued with a warning letter in accordance with the disciplinary procedures.

[12] Employees are required to resume work on their scheduled day of return from annual leave. If for any reason it becomes apparent that an employee will return late from annual leave they must notify their Head of Department as soon as possible. The employee must provide reasons for the delay and details of when they expect to return. Late resumption of work without notification and prior approval shall be regarded as unauthorised absence without pay and may be subject to disciplinary action.

[13] No employee shall be recalled from annual leave without the approval of the Executive Director. In the event that an employee is recalled back from annual leave due to work demands, the employee shall have the portion of the unused leave, plus the number of days spent on travel back to the duty station carried forward to the next financial year. In addition, any employee so recalled shall be entitled to reimbursement of travel expenses to and from the place they were recalled from.

[14] The Human Resources Directorate shall monitor and maintain a record of leave days taken by each employee based on the approved entitlement. In the event of employment termination, any accrued leave balance shall be calculated at the standard daily rate of pay up-to the final day of employment and the balance shall be paid as part of terminal dues. In case the employee has taken advance leave in excess of the approved entitlement, **SRCS** will make a corresponding deduction from any money due upon employment termination. In the event of an employee's death, payment of accrued leave balance shall be made to the beneficiaries of the deceased employee.

7.4 Marriage Related Leave:

[1] All employees are entitled to paid marriage leave of one week (7 days). This leave is taken to facilitate pre and post wedding events that accompany marriage.

[2] Application of marriage leave should be made two (2) weeks in advance by completing the Leave Application Form. A copy of the marriage certificate must be submitted to support such leave application.

7.5 Maternity Leave

[1] Female employees shall be entitled to maternity leave with full pay for a maximum period of four (4) months after giving not less than four (4) weeks written notice in advance of the maternity leave. The application should be submitted to the HR Department at least two (2) months in advance supported by a medical certificate indicating the date on which maternity leave should commence.

[2] A female employee on probation is eligible for maternity leave. However, the period of maternity leave shall not be counted as part of the probationary period.

[3] A female employee shall not forfeit her annual leave on account of having taken maternity leave. During maternity leave, the employee shall receive her full salary and benefits.

[4] A female employee who is pregnant shall be allowed reasonable time off to attend antenatal appointments before the birth of the child, and for post-natal care on resumption of duty. Any additional time-off requested should be granted at the discretion of the Head of Department

[5] Any maternity leave taken over and above the maternity leave entitlement will be debited to the annual leave account and if no balance is available, then to unpaid leave. Authority to extend the maternity leave must be sought from the department manager.

[6] Should it become necessary to extend maternity leave beyond the prescribed period of four (4) months on grounds of sickness of the staff member will be granted sick leave subject to confirmation by a recognized medical practitioner.

[7] Where the extension sought is on the account of the child's sickness the staff member will be expected to utilize her annual leave entitlement.

[8] Female employee have the right to return to their previous job held prior to maternity leave or to a reasonably job on terms and conditions not less favourable than those which would have applied had she not been on maternity leave. However, one month prior to the end of the maternity leave, the employee must notify **SRCS** in writing of her intention to resume work after the maternity leave.

[9] After completing the maternity leave and resuming work, female employees shall be entitled to 2 hours to breastfeed her baby between 12.00 pm and 2.00 pm each working day continuously for one year.

7.6 Paternity Leave

[1] Male employees shall be entitled to paternity leave with full pay for a maximum period of five (5) days, immediately after the delivery or miscarriage of his wife. An employee with more than one spouse shall only be entitled to a maximum of 10 day's paternity leave annually.

[2] Applications for paternity leave should be availed within two (2) weeks of the baby's birth. However, he will be required to produce a marriage certificate plus evidence confirming the maternity and the birth notification of the baby. The name of the spouse should be the one appearing in his personal file.

[3] The Paternity Leave application must be approved by the supervisor prior to the employee proceeding on leave. The leave will begin from the time of the birth of the baby. Where the pregnancy is terminated through miscarriage and the employee has not commenced paternity leave, his entitlement to such leave still exist. Extension of paternity leave shall be charged against annual leave.

7.7 Study/Examination Leave

Employees confirmed in employment and pursuing professional studies related to their area of work are allowed a maximum of up to six (6) calendar days per financial year as study/examination leave. Such employees shall produce evidence to support their application. In case any additional leave is required to attend classes or study, the employees shall be required to apply for their annual or unpaid leave.

7.8 Sick Leave

[1] The objective of this policy is to ensure that the management of Sick Leave absence is consistent for all employees in compliance with applicable statutory labour laws. The policy shall apply to all full-time employees, both fixed-term and temporary staff. It is **SRCS** policy to deal with the problem of ill health in a supportive manner. However, abuse of Sick Leave is not acceptable and will not be tolerated.

[2] Sick leave is not a benefit to be earned by the employee such as annual leave. It cannot be accumulated from year to year and is not commutable to cash upon separation from employment.

[3] In case an employee has a scheduled medical appointment, they must request time-off in writing, from their immediate supervisor at least two (2) workdays in advance of the desired time off. The requirement may be shortened in emergency situations. Supervisors are authorized to approve these requests and are responsible for maintaining accurate records for all employee sick-leave under their supervision.

[4] An employee who falls sick or is injured and is unable to attend work shall make every attempt to promptly notify the immediate supervisor or the HR Director as soon as is practically reasonable. This should be not later than 2 hours before the normal start of the workday. Employees working on night shift should inform their immediate supervisor not later than 4 hours ahead of commencement of the shift. This is critical to enable alternative arrangements to be made to cover for essential duties.

[5] In the event the illness or injury persists beyond one day, the employee shall be required to produce a medical certificate from an approved medical practitioner certifying the sickness and stating the probable expected recovery period and the estimated date of return to work. In the event an employee fails to submit a medical certificate this shall be considered unauthorised absence from duty and the employee shall not be entitled to salary for the period of absence from duty without official permission.

[6] An employee serving a probationary period shall be considered for sick leave of not less than 30-days with full pay, followed by 15 days with half pay, and thereafter 15 days without pay subject to production of a certificate of incapacity to work duly signed by an approved medical practitioner. If upon the expiry of the sick leave absence the employee is unable to resume duty, the employee's contract of employment may be terminated on medical grounds.

[7] An employee confirmed in employment shall be entitled to 90-days sick leave with full pay followed by 90-days sick leave with half pay and thereafter 90-days unpaid leave in each financial year, subject to production of a medical certificate signed by a duly qualified medical practitioner. If upon the expiry of the sick leave the employee is unable to resume duty, the employee's contract of employment may be terminated on medical grounds.

[8] In cases of prolonged illness for a continuous period in excess of 90-days sick leave, the Human Resources Director shall request for a medical report from an approved medical practitioner regarding the prospect of the employee's eventual recovery and fitness to resume duty after sick leave. If there is no such reasonable prospect, the case shall be referred to the Executive Director who may require the employee to be examined by a relevant panel of doctors to determine the employee's fitness to continue in employment after the expiry of sick leave. If there is no prospect of full recovery to resume duty, the employee's contract of employment may be terminated on medical grounds.

[9] In the event of illness occurring while an employee is on annual leave or any other form of leave, the period of absence shall continue to be regarded as the leave originally granted. Similarly, when a public holiday occurs during such leave the holiday is not considered as an additional day-off. However, if the illness extends beyond the expiry of the said leave, then the employee is required to submit a certificate from an approved medical practitioner certifying the illness for consideration to be granted sick leave if necessary from the end of the said leave period.

[10] Sick leave shall be recorded and signed by the HoD with a copy forwarded to the Human Resources Director. The HR Directorate shall monitor and maintain a record of sick leave days taken by each employee based on the approved entitlement.

7.9 Bereavement/Compassionate Leave

[1] In the event of bereavement, funeral or critical illness, (such a stroke, cancer or heart disease, renal failure, surgery, organ transplant, paralysis and paraplegia) of an immediate family member or close relative such as, a parent, spouse, child or sibling, the affected employee may be granted bereavement/compassionate leave for a maximum period of three (3) days with full pay in any one year. In such cases, the employee shall be required to submit an official request for bereavement/compassionate leave.

[2] Additional bereavement/compassionate leave may be granted at the discretion of the HoD or Branch Coordinator. However, any such additional days shall be considered as unpaid leave.

7.10 Assay Leave

A Muslim female employee shall be granted Assay leave of 4 months and 10 days in the event of the husband's death

7.11 Unpaid Leave/Extra Ordinary Leave

[1] Unpaid leave of absence may be granted to an employee under special circumstances such as emergencies at the discretion of the Executive Director and on the recommendation of the Branch Coordinator or relevant HoD for a continuous period of three (3) months.

[2] Any leave taken by an employee in excess of what is provided during the financial year in question shall be treated as leave without pay.

[3] Any absence from work beyond a two-day period for which proper notification has not been given to will be treated as unauthorized absence or leave without pay.

[4] Any absence for which the employee did not obtain approval from the immediate supervisor or for which a request for leave is denied shall be considered as leave without pay and disciplinary action shall be taken in accordance with HR policy of absence from work without permission.

7.12 Terminal Leave upon Retirement

[1] When a staff member retires from employment, such staff shall be required to take all the outstanding leave balance prior to retirement.

[2] In addition to the leave granted under this regulation, an employee may be granted any balance of annual leave carried forward from the previous leave year.

[3] The effective date of retirement shall be the last day of the month in which the employee exhausts all terminal leave. However, upon request the staff member may be separated on the day upon reaching the mandatory age of retirement of sixty five (65) years.

[4] Notwithstanding (1) and (2) above, an employee who is due for retirement may be eligible for payment of any accrued annual leave or the unused portion of their annual leave balance together with the terminal monthly salary.

8.0 OFFICIAL PUBLIC HOLIDAYS

[1] **SRCS** shall observe all official public holidays as declared by statutory authority. All staff are entitled to paid leave on any official public holiday. The number of official public holidays vary depending on SRCS area of operations. Staff based at the Mogadishu Coordination Office have eleven (11) designated public holidays, whereas staff based at the Hargeisa Coordination Office have twelve (12) designated public holidays.

[2] The dates of public holidays shall be communicated to all staff by the Human Resources Director at the beginning of each financial year after consultation with the relevant government authorities.

[3] When a statutory holiday falls on a Friday, which is a rest day, the preceding or following working day which is closest to the holiday shall be observed as the official holiday.

[4] Employees required to work on a public holiday shall be notified in advance, in which case the employee shall be granted time-off in lieu of the public holiday in compliance with statutory requirements.

[5] Employees who are away on unpaid leave of absence, absent without leave, or under suspension are not eligible to receive pay for any day that is declared a public holiday during that period.

[6] Employees working on shift rotation schedule in a 'continuous operations at the Keysaney Hospital, who may be required to work on a public holiday shall be granted a day-off at an appropriate time.

9.0 SALARY & ALLOWANCES

9.1 Pay Guidelines

[1] **SRCS** is committed to maintaining a competitive and equitable pay system that is consistent with the maintenance of a decent standard of living and compliant with all applicable labour laws and regulations. To this end, **SRCS** is committed to the principles of fair pay practices regardless of race, colour, religion, sex, sexual orientation, national origin, age, disability or marital status. The main objective is to ensure fairness and equity in attracting and retaining highly qualified staff required to achieve SRCS strategic objectives.

[2] **SRCS** pay strategy is based on the need to maintain a meaningful degree of competitiveness with the external labour market. This is achieved by conducting job evaluation and salary survey, which involves collecting relevant pay data and information within the humanitarian sector to inform salary administration practices and processes, in order to ensure an equitable and competitive salary and benefits structure.

[3] The approved **SRCS** salary structure consists of ten (10) job bands. Each job band contains a series of salary ranges based on the “Market Reference Point” (MRP), comprising the “minimum, median and a maximum”. Each job position in the organization shall be assigned a job band reflecting the appropriate salary level based on the outcome of the job evaluation exercise. The approved grading and salary structure can be accessed from the HR Department.

[4] The **SRCS** is a humanitarian organization dependent on movement partners and donors to fund its operations, including payment of salaries and benefits. To ensure that the salary structure remains competitive, **SRCS** shall conduct job evaluation and salary survey every three (3) years to verify benchmark salaries against the prevailing labour market data.

[5] The determination of the annual payroll budget must take into account the availability of funds approved by the **SRCS** Executive Committee. In this regard, no salary payments can be implemented that would exceed available funds. The following table depicts the SRCS approved job grading and classification structure:

SRCS Job Grading and Classification Structure	
SRCS Job Grade	Job Classification
SRCS Band 10	Executive Director
SRCS Band 9	Deputy Executive Director
SRCS Band 8	Director/Function Head
SRCS Band 7	Branch Coordinator
SRCS Band 6	Manager/Department Heads
SRCS Band 5	Senior Supervisors/Section Heads
SRCS Band 4	Supervisors/Focal Point Specialists
SRCS Band 3	Technicians/Skilled Support Specialists
SRCS Band 2	Artisans/Operatives and Support Workers
SRCS Band 1	Basic Support Workers

[6] New employees join at the minimum of the salary scale within the appropriate job band. However, in order to attract and retain highly qualified and competent staff, **SRCS** may offer a higher starting pay beyond the minimum to persons with specialized expertise and proven competence. Great care must be taken to avoid setting salaries that may create pay disparities, which could lead to dis-satisfaction among existing staff. Any salary payment to new staff beyond the minimum must be approved by the Executive Director.

9.2 Salary Payments

[1] Salary for all intents and purposes means the monthly salary indicated on the employee's contract of employment. Every employee will be paid a consolidated monthly salary. The basic salary shall be used to compute daily pay, payment of gratuity contributions and benefits as well as any other payment that may be related to the monthly salary.

[2] **SRCS** shall pay salaries one month in arrears based upon the actual number of hours and days worked during each month, taking into account any working days when the employee was away on unpaid leave or absent without reasonable cause. In this respect, employees will be required to provide a local bank account to facilitate payment of salaries. Each employee shall be given a payslip providing a breakdown of salary deductions.

[3] **SRCS** shall recover and remit statutory deduction in compliance with tax and other statutory requirements. In addition, **SRCS** shall implement salary deductions in compliance with court orders issued against any employee. Whenever new statutory changes are made that may affect the payment of monthly salaries, employees shall be informed in order to enable them make necessary adjustments to cope with the change.

[4] The Human Resource Director shall prepare on monthly basis, payroll which will include variance report which shall be reviewed by the Finance Director and approved by the Executive Director for payment. A copy of the approved payroll will be maintained in the Human Resource Director.

[5] Employees will be paid through direct deposit to bank accounts specified by staff who shall be issued with monthly payslips. Payslips will be posted on staff HRMIS accounts. Payment of salary shall be made in US \$ Dollars. Each employee shall be paid by the 25th day before the last working day of each month.

9.3 Salary Advances

[1] Staff who have been confirmed in employment are entitled to one salary advance per fiscal year. The advance should not exceed one-month basic salary and the net take home after the deductions should not be below one third of the basic monthly salary.

[2]. Recovery of the salary advance will be effected in the following month. The HR Director shall approve all salary advances before forwarding to the Finance Directorate. Any other salary advance will only be made under exceptional circumstances, with justifying reasons and must approved by the Responsible Director or Branch Coordinator.

9.4 Determination of Salary upon Competitive Promotion

[1] When an employee is appointed on competitive promotion to a higher position they will enter the salary band of the higher job grade at a step not beyond 10% of the scale on the effective date of appointment.

[2] In the event that an employee who is appointed to a higher position has not reached the maximum point of the current salary band, the employee shall enter the higher salary scale, at the point next above the current salary on the effective date of appointment.

[3] If an employee is appointed to a higher position earns at the midpoint of the current salary band and there exists no significant difference between the current salary and the new salary, the employee may be placed at the next step within the salary band on the effective date of appointment.

[4] An employee who reaches the maximum salary step within the grade allocated to the post may not cross to the next salary band unless a promotion occurs through a competitive process.

9.5 Transfer/Deployment/Job Reassignment

[1] A transfer occurs when an employee is deployed from one position to another position classified at the same or lower job grade. Any staff member may be called to make a lateral transfer to another programme due to operational demands. In case of transfers the needs of **SRCS** take precedence over the wishes of an employee. However, the employee will not be eligible for any pay increase

[2] The paramount consideration for transfer/deployment/reassignment shall be the necessity of securing the highest standards of efficiency, competence and integrity with due regard given to the performance, qualifications and experience of the staff member concerned. The Executive Director may establish priorities for reassigning staff members.

[3] If an employee is transferred from a higher job grade to a lower grade due to disability occasioned by injury/illness, which is not self-inflicted, the employee shall not be eligible for any pay increase. However, the employee's salary shall be frozen until the salary structure is reviewed to match the (lower) job grade.

9.6 Salary Increments Based on Performance Rating

[1] Employee salaries shall be reviewed once every year based on the availability of funds and an approved budget. The **SRCS** Executive Committee shall determine the funds available and provide guidelines for salary increments that take into consideration individual merit, based on the results of the annual performance management system and the job band.

[2] **SRCS** does not provide across-the-board increases. Instead, salaries are determined on a case-by-case depending on each employee's contribution to the achievement of **SRCS** strategic objectives.

[3] Employees salary is dependent on job competency, job performance and internal salary equity considerations in order to allow for sufficient recognition of the contributions made by individual employees. In this regard, only employees who have received a performance rating exceeding "Met Expectations" may be considered for salary increments. Such merit increases shall not result in payment of salaries that exceed the maximum of the grade. The following table provides an indicative example of merit based salary increments:

Merit Based Salary Increment		
1	Exceptionally Outstanding	15%
2	Exceeded Expectations	12.5%
3	Met Expectations	10%

[4] Annual salary increments shall not be granted to employees facing disciplinary action or whose performance has been assessed as "Needs Improvement or Unsatisfactory". Such cases shall be deferred until such time the Executive Director makes a final decision regarding the employee's continued employment.

[5] Regular staff members who are newly employed or have been promoted/within the last six (6) months shall not be eligible for a merit salary increase until the next performance evaluation period.

[6] In the event that a merit increase brings an employee's new salary to an amount that exceeds the maximum for the job band, then the salary increase shall be frozen at the maximum pay point. No salary increments will be made above the pay range maximum in order to preserve the integrity of the salary structure.

10.0 REMUNERATIVE ALLOWANCES

10.1 Eid Bonus Payment

[1] Payment of Eid Bonus shall be made to all staff holding bona-fide contracts of employment after successfully completing the three (3) month probationary period and subsequently being confirmed into employment.

[2] This means that new staff members shall qualify to be paid Eid Bonus equivalent to half-month salary to celebrate Eid-al-Hajji which marks the end of the holy month of Ramadhan, while another half-month salary shall be paid to celebrate Eid-al-Adha to mark the end of the pilgrimage to Mecca.

10.2 Acting Allowance

[1] Acting appointments must be made in writing by the Executive Director and may not exceed a period of more than six (6) months. In case the higher post has been declared vacant, effort must be made during the acting period to fill the vacancy competitively in accordance with the recruitment procedures outlined in these guidelines.

[2] Acting allowance may be paid to staff appointed to act in a higher job grades than their substantive position and shall only be paid when acting for a minimum acting period of thirty (30) days. The employee must in every way be qualified and competent to perform all duties pertaining to the higher post. The amount of acting allowance shall be 25% of the employee's actual basic salary

[3] An employee who has been appointed to act in a higher post may be eligible for travelling and subsistence allowance attached to the higher post during the duration of the acting appointment. However, the employee will not qualify for any other remunerative allowances attached to the higher post.

11.0 REIMBURSABLE ALLOWANCES

11.1 Local Travelling Allowance

[1] Whenever an employee travels locally on official duty or to attend training, they should normally make use of public transport in the interest of economy. However, when the execution of an employee's official duty is likely to be delayed or hindered owing to the mode of transport, **SRCS** transport may be utilized or any other arrangements may be made with prior approval of the Head of Department who must be satisfied that the expense involved is fully budgeted and justified.

11.2 Local Subsistence Allowance/Night-Out (Per-Diem)

[1] Whenever an employee travels locally on official duty or to attend training, or on transfer and stays overnight away from the duty station shall be paid a non-accountable daily subsistence allowance to cover for accommodation, meals and out-of-pocket expenses at rates determined by the **SRCS** Executive Committee from time to time.

[2] The daily subsistence allowance shall be paid for a maximum continuous period of only thirty (30) days. An employee required to be away from the duty station for more than thirty (30) days shall be paid daily subsistence allowance for the subsequent additional days at half ($\frac{1}{2}$) rate up-to a maximum period of five (5) months. Beyond this period, if the employee continues to work in the new duty station, this will be treated as a transfer posting and the daily subsistence allowance shall cease to be applicable.

[3] The daily subsistence allowance shall not be paid in respect of any period of annual or special leave taken by the staff member, except for annual leave taken at a rate not exceeding one and a half days for each completed month on which a staff member is on official business travel.

[4] The daily subsistence allowance shall continue to be paid during periods of sick leave while on official business travel or training, except that, if the traveller is hospitalized, only one third of the applicable daily rate shall be paid.

[5] Staff members on annual leave who are required to perform official duties, i.e., attend to official business on behalf of **SRCS**, shall be paid the applicable subsistence allowance if they are required to pay for meals and accommodation, subject to the presentation of proof of payment, i.e., hotel receipts. In all other instances, 50% of the applicable daily subsistence allowance shall be paid. The allowance shall be payable for the day[s] the staff members are required to conduct the official business of the **SRCS**.

11.3 Travelling for Less Than Full Day

[1] When an employee travels on official duty for a period less than a full day and is not required to spend a night away from the duty station, they employee shall be entitled to meal allowance according to the prescribed rates determined by the **SRCS** Executive Committee from time to time.

[2] Meal allowance shall be paid at the rate of 15% for breakfast, 20% for lunch and 20% for dinner of the daily subsistence rate applicable. Meal allowance shall not be paid as a compensation for employee who are required to work at their official duty station beyond the official working hours.

11.4 Foreign Travel & Daily Subsistence Allowance

[1] An employee required to travel on official duty or to attend a training programme outside the country shall be provided with a return travel ticket. Transport expenses incurred from the airport to a hotel or other residential place and vice versa, airport charges, fees for vaccination, visas and passport charges will be refunded in full.

[2] An employee required to travel outside the country shall be granted a daily subsistence allowance (per-diem) at the rates designed to meet the cost of accommodation and meals at good, but not luxury-class hotels, including local transport (such as taxi, bus or train fare), incidental expenses, and any taxes at prescribed rates determined by the **SRCS** Executive Committee from time to time.

[3] Foreign Subsistence allowance shall be payable from the date of departure until the date of the employee's return to the country, both dates inclusive.

[4] Where an employee's travelling and accommodation expenses are covered in full by the **SRCS** or Donor/Partner Organization, a residual allowance of up to one-quarter ($\frac{1}{4}$) of the standard rate of subsistence allowance shall be paid to cover incidental expenses.

[5] Where only accommodation expenses are covered, subsistence allowance shall be paid at three-quarters ($\frac{3}{4}$) of the standard rate. In cases where the sponsor does not meet the expenses directly but pays an allowance and such allowance is less than the standard rate of subsistence allowance, **SRCS** shall top-up the difference.

11.5 Out-of-Pocket Allowance

SRCS may pay reasonable out-of-pocket allowance to cover justifiable incidental expenses such, local transport, telephone, laundry etc., incurred by employees during foreign travel at prescribed rates determined by the **SRCS** Executive Committee from time to time.

11.6 Mileage Allowance

[1] Employees who are specifically authorized to use their personal motor vehicles for official travel may be reimbursed mileage allowance at approved rates. Mileage allowance may be reimbursed for the actual mileage driven (shortest or most convenient route directly to and from business destination). Tolls and reasonable parking charges will be reimbursed in addition to the mileage allowance.

[2] Employees authorized to use a personal vehicle to a location more than 50 kilometres beyond the point of origin may be required to use **SRCS** vehicle or public transport.

[3] To facilitate payment of mileage allowance, the employee must lodge a reimbursement claim duly authorized by the responsible Director and approved by the Executive Director. The employee must attach a copy of the motor vehicle logbook as proof of motor vehicle ownership. No allowance shall be paid in respect of journeys between an employee's residence and the office, except on a Friday and statutory public holidays.

[4] Requests for reimbursement of mileage allowance should indicate the points of travel, business reason and the kilometres covered to-and-fro. Mileage reimbursement requests should be submitted to the Finance Director either separately or as part of a consolidated travel reimbursement request.

[5] Mileage rates payable in respect of a motor vehicle is based on the cost of running such vehicles fully loaded and no additional allowances will be payable for the conveyance of passengers in such a vehicle. The allowances are inclusive and no payments shall be made for spares or labour used on any motor vehicle renewals, breakdowns, depreciation or other charges in connection with such motor vehicle.

11.7 Mobile Phone Airtime Allowance

[1] Mobile telephone is a valuable resource for effective job performance by providing immediate accessibility. Eligible staff members may qualify for an **SRCS** sim card and airtime allowance to cover the business use of mobile phone based on job responsibilities.

[2] The Executive Director shall be responsible for determining the eligibility of staff to receive mobile phone allowance, which shall be determined by the Executive Committee from time to time. Staff qualifying for a mobile phone allowance must sign a usage agreement with the Procurement/Logistics Department.

[3] The mobile phone allowance agreement requires that the personally owned device is available for business use as required by the immediate supervisor or HoD. A staff member receiving the allowance must maintain active mobile phone service. The employee agrees to carry the mobile phone with them and keep it charged and in operational condition based on departmental requirements.

[4] The mobile phone allowance policy requires that the mobile phone to be used for both personal and business calls. Since the phone is personally owned by the employee, it may also be used for personal use.

[5] The employee agrees to use the mobile phone in ways consistent with **SRCS** policy and all applicable statutory laws. Inappropriate or unlawful use of the mobile phone and its services and features is prohibited. Phone misuse will result in immediate cancellation of the cell phone allowance.

[6] If extraordinary business use results in a billed amount that is significantly more than the allowance, reimbursement may be sought. The extra billing must be substantiated. Likewise, employees traveling internationally on **SRCS** business and have user agreement, must activate international roaming. Only official international calls made by the user will be paid and is subject to proof i.e. itemised billing.

[7] Mobile phone users are prohibited to use of mobile phones to talk, write, send, or read a text-based message while driving a motor vehicle, unless the phone is configured to allow hands-free operation and is used in that manner.

[8] Given that mobile phone devices may be storing and transferring critical **SRCS** data while connected to the internet, mobile phone users shall comply with applicable **SRCS** policies regarding data security. In this regard, personal or confidential data must not be stored on mobile computing devices. In addition, the employee shall take great care to prevent against theft, loss or damage and must ensure that the mobile phone is available at all times, failing which the allowance shall be forfeited

[9] If an employee separates from **SRCS**, it is their obligation and responsibility to delete and remove any and all **SRCS** data from their personally owned device. The ICT department shall ensure all **SRCS** data has been deleted and removed from the device.

11.8 Accounting for Travel Expenses

[1] Upon returning from business travel and not later than five (5) working days, employees must complete a travel expense report, which should include original receipts for individual expenses as well as any unused funds as prescribed in the Finance Policy Manual. The completed travel expense report should be authorized by the responsible Director and approved by the Director of Finance.

[2] Any expenses incurred in excess of the amount identified prior to the travel can be claimed upon return through the business travel expense report and must be supported by an original payment receipt.

[3] Any business travel expenses that are not accounted for and/or supported by an official proof of payment should be submitted to the Director of Finance for approval and processing. Any expenses that have not been approved will be deducted from the employee's salary in accordance with the approved Finance policy.

[4] A second travel advance shall not be granted to a staff member with an outstanding advance unless there is justifiable reason arising out of business exigency approved by the Executive Director.

[5] Any breach of the travel expense policy or falsification of any travel expenses is considered an act of gross misconduct and may result in summary dismissal.

12.0 STAFF BENEFITS

12.1 Medical Cover

[1] **SRCS** shall secure medical insurance cover for its employees through a credible health provider. **SRCS** shall meet the full cost of the premium, to provide medical cover to the employee for both outpatient and in-patient hospitalisation. Each staff member shall be issued with a medical card for identification.

12.2 Group-Life Insurance Cover

The group life insurance cover provides a benefit to designated beneficiaries (next-of-kin) in the event of critical illness (such a stroke, cancer or heart disease, renal failure, surgery, organ transplant, paralysis and paraplegia) or death while in service. In such a case a lump-sum is paid to secure the financial future of the family through payment of the benefits.

12.3 Funeral Expenses

[1] **SRCS** shall secure the “Last Expense” insurance cover for the purposes of providing lump-sum benefits to dependents and beneficiaries of the deceased employee by reimbursing the cost of funeral expenses to ease the burden on the family at this critical time.

[2] The benefits under the scheme include, among other things, mortuary fees, the cost of a casket or shroud, hearse for transport, funeral programs and refreshments.

12.4 Gratuity Trust Fund

[1] **SRCS** shall establish a Staff Gratuity Trust Fund to provide financial security for staff members until the age of sixty-five (65) years, which is the mandatory retirement age. However, employees who separate from employment after working for one calendar year will be eligible to receive gratuity.

[2] Under the terms of the Staff Gratuity Trust Fund, **SRCS** will contribute ten per cent (10%) of the employee's monthly basic salary into the Fund and the employee shall be expected to contribute five per cent (5%) of their basic salary. The Staff Gratuity Trust Fund shall be managed by Trustees appointed by the **SRCS** Executive Committee, whose membership shall also include professional advisors.

13.0 STAFF WELFARE

13.1 Ablution Facilities and Sanitary Conveniences

[1] **SRCS** shall provide suitable and sufficient ablution and sanitary facilities at readily accessible places. The facilities shall contain a basin large enough to wash hands and forearms as well as a ground tap for washing feet. Male and female should have separate toilet facilities with a lockable door for use by only one person at a time. Staff should not have to queue for long periods to use toilets and sanitary facilities.

[2] The ablution facilities shall be kept clean and hygienic, adequately ventilated and well lit. To help achieve this walls and floors should preferably be tiled for easier cleaning. Toilets and washing facilities should have running water, soap and clean towels or other means of cleaning or drying hands, e.g. paper towels or a hot air dryer.

13.2 Facilities for Rest

[1] **SRCS** shall provide suitable and sufficient, readily accessible rest facilities for staff to use during breaks. Rest areas or rooms should be large enough and have sufficient seats with backrests and tables for the number of staff likely to use them at any one time, including suitable access and seating which is adequate for the number of staff with disability.

[2] Suitable and sufficient facilities should be provided where employees regularly eat meals during lunch break. Suitable rest facilities should be provided for pregnant women and nursing mothers. They should be near to sanitary facilities and where necessary, include a facility to lie down.

14.0 MANAGEMENT OF EMPLOYEE PERFORMANCE

14.1 Objectives of Performance Management System (PMS)

[1] **SRCS** is committed to a performance management system that links employee activities with the organization's strategic objectives. **SRCS** will establish a performance management system and ensure that employee performance is evaluated on annual basis before expiry of the financial year.

[2] Employee performance will be based on job competencies and results expectations. The process consists of five major components, namely: Performance Planning, Performance Monitoring and Performance Appraisal. Employee performance shall be evaluated using the following 5-point rating scale to help guide and simplify the assessment process:

- a) **Exceptionally Outstanding (EO):** Performance which consistently and significantly exceeds all performance standards set with respect to all areas of responsibility. The employee has accomplished additional major projects and assignments, while continuing to exceed the performance standards set with respect to all regular areas of responsibility.
- b) **Exceeded Expectations (EE):** Performance consistently exceeded expectations in all essential areas of responsibility, and the quality of work overall was excellent. Annual goals were met. All work is consistently of high quality with minimal errors. All deadlines are met and many are surpassed.
- c) **Met Expectations (ME):** Performance consistently meets the expectations set with respect to all areas of responsibility and occasionally exceeds the standards of some responsibility areas. There is balance between the quality and quantity of their work. Errors are few and seldom repeated. Deadlines are met except in circumstances beyond the employee's control.
- d) **Needs Improvement (NI)** Performance did not consistently meet expectations. Performance failed to meet expectations in one or more essential areas of responsibility. Work is occasionally late and/or productivity is somewhat below standard. Errors occur and/or are repeated more frequently than expected. There is need to develop a performance development plan with strict timelines aimed at improving current job performance, which must be monitored to measure progress.
- e) **Unsatisfactory (UN):** The employee has failed to meet the expectations set for most of the requirements of the position and the performance is clearly below the satisfactory level. This rating implies that the employee requires significant and immediate corrective action. The employee will be given a letter of warning and shall be required to improve performance within a period of 3 months, failure of which will result in employment separation..

14.2 Performance Standards

[1] All employees are expected to achieve their performance objectives as agreed with their immediate supervisor/team leader. In addition to these specific performance objectives, the review of an employee's achievements at the end of each period will take into account the standard of performance demonstrated in the conduct of the work of each individual. The standards of performance established by **SRCS** are the extent to which staff members:

- Demonstrate integrity in the conduct of their work
- Work effectively and collaboratively with superiors, peers, and subordinates
- Wherever possible, anticipates and avoids problems through planning rather than managing on a crisis basis
- Provides timely reports
- Seeks and uses resources, accountably, wisely and effectively to achieve productive results
- Manages time effectively
- Seeks opportunities to develop skills, knowledge, and experience;
- Engenders trust and cooperation among all clients and customers, showing respect and courtesy at all times.

[2] And, for supervisors, the extent to which they:

- Demonstrate strategic leadership and support to staff
- Inspire respect and confidence with staff members and encourage high performance
- Develop the performance of staff members through on-the-job coaching and mentoring
- Demonstrate ability to be cost-effective by preparing realistic budgets and controlling costs
- Delegate responsibility during their absence as well as preparing and submitting required reports.
- Respond promptly and carefully to the needs of staff and other thematic programme areas on such matters as: the conduct of performance reviews, leave authorizations as well as financial documentation and procedures.

[3] The outcome of performance evaluation shall be used to make decisions regarding pay increments, competitive promotions, transfers as well as termination of employment. In addition, the outcome shall be used to identify training needs and to develop training programmes aimed at building the capacity of staff to perform to the required level and also to help them reach their full potential.

14.3 Performance Planning

[1] At the beginning of every quarter, each employee shall develop a “Performance and Development Work Plan”, based on the approved job description, the annual work plan and **SRCS** strategic plan. The performance and development plan describes the key performance indicators (KPI's) as well as key results areas (KRA's) and outcomes to be achieved during the year.

[2] Each employee shall present the plan to team members and the immediate supervisor who will review the plan and provide their input. The final performance and development plan will be documented and signed by the employee and the Head of Department and a copy kept in the employee's personal file. The signatures confirm understanding and agreement on the individual performance plan for the year under consideration.

[3] For new employees on probation, performance planning must occur within the first month on the job. The new employee and the immediate supervisor shall discuss, agree and document the performance plan which shall form the basis for employment confirmation, extending probation or terminating employment. The responsible Director shall make the final recommendation to the Executive Director.

14.4 Performance Monitoring, Feedback and Coaching

Immediate supervisors should provide accurate, objective and timely feedback throughout the performance cycle. Feedback should be provided informally on day-to-day basis especially during performance review meetings. During this phase, the employee and immediate supervisor should meet regularly to:

- Identify any barriers that may prevent the employee from accomplishing performance objectives
- Identify any changes that may be required to the work plan as a result of a shift in organization priorities or if the employee is required to take on new responsibilities
- Meet regularly to discuss progress, challenges, achievements and opportunities
- Determine if any extra support is required to assist the employee in achieving set objectives

14.5 Annual Performance Appraisal

[1] At the end of each performance management cycle, an annual performance appraisal is required for all employees. The purpose of the appraisal is to evaluate the employee's actual performance against the expectations that were established at the beginning of the performance management cycle using the performance plan. SRCS performance appraisal system shall be participative, involving three levels, namely self-assessment, immediate supervisor, team members and clients

[2] One month before the end of the performance cycle, employees will be required to conduct a self-assessment of their performance as a prelude to the performance review meeting with the immediate supervisor in order to focus discussion on areas of disagreement. The employee should list the areas in which they have done well and the areas that need improvement as well as what they need from their immediate supervisor to do a better job. A copy of the self-assessment is given to the immediate supervisor who will organize for the annual appraisal meeting.

[3] During this phase the immediate supervisor will identify between 3-5 names of staff members, clients or partners and request them by e-mail to provide performance feedback on the employee using a prescribed form. Only the supervisor can request feedback on the employee. The feedback received shall remain confidential.

[4] The immediate supervisor will organize a meeting with the employee to discuss the annual performance appraisal. The immediate supervisor then prepares a formal written evaluation incorporating performance feedback from multiple sources to determine the employee's overall performance.

[5] During this phase each employee is required to prepare a "Performance and Development Work Plan" (PDP). The plan shall list the employee's strengths and weaknesses and the training, education and development activities (formal and informal) required to develop competencies needed to meet the individual's personal goals.

[6] The overall performance appraisal forms will be reviewed by the Senior Management Team who will make appropriate comments. The employee will be given a copy of the final performance appraisal and a copy will be kept in the employee's personal file.

[7] The Executive Director may contract the services of an external consultant to review and validate the performance appraisal forms and make recommendations to improve organizational performance

14.6 Managing Unacceptable Performance

[1] If at any time during a staff member is not performing to the required level, the HoD shall first counsel the employee and agree a timeframe within which reasonable improvement will be expected. A record of the meeting will be kept in the employee's personal file and a copy given to the employee.

[2] After the expiry of the agreed date, if it is established that the employee's performance continues to be unsatisfactory, the HoD will make a formal report to the Executive Director stating clearly the unsatisfactory aspects of performance, the record of attempts to remedy the problem, and the recommended disciplinary action. The Executive Director will consider the matter and take the final disciplinary action, which may include final warning and withholding of pay increment, lateral transfer or termination of employment.

14.7 Appeals on Annual Performance Appraisal

[1] If an employee disagrees with the overall performance rating or any portion of the performance evaluation report and the difference of opinion cannot be resolved with the immediate supervisor or the Head of Department, the employee may indicate the difference in the "Employee Comments" section of the evaluation form. The employee may also make a formal appeal to the **SRCS** Appeals Committee copied to the HR Director within seven (7) calendar days from the date when the performance rating was communicated.

[2] The Senior Management Team have final authority to determine the overall performance level rating and appropriate evaluation comments. They will carefully review the merits of the appeal and respond in writing to the employee within six (6) workdays. Their decision shall be final and binding.

15.0 TRAINING & DEVELOPMENT

15.1 Objectives of Training and Development

[1] **SRCS** is committed to employing the most highly skilled and trained workforce to support the achievements of strategic objectives. In this respect **SRCS** shall periodically conduct training needs assessment and develop a training plan and budget. The implementation of training and development programmes shall be aimed at improving the performance of staff members in their current or future role and also prepare them to anticipate and react to changing programme and technological demands.

[2] **SRCS** is committed to ensuring equality of access to training and career development of its employees. This is applicable to all groups within the workforce with careful consideration to issues of gender, ethnicity, age and disability. A cornerstone to this is commitment is adherence to this policy which sets clear standards for consistent appraisal, transparency of decision making and equality of access.

[3] However, due to limitation of funds and the exigencies of programme activities, **SRCS** can support only a limited number of staff to undertake training at any given time in order to ensure continued and uninterrupted service delivery.

[4] **SRCS** will place great emphasis on using the cost-effective means available to satisfy organizational needs for performance improvement. Internal training shall be used instead of external training when this can result in more effective training, improved service delivery or financial savings. However, this approach will be supplemented by external training to extend knowledge, fill in critical gaps, develop skills and modify attitudes thus creating a flexible workforce and overcoming the tendency towards insularity.

15.2 Training and Development Plan (TDP)

[1] At the beginning of each financial year the Human Resources Director in collaboration with Heads of Department will prepare a Training and Development Plan (TDP) based on systematic training needs assessment to identify the skills, knowledge and competencies required by staff members to perform their roles, functions and responsibilities as well as ensure equity and fairness in the provision of training opportunities. The determination of training needs will be based on the training priorities of each thematic programme area as well as the outcome of the annual performance appraisal reports. Training and development programmes shall fall under the following categories:

- Job orientation and Induction training
- On-the-job-training (OJT), including job rotation, coaching and mentoring
- Special projects and developmental assignments, including research studies
- In-house training programmes (seminars, workshops and conferences)
- External training programmes (seminars, workshops and conferences both local and international)
- Exchange visits and attachments to both local and international organisations
- Academic and/or professional study (both local and international)

[2] The Training and Development Plan shall be submitted to the Senior Management Team for review and approval for consolidation into the **SRCS** annual organizational plan and budget who will identify the required budget allocation subject to availability of funds. The budgeted training and development plan will be submitted to the Executive Committee for approval to facilitate implementation of the plan

[3] In the case of in-house training programmes to be delivered by service providers, the Human Resources Director will prepare Terms of Reference (ToR) detailing the scope of work and deliverables, which will be used to competitively identify suitable external consultants. The Human Resources Director will also plan and organize for a suitable training venue in consultation with the Procurement and Logistics Manager utilizing a list of pre-qualified hotels and conference facilities.

15.3 Criteria for Selecting Training Participants

[1] Staff members wishing to be sponsored or financially assisted to attend “Off-the-Job” training whether locally or in a foreign country shall be required to lodge a formal application to the HR Director through their Heads of Departments at least three (3) months before the end of the financial year. The Human Resources Director shall prepare a list detailing all the training requests by clearly indicating the name of the employee, the dates, venue and cost of training under each of the listed categories.

[2] The criteria for selecting employees to attend fully sponsored training programmes whether internal or external will be based on identified and prioritized training needs as well as each employee’s performance and development plan based on the results of the latest performance appraisal. Other considerations include the following factors in order to ensure fairness, merit and equity:

- Relevance of specific training in relation to current job
- Employees’ training record, particularly previous sponsorships
- Employee’s present qualifications and experience in relation to current job
- Length of service and employee’s age in relation to the length of training
- Minimum requirements for admission to academic and professional training

[3] Some employees may become recipients of scholarships or financial assistance from external sources. Upon receiving external sponsorship, the concerned employees shall be required to disclose details of the offer and obtain approval from the Executive Director. The normal conditions for selection of staff to attend training shall apply.

15.4 Training only at Accredited Institutions

SRCS shall only approve training at accredited institutions. It is the responsibility of the HR Director to verify the accreditation status of all training institutions before any commitment is made.

15.5 Eligibility for Training Sponsorship

To be eligible to attend sponsored training a staff member must have completed two (2) years of service after first appointment. In addition, staff members who have benefited from a previously sponsored training must have completed two (2) years after the completion of previous training.

15.6 Continuous Professional Development (CPD)

[1] **SRCS** supports employees who take charge of their own personal development by enrolling for private studies in recognised institutions to pursue approved courses that are directly relevant to their current work or a potential job within **SRCS**. Such employees will be given reasonable time-off without loss of pay to enable them prepare and also to sit for required tests and examinations.

[2] **SRCS** supports employees to become members of relevant professional associations, especially where such membership is an indispensable condition of job performance. The objective is to enable employees to sharpen their skills and keep abreast of changes in their area of specialization. In this regard employees will be expected to upgrade their professional knowledge and skill and maintain awareness of technical developments, procedures and standards, which are relevant to their profession.

15.7 Research Studies

SRCS encourages staff interested in conducting research relevant to **SRCS** core business and areas of strategic interventions to do so as part and parcel of their work and academic activities. Such staff are encouraged to publish their research activities and to present papers in seminars, workshops and conferences at local, regional or international forums. Such publications must bear the copyright of **SRCS**. Research output will be used as a factor in evaluating and rewarding the performance of staff.

15.8 Short-Term Training, Seminars and Conferences

Staff members attending short courses, seminars, conferences of up to four (4) weeks' duration locally or in a foreign country will be regarded to be travelling on duty and will receive subsistence allowances in accordance with applicable policy

15.9 Long-Term Training in a Foreign Country

[1] The HR Director shall contact the selected training institution in advance to establish the training budget as follows:

- Pre-departure medical examination, visa, vaccination and inoculation fees
- Local transport to and from the airport of departure and arrival in the country
- Economy class air ticket to and from the country in which the training is held
- The full course fees, including registration, admission, tuition, examination, project/dissertation/thesis and connected expenses such as subscriptions, library, laboratory and field work
- The full cost of accommodation and meals, whether this takes the form of a fee for hostel residence at the institution or payment of board and lodging outside the institution
- If accommodated outside the institution, fares for journeys to the place of study
- The full cost of medical insurance cover for the duration of the training
- The purchase of all outfits and protective clothing including any academic dress required
- Necessary out-of-pocket allowance to cover laundry and recreation costs

15.10 Payments While on Training

[1] A staff member attending a sponsored foreign training shall continue to be paid basic salary throughout the period of study, less any statutory deductions.

[2] A staff member attending a sponsored foreign training shall continue to be paid the 10% monthly gratuity into the trust fund in accordance with the SRCS staff benefits policy

15.11 Annual Leave Entitlement while on Training

- A staff member attending a short course locally which has no provision for vacations is deemed to be on duty and must report back to work immediately after completing the course.
- A staff member attending long term training locally, which has provision for vacations shall be required to resume duty during the vacation period. Such staff shall be entitled to annual leave.
- A staff member attending training in a foreign country shall be eligible for their normal annual leave only for the year they return to the country.
- Unpaid study leave or leave of absence shall not be granted for purposes of training

15.12 Training Levy

A sponsored training programme for any staff member, that lasts 30 days or longer, shall attract a training levy on the basic salary at the rate of **10%** for local courses and **20%** for training in a foreign country.

15.13 Training Bond Agreement

[1] Employees who are sponsored for training for more than a minimum continuous period of three (3) months will be required to sign a training bond agreement before departure confirming that they will continue in the employment of **SRCS** for a prescribed duration at least equal to the length of the training period. Such employees shall be bonded for an amount equal to the total amount of their gross salary due for the duration of the training and direct expenses as will be incurred on the employee by **SRCS** during and in relation to their absence.

[2] Bond periods can be as short as one year or as long as five years while the amount will be the total cost of training. The bond period would be determined by either the duration of the course or the value/cost of the course as follows:

- Training lasting six (3) months to six (6) months will be bonded for two (2) years
- Training lasting six (6) months to one (1) year will be bonded for two (2) years
- Training lasting more than one year up to two (2) years will be bonded for three (3) years
- Training lasting for more than two (2) years to three (3) years will be bonded for four (4) years
- Training lasting more than three (3) years will be bonded for five (5) years

[3] In addition, bonding shall be applied for short courses or seminars that involve learning or professional, technical or specialised development for duration of below six months but where the cost of such courses is of high-value. In such cases, the employee may be bonded for a minimum period of one year but not exceeding five years.

[4] Every bonded employee shall secure two eligible persons of distinguished repute to sign as sureties on the bond form. The sureties will indemnify SRCS against all legal and administrative costs that shall be incurred by reason of any default on the part of the bonded employee.

[5] If a bonded employee fails to complete a course of training for reasons which cannot be justified, the sureties shall be liable to repay any sums advanced.

[6] In case of default by the bonded employee over the training bond agreement, legal action may be taken against the defaulting employee to make good the bond amount, which will be paid on the un-expired period on a pro-rata basis.

15.14 Calculation of the Bond Amount

The total cost of training will constitute the bond. The components of bond amount may include the following costs as applicable:

- Registration, admission and tuition fees
- Dissertation/research/thesis/project allowances
- Medical insurance fee
- Library/computer/examination fees
- Travel/transport expenses
- Gross salary for the period of training less 10% for local or 20% for foreign training levy
- Books and subscriptions allowance
- Hostel accommodation and subsistence allowance
- Any other approved training expenses

15.15 Conduct during Training

A staff member on approved training is deemed to be on duty and thus subject to the applicable SRCS staff regulations and rules.

15.16 Repeating Classes/Course

If for any reason a staff member on sponsored training is required to repeat a class or a course, the staff will have to bear any additional costs.

15.17 Forfeiture of Bond Agreement

If a bonded staff member fails to complete a sponsored training programme for reasons which cannot be justified, the staff member shall be liable to repay any sums advanced.

15.18 Completion of Training

A staff member on sponsored training is expected to complete the training within the stipulated time and resume duty immediately. The staff member should also submit a copy of the certificate attained and a report on the training programme. No staff member is allowed to enrol for another sponsored course of training without the express approval of the Executive Director

15.19 Post-Training Report

Staff facilitated to attend external training, whether local or international are required upon return to prepare a post-training report and also deliver a brief presentation to team members describing the major highlights of the training and also discuss strategies for transferring skills to the workplace. Such staff will also share copies of relevant learning resources acquired during the training programme.

15.20 Learning Transfer/Knowledge Sharing

A staff member who has completed a training programme is expected to share the new skills/knowledge acquired with the rest of the staff in the Department by preparing and facilitating special presentations. Staff members are encouraged to take time to attend meetings, and also to read **SRCS** publications and to access the information available in the resource centre or on the **SRCS** Web site.

16.0 STAFF TRAVEL & TRANSPORT

16.1 Staff Travel

[1] Staff travel occurs when employees are required to travel away from their work location to carry out work related duties/requirements. Business related travel could be for a variety of reasons such as fieldwork, finding visits, attending meetings, seminars, conferences, exhibitions and/or training programmes etc.

[2] The class of travel for all purposes is economy class, which is considered the most cost-effective method of travel. The common carrier (air, rail, bus) will be selected based on suitability of travel times, availability and cost. The use of airline upgrades to a higher class of service is permitted at the cost of the employee.

16.2 Requests and Approval for Travel

[1] Requests for travel will be requisitioned by the employee through the Head of Department and authorized by the responsible Director. The request is then submitted to the Executive Director for approval. Heads of Departments are responsible for discussing business travel requirements with their staff, clarifying requirements and defining expected outcomes of the travel.

[2] When authorizing payment of travel expenses, the responsible Director must limit the authorization and payment of travel expenses to travel that is necessary to accomplish the project or program objectives in the most cost-effective manner. Above all they should give consideration to budget constraints, adherence to travel policies, and reasonableness of expenses. In addition, they should consider alternatives, including skype and teleconferencing, prior to authorizing travel.

[3] All authorized travel requests will be submitted to the Director of Finance who is responsible for approving travel expenses and organizing for the required funds. Such requests should be submitted at least six (6) days in advance of the travel date.

[4] Once approved, the travel request form should be submitted to the Logistics and Procurement Manager to make the necessary travel and accommodation arrangements. Travel by bus, air or other public means must be through the most cost-effective route and airline economy rates. However, in all cases the employee shall be responsible for notifying the passenger carrier of any reservation change or cancellation at the earliest possible time.

16.3 Travel Advance

Staff members shall be eligible for travel advances as prescribed in Finance Policy Manual. Such advances must be authorized by the Head of Department and approved by the Director of Finance. Travel advances shall be recovered at the end of the month. However, staff members who have not fully accounted for travel advances will not be eligible for additional travel advance.

16.4 Passports and Visas

Employees traveling internationally should ensure their passport is current with at least 6 month's validity and space for 3 blank visa pages. Employees must obtain a business or tourist visa as required prior to the scheduled departure date by making appropriate arrangements with the Procurement and Logistics Manager. Expenses associated with obtaining a passport, business visa, inoculations and airport tax, which are essential requirements for foreign travel are reimbursable.

16.5 Official Use of SRCS Motor Vehicles

[1] **SRCS** owns and maintains a pool of motor-vehicles in furtherance of its mission, vision and strategic objectives. The primary function of the motor-vehicles is to enable staff members discharge their duties and responsibilities more effectively and efficiently. The Procurement and Logistics Manager will maintain a register of all **SRCS** motor-vehicles and also ensure each vehicle is comprehensively insured.

[2] A file will be opened and maintained for each vehicle into which all details and relevant documents and correspondence shall be filed, including as far as possible, related expenditure records. The Procurement and Logistics Manager is responsible for ensuring that all **SRCS** vehicles are properly used and safely parked. The keys of all vehicles must be handed to the Procurement and Logistics Department when not in use for safekeeping.

[3] Any staff authorized to drive **SRCS** vehicle must have a valid and appropriate driving licence for the particular class of vehicle. All **SRCS** vehicles shall only be driven by bona-fide staff in possession of a valid driving certificate. Photocopies of driver's licences and proficiency certificate of staff driving **SRCS** vehicles must be submitted to the Procurement and Logistics Department and a copy kept in their personal file.

[4] The Procurement and Logistics Manager is responsible for ensuring that **SRCS** vehicles are well maintained and meet legal requirements for use on public roads. Such requirements include the following:

- Legible registration number plates to the front and rear of the vehicle, which correspond to the vehicle's log book
- Valid insurance certificate disk affixed to the vehicle's windscreen
- Vehicle in good working order including tyres, lights, indicators, brakes, windscreen wipers
- Spare tyre, jack, wheel spanner, tool-kit, hazard triangle reflectors, fire extinguisher and flash light
- Shovel and a strong rope for longer trips involving travel into areas of difficult terrain.

[5] The above tools and equipment must remain in the vehicle at all times. Vehicle users are responsible for ensuring that the equipment is present, and must check this before starting a journey. Employees authorized to drive **SRCS** vehicles must report any missing tools or equipment to the Procurement and Logistics Manager. Failure to do so may result in being held liable for the loss of the tools and equipment.

[6] The use of **SRCS** motor vehicles must be authorized by the responsible Director and approved by the Executive Director both during normal working days and public holidays. Staff authorized to drive **SRCS** vehicles must fill in and maintain a work-ticket with details of each journey made. The work-ticket must be signed and submitted to the Procurement/Logistics Manager for verification and accountability.

[7] All employees authorized to drive **SRCS** vehicles are required to follow traffic regulations and to maintain the highest standard of road conduct. Such employees are responsible for fines arising out of any traffic violation. **SRCS** will not be responsible for any fine that may be imposed as a result of failure to check that the vehicle's insurance documents are in order, or failure to carry a valid driver licence or failure to follow traffic regulations. **SRCS** vehicles will not be used for illegal or unauthorized activities that are contrary to **SRCS** values and policies.

16.6 Motor-Vehicle Maintenance

[1] All employees authorized to drive **SRCS** vehicles must be responsible for ensuring that the vehicle is in a roadworthy condition before using a vehicle and should immediately report any faults to the Procurement and Logistics Manager for action. In addition, they must make checks on the vehicle tyre pressures, engine oil level, brake fluid level, radiator water level battery electrolyte level, etc. Any petrol station can perform these checks upon the request

[2] The Procurement and Logistics Manager and employees authorized to drive **SRCS** vehicles are responsible for organising the regular servicing of vehicles through a contracted service provider. The schedule for the next service should be displayed on a service sticker/label in the vehicle. Staff authorized to drive **SRCS** vehicles must ensure that the schedule is adhered to and should programme vehicle usage accordingly. If any vehicle user notices a fault with a vehicle during usage they should report it to the Procurement and Logistics Manager for immediate action.

[3] All employees authorized to drive **SRCS** vehicles must refuel at the designated petrol stations, where **SRCS** maintains an account authorizing vehicles to refuel on credit. The employee will be asked to sign a receipt which should clearly state the date, amount of fuel purchased and total cost, registration of the vehicle as well as the kilometre reading at the time of refuelling. The employee should retain a copy of the receipt, enter details in the vehicle work-ticket and submit the receipt to the Procurement and Logistics Manager. Any attempt to falsify fuel receipts will be punishable by summary dismissal.

16.7 Road Safety

All **SRCS** vehicles shall have functional seat belts on the front and rear seats. The drivers and passengers are legally obliged to wear seat belts at all times. It is the responsibility of the driver to ensure compliance with this regulation. In the event of an accident in which the driver and passengers are injured, and have not been wearing seat belts, **SRCS** medical insurance may not cover the costs of their medical treatment.

16.8 Driving Under the Influence of Drugs Prohibited

All employees authorized to drive **SRCS** vehicles should be aware that taking narcotic substances and illegal drugs seriously impairs their motor senses (e.g. sight, hearing, balance, reaction, reflex) as well as judgment and driving ability and also greatly increases the risk of accidents. Driving while intoxicated or under the influence of prohibited substances is considered gross misconduct and will be punishable by summary dismissal.

16.9 Passengers

All employees authorized to drive **SRCS** vehicles on official business are not authorised to carry passengers for non-work purposes, or passengers who are not involved in **SRCS** programme activities or operations. Such passengers may not be covered by **SRCS** insurance in the event of accident or injury. Any employee carrying unauthorised passengers will be subject to disciplinary procedures. Any **SRCS** staff member putting undue pressure on the driver to carry unauthorised passengers may also be subject to disciplinary procedures.

16.10 Reporting Accidents

If a **SRCS** vehicle is involved in an accident or incident, however minor, the incident should be reported by filling an incident report form and submitting this to the Procurement and Logistics Manager. In the event of an accident involving another vehicle or pedestrians, the following procedure should be followed:

- Leave the vehicle in the exact position where the incident occurred and do not move it until the police arrive and authorise the removal of the vehicle. The only exception to this is if the accident presents a security risk, in which case the employee should proceed immediately to the nearest police station to report the incident.
- Where the accident involves another vehicle, liability should not be admitted or otherwise discussed with other involved parties. The insurance company instructs drivers never to admit any liability to an accident as this may compromise negotiations.
- Record the registration number, specifications of the other vehicle, full name and address of the driver and owner of the other vehicle, name of insurance company, policy number and the driver's licence number. If the driver does not have a driving licence, the national ID number or passport number should be sought. The details of any passengers and pedestrians involved in the incident and witnesses should be recorded. If feasible, take pictures of the accident scene
- Report the accident to the police by providing all the relevant information pertaining to the accident. The maximum period for reporting to the police is twenty-four (24) hours, and to the insurance company two (2) days. Failure to observe these rules may lead to disqualification of any insurance claim or of police action on the case.
- Obtain an abstract of police report of the accident, write a short but detailed report of the accident, and complete the insurance claim form. All these documents together with a copy of the employee's driving licence should be forwarded to the Procurement and Logistics Manager for further action.
- In the event that liability for the accident is obvious and the accident is minor, the vehicle user may obtain/write a liability admission note from/for the other party. This should include all details as above. Copies of the note may be handed to the nearest police station and compensation may be amicably agreed between the two parties.
- If the vehicle is immobilised by the accident, inform the Procurement/Logistics Manager, secure the vehicle and wait for help. Otherwise local towing may be organised at a reasonable rate

16.11 Motor-Vehicle Theft and Hijack

[1] In the event of theft, the vehicle user must report to the nearest police station and obtain a police report. This, together with an incident report and a completed insurance claim form, should be immediately forwarded to the Procurement and Logistics Manager.

[2] In the event of hijack, the vehicle user should try to remain calm and surrender the vehicle and/or other property to avoid compromising the occupant's safety. Do not make any sudden movements that may scare the hijackers and cause them to shoot. Such incidents should be reported to the nearest police station and a police report obtained.

16.12 Use of Taxi Service

[1] In the event that **SRCS** motor-vehicles are not readily available to enable staff to undertake official duties, employees may be permitted to use a taxi service. The Procurement and Logistics Manager shall contract the services of a taxi company through a competitive tender process.

[2] Taxi transportation will be used only for local travel within a radius of 25 kilometres and not as mode of travel for long distances. In all cases, travel by taxi shall be approved by the Executive Director prior to the official travel. Requisitions for the use of taxi service shall follow the procedures outlined under the travel and transportation policy in the Finance Policy Manual.

16.13 Use of Car Hire

[1] In exceptional circumstances the Executive Director may authorize employees to use hired motor-vehicles when **SRCS** vehicles or suitable public transportation are not available.

[2] The Procurement and Logistics Manager shall contract the services of a car hire company through a competitive procurement process and employees will be required to utilize rented vehicles under the contracted arrangements. In all cases, travel by taxi will be approved by the Executive Director prior to the official travel. Requisitions for the use of car hire must follow the procedures outlined under the travel and transportation policy.

17.0 WORKPLACE HEALTH, SAFETY & SECURITY

17.1 Workplace Safety

[1] **SRCS** recognises and accepts its responsibility to provide a safe and healthy work place in compliance with the statutory provisions of Occupational Safety and Health. It is also the responsibility of each employee to exercise reasonable care for the health, safety and security of staff and visitors.

[2] **SRCS** health, safety and security policy is designed to ensure that each job and workplace shall be as free as possible from hazards. Employees who are aware of or suspect hazards or potential hazards in their jobs or workplaces should report them to their immediate supervisors. Ideas for removing or guarding against such hazards are welcome.

17.2 Cleanliness & Tidiness

[1] The workplace shall be cleaned according to a schedule compatible with the tasks carried out. The workplace floor should always be maintained clean, stable and non-slippery. The furniture, furnishings and fittings should also be kept clean. Aisles and passageways are to be kept clear of cords, wires, furniture, and storage items. Bookcases, shelving, and the like should be fastened to walls.

[2] Electrical appliances/tools should be turned off when not in use. Floor carpet, area rugs, mats, etc., should be secured. Cleaning, storage and removal of waste should be carried out by effective method.

[3] **SRCS** shall provide sufficient space for storage of tools, equipment and materials. Staff must ensure that tools, equipment, and small items in workstations are kept neat and properly arranged. Precautions must be taken when dangerous substances are stored or used. Containers should be clearly labeled.

[4] The Procurement and Logistics Department shall be responsible for overseeing cleanliness and housekeeping operations by regularly checking the workplace to ensure an adequate level of cleanliness, tidiness and hygiene at least once every week. Breakdowns and pipe blockage or leakage should be reported immediately to the service provider for repair.

17.3 Ventilation

SRCS shall ensure that adequate ventilation is provided to a workplace, especially in an enclosed building. General ventilation such as windows or other openings may provide sufficient ventilation but, where necessary, mechanical ventilation systems should be provided and regularly maintained to provide fresh air for breathing by staff. The fresh air intake points of the ventilation system should be away from any source of contaminants.

17.4 Lighting

SRCS shall ensure the workplace has adequate lighting to enable employees to move about safely and work with ease in order to improve accuracy for better performance. If necessary, local lighting should be provided at individual workstations and at places of particular risk such as crossing points on traffic routes. Lighting and light fittings should not create any hazard. Automatic emergency lighting, powered by an independent source, should be provided where sudden loss of light would create a safety or security risk. Windows and openings should be protected from direct sunlight by curtains or blinds to avoid glare and heat from the sun.

17.5 No Smoking/Khat Chewing

[1] **SRCS** has a vital interest in promoting and maintaining a healthy and safe environment for its members of staff and volunteers, contractors and visitors while respecting individual choice. Smoking and Khat chewing is prohibited within any **SRCS** building or facility, including owned or hired motor vehicles. Effective implementation of this non-smoking and Khat chewing policy depends upon the courtesy, respect, and cooperation of all members of the **SRCS** community.

17.6 Drug Free Workplace

[1] **SRCS** is a drug-free workplace and employees are prohibited from being under the influence of intoxicants or illegal drugs during work hours. Employees are also prohibited from being under the influence of these substances when they are representing the **SRCS** at meetings, out-of-town work assignments, conferences, seminars, workshops or working in the field within **SRCS** facilities.

[2] An employee experiencing problems resulting from drug or substance abuse or dependency should seek counselling. Such an employee shall be on paid sick leave during treatment on the recommendations of a medical practitioner. However, failure to cooperate with an established treatment plan may result in summary dismissal without notice.

17.7 HIV/AIDS

[1] Persons with HIV disease, either symptomatic or asymptomatic and may have physical impairments that substantially limit one or more major life activities and thus should be protected. In this regard, employees living with HIV/Aids will be afforded the same rights and privileges, and will have the same obligations, as all other employees.

[2] Employees living with HIV/Aids or any life threatening disease shall not be discriminated against in terms of employment or career advancement, or in respect of participation in any benefits. Discrimination, whether direct or indirect, on the grounds of HIV/Aids shall be considered serious misconduct.

[3] Employees or prospective employees with HIV/Aids are under no obligation to inform management or any employee about their status and are entitled to confidentiality of their medical condition and medical records. All employees will treat information of an employee's HIV/Aids status as confidential and shall not disclose that information to any other person without the employee's written consent. In this regard, **SRCS** will ensure the confidentiality of all medical information regarding any employee's health condition.

[4] When an employee is no longer able to continue in employment due to ill health, it is the policy of **SRCS** to obtain a medical practitioner's assurance of the employee's fitness to resume duty. If the employee can resume duty on a part-time basis, suitable reasonable accommodation will be considered as with any other employee with a disability, to enable the employee to meet established performance criteria. Such reasonable accommodation may include, but is not limited to, flexible or part-time working schedules, leave of absence, work restructuring or reassignment.

[5] An employee shall not be dismissed or terminated based solely on the status of HIV/Aids. The policies and procedures pertaining to termination of employment on grounds of ill health that apply to all employees, will also apply to employees who have HIV/Aids. All grievances about issues related to HIV/AIDS shall be handled according to the problem resolution policy found in the HR policy manual.

17.8 Workplace Security

[1] **SRCS** is committed to maintaining a safe, healthy and secure work environment. It is **SRCS** goal to create a workplace free from harassment, intimidation, bullying, threats, violence, and other disruptive behaviour. **SRCS** therefore, prohibits violence on all its property, including threats of violence. Employees are prohibited from bringing or carrying any dangerous weapons into **SRCS** buildings, facilities or motor vehicles.

[2] **SRCS** shall not provide support of any kind to a person or entity that **SRCS** knows or has reason to believe advocates terrorism or engages in terrorist activity. **SRCS** shall comply with all applicable laws and regulations that address terrorism and terrorist activity. All staff will be checked against the anti-terrorism list-checking system of **SRCS**, before they are employed.

[3] The Procurement/Logistics Manager shall be responsible for effective operation and enforcement of **SRCS** security plan and its procedures. The basic element of the security plan shall include protective lighting systems, intrusion detection systems, electronic surveillance systems as well as security guard force of sufficient strength and backup to ensure enforcement of established security measures and procedures.

[4] Staff expecting visitors should inform the security guards and receptionist of the visitor's name and expected time of arrival. All visitors will be asked for proof of identity and must register on entering and leaving the premises

[5] The Reception desk should be staffed at all times during work hours. The receptionist must be alert to visitors at all times and must not allow any unaccompanied person into any office until it has been confirmed with the relevant member of staff that they are welcome.

[6] Employees are advised to lock their valuables when leaving the office, even for a short time. **SRCS** shall not be held responsible for loss of employee valuables or personal belongings.

[7] The opening and closing of **SRCS** premises will be extended from 7 am – 7 pm during working days to enable staff to continue complete their assignments. Employees who remain in the office after the official working hours should close all windows and doors in their work area and turn off the lights when they leave. In addition, they must activate the security alarm using their designated password.

[8] Employees will be required to obtain passes from the Procurement and Logistics Manager before removing anything other than personal belongings from **SRCS** premises.

[9] Security guards at the main gate are authorised to perform checks on motor vehicles as they enter or leave the premises. All bags, suitcases and packages are subject to inspection

17.9 Violence & Dangerous Weapons

[1] **SRCS** will not tolerate any workplace violence, whether carried out by employees, contractors, or other third party individuals. **SRCS** expressly prohibits violence, threats, harassment, intimidation, and other disruptive behaviour on its property. Violence or threatening behaviour include physical acts of violence, gestures, intimidating presence, oral or written statements, sexual assaults and being in possession of weapons.

[2] All employees are responsible for reporting workplace violence. **SRCS** will investigate such reports and has the right to search any area in order to investigate reports of workplace violence or dangerous weapons.

[3] **SRCS** prohibits any form of violence by or against any employee, contractor, vendor, or visitor to the workplace. Violating this policy will result in disciplinary action up to and including dismissal as unacceptable personal conduct and may also result in criminal prosecution. This policy also prohibits retaliation or harassment against anyone who makes a good faith report of a violation of this policy. **SRCS** will, to the extent permitted by law, protect the anonymity and safety of anyone who reports an act of violence, as defined by this policy.

[4] **SRCS** also prohibits individuals from making intentionally false or misleading reports of violence or threats of violence. Individuals who make such reports will be subject to disciplinary action up to and including dismissal under the HR disciplinary policies.

17.10 Personal Safety and Security

[1] Staff members at all levels have the authority and responsibility to improve safety and security procedures wherever these are inadequate. All staff members must display awareness of personal security issues and its impact on their own security and that of others. Field staff in particular must strive to build positive rapport and good relations with the local population. Such positive acceptance can help reduce vulnerability in the event of a crisis. All **SRCS** employees are encouraged to take the following steps for personal safety and security:

- Take time to plan activities. Try to know the exact route before traveling
- Dress and behave appropriately, giving consideration to local customs
- When visiting the field, find out about local customs and behavior and potential threats or areas to avoid
- Know the local security arrangements, such as the nearest police station, safe areas and emergency contacts
- Maintain a calm, mature approach to all situations
- Avoid being drawn into relationships that might carry personal obligations or expectations
- Be non-provocative when confronted with hostility or potentially hostile situations
- Be alert to the possibility of confrontation with individuals or groups
- Be aware of times when crowds can be expected, such as after religious, cultural or sporting events

[2] Occasionally an employee may face a threat from persons outside the workplace. If any employee has reason to believe an outsider may cause harm to any employee at the workplace, the employee is required to report those concerns to the immediate supervisor and the Human Resources Director. Any employee concerned about personal safety may request an escort or other appropriate intervention by law enforcement personnel.

[3] Personal safety and security training is crucial for anyone working in an insecure or hostile environment. **SRCS** will provide personal safety and security training to all staff. This training will be coordinated by the Health, Safety and Security Committee and will cover; context assessment; assessing risk, threat and vulnerability; developing security strategies; personal communication; security planning; field communications equipment; stress management; coping with sexual violence; vehicles and travel security; evacuation planning and procedures; abduction, detention and kidnap; surviving hostile environment

17.11 Fire and Emergency

[1] In the event of a fire or emergency, every employee should leave his/her desk immediately, and should not stop to clear papers or collect personal belongings. Every employee should exit for the building via the closest door. Fire extinguishers are placed throughout the building. Each employee is expected to be familiar with the position of the fire extinguishers nearest to their work stations.

[2] The SRCS First Aid Department shall be responsible for arranging fire drills twice a year. Employees are requested to respond promptly to fire alarms, even if they suspect it may be a false alarm, or 'merely' a fire drill. Employees have a legal duty to co-operate during fire drills.

17.12 First-Aid Box

SRCS shall provide and maintain a first-aid box or cupboard of the prescribed standard, which shall be kept fully stocked in compliance with statutory occupational safety and health provisions. The First Aid Department shall be responsible for replenishing and maintaining the first-aid box. Any member of the First Aid Department shall take charge in an emergency and call an ambulance in case an employee or visitor experiences serious illness or accident.

18.0 WORKPLACE FACILITIES & EQUIPMENT

18.1 Workstations and Seating

[1] **SRCS** will provide workplaces with sufficient free space to allow staff to move about and carry out their work with ease depending on the layout, contents and the nature of the work. Workstations should be suitable for the people using them and for the work they do. Staff members must leave workstations swiftly in an emergency.

[2] **SRCS** will provide suitable seats of appropriate ergonomic design to best accommodate human performance. Seating should give adequate support for the lower back and footrests should be provided for staff members who cannot place their feet flat on the floor.

18.2 Mobile Phone

SRCS staff members who are provided with a mobile phone set must be aware that phone use is specifically to be used to conduct organizational business. Use of such mobile phone for personal matters is expected to be kept to a minimum and should not interfere with the conduct of **SRCS** business. Employee provided with an official mobile phone shall be allowed an overall limit of air time per month to cover the costs of phone calls. The monthly air-time amount shall be determined by the **SRCS** Executive Committee from time-to-time.

18.3 Computer Equipment

[1] **SRCS** will provide desktop and/or laptop computer to all Directorates and Departments for the purpose of conducting organizational business. The facilities to provide this access represent a considerable commitment of **SRCS** resources for telecommunications, networks, software, storage, etc. It is every employee's duty to use these resources responsibly, professionally, ethically and lawfully.

[2] Employees will make every effort to protect computer resources from accidents, tampering and unauthorized use or modification. No employee may load software onto a **SRCS** computer without authorization. Employees are requested to use the internet and e-mail systems in a professional manner. Any offensive, unlawful or indiscriminate use will not be tolerated.

18.4 Motor-Vehicle Parking

[1] **SRCS** will provide parking to all employees and visitors. Vehicles must be parked in assigned spaces. Priority parking shall be reserved to the physically handicapped.

[2] Due to limited parking, no trucks or heavy commercial vehicles will be permitted to park on **SRCS** property. The exceptions to this will be mini buses or tour buses.

[3] Security guards shall supervise the parking area. However, **SRCS** shall not be responsible for damages to or thefts from vehicles. Staff and visitors are cautioned not to leave valuables in their vehicles. Parked vehicles should be left with windows closed and doors locked.

19.0 CODE OF CONDUCT

19.1 Employee's Responsibilities

[1] The success of **SRCS** depends not only upon the competence of its staff, but also upon its reputation for honesty, integrity, accountability and lack of bias in the conduct of its business. The code of conduct is designed to protect the integrity, well-being and rights of all involved in the work of the organization in order to ensure an efficient operation and compliance with the statutory regulations and established policies and practices as well as any other policies, procedures, rules and regulations as may be set forth by the **SRCS** Executive Committee.

[2] All employees will be expected to honour their contractual obligations and will be held responsible for the proper and efficient discharge of their duties as well as the efficient and economic use of organisational resources. **SRCS** expects its staff to behave responsibly when performing duties and also when interacting with communities and the general public. An employee's conduct towards the community and the public shall at all times be courteous and obliging, taking care to give correct information regarding the work of **SRCS**. Employees shall not conduct themselves at any time in such a manner as to bring **SRCS** into disrepute.

[3] The code of conduct establishes the expectations of **SRCS** in areas of possible conflict of interest and defines the parameters of the business behaviour and conduct expected from all employees and others involved in the work of the organization. It is hoped that the code will establish a climate that will encourage the setting of high business and ethical standards in all **SRCS** activities and programmes.

[4] The code of conduct is not exhaustive with regard to policies, procedures, rules and regulations, however, it is hoped that it will establish a climate that encourages setting high business and ethical standards in **SRCS**. The Code therefore provides guidance to assist employees and others involved in the work of the organization in making judgments and decisions in a manner that will support high standards of business conduct. Any individual found to be in violation of the employee code of conduct is liable to disciplinary action, including dismissal from employment.

19.2 Financial Responsibility

Staff members shall exercise reasonable care in any matter affecting the financial interests of the **SRCS**, its physical and human resources, property and assets.

19.3 Dress Standards

[1] As representatives of **SRCS**, employees should remember that their appearance is a direct reflection on the level of professionalism in the organization. Employees are expected to dress in an acceptable, professional manner, which avoids giving offence or impacting negatively on **SRCS** reputation. The dress code is smart casual attire and well-groomed business appearance that conveys professionalism. Clothing must be clean, neat, in good repair, appropriate for the assigned duties and reflective of **SRCS** overall image and credibility. Footwear should also be appropriate for a professional office environment. Sport shoes, tennis shoes, flip-flops or other casual footwear are not appropriate.

19.4 Outside Employment & Affiliations

[1] The image and reputation of **SRCS** depends in large part on the conduct and behaviour of its employees. All staff members, are expected to devote their time and energy to the work of the **SRCS**. Outside employment and activities, paid/unpaid, may interfere with employee's ability to serve the **SRCS**.

[2] More importantly, some external activities are incompatible with **SRCS** status as a humanitarian, especially since that would subject the organization to unfavourable criticism and impaired public confidence. For these reasons, outside employment and activities are not permitted unless prior approval has been given by the Executive Director.

[3] An employee's contract of employment is based on the understanding that their entire working time is at the disposal of **SRCS**. All staff shall devote the whole of the official working time to the service of **SRCS**. Employees shall not engage in or accept any outside employment, undertake consultancy assignments, business or enterprise activity or acceptance of directorships of other organizations during or after working hours that could be considered in conflict with **SRCS** interests or diminish the ability of the employee to render to **SRCS** the full, loyal and undivided service which is contemplated in the terms and conditions of employment.

[4] This prohibition also extends to the unauthorized use of any of **SRCS** tools, equipment or materials and the unauthorized use or application of any confidential information acquired in the course of official duties for financial gain.

[5] However, there is no objection to employees participating in local community, civic, religious, charitable activities or family trusts but any such commitments, which provide opportunities to exhibit good citizenship should be agreed beforehand with the Executive Director. Likewise, outside activities which are beneficial to both the organization and staff members, such as the development of professional and technical skills are encouraged.

[6] **SRCS** employees may not engage in any political activity which is incompatible with or might reflect upon the impartiality, independence and neutrality required by their status as employees of **SRCS**. Notwithstanding their obligations to **SRCS**, employee's membership of a political party shall be permitted, provided that such membership does not entail action that would compromise the core values of **SRCS**.

[7] Any violation of the provisions herein contained respecting outside employment or activity and use of property shall constitute sufficient grounds for disciplinary action, up to and including termination of employment.

19.5 Conflict of Interest

[1] **SRCS** requires each staff person or others having decision making authority in the procurement of goods or the contracting of services to follow the highest of business and ethical standards, and personal conduct and avoid all circumstances where specific actions might be questionable or in conflict with applicable laws, government regulations, or **SRCS** policies and practices.

[2] A conflict of interest exists any time a **SRCS** employee or others have a relationship or engage in activities, which produce an improper personal gain or advantage, an adverse effect on the interests of **SRCS**, an improper gain or advantage to a third party, or may exist with, and an appearance or perception of a conflict of interest. All **SRCS** employees are therefore prohibited from maintaining any relationships or engaging in any activities constituting a conflict of interest.

[3] A relationship with or activities by a family member may constitute a conflict of interest, even if the individual covered by this regulation is not actively involved in the relationship or activities. The following examples illustrate the kinds of relationships or activities, which may constitute conflicts of interest, but these examples are not exhaustive or exclusive:

- Accepting anything directly or indirectly of more than nominal value, including any favours or benefits, from a party which does business with **SRCS**.
- Obtaining/holding a financial interest directly or indirectly in any party which does business with **SRCS**.
- Actively participating in any business which does business with or which competes with **SRCS**.
- Actively participating in any business or other outside activity, which interferes with the employee's ability to discharge his or her duties to **SRCS** fully, effectively, independently, and loyally.
- Using confidential information about **SRCS** for personal financial gain of the employee or a third party

[4] Employees shall not solicit or agree to receive any money from a client as an inducement to facilitate **SRCS** work or for personal reasons. Similarly, employees may not seek or accept payment, loans, services, entertainment or other benefits from any person doing or seeking to do business with **SRCS**.

[5] Employees must disclose to their immediate supervisor, HoD, Branch Coordinator and/or the Executive Director in advance or as soon as they become aware of it, any potential or actual conflict of interest that arises in the course of carrying out their duties. If in doubt about disclosing information, employees shall initially consult the Human Resources Directorate for advice.

[6] Employees who, in good faith, report suspected wrongdoing will be protected from retaliation in accordance with **SRCS** whistleblowing policy. However, the intentional filing of a false or misleading report is itself a violation of **SRCS** regulations and rules that may constitute wrongdoing and may result in disciplinary proceedings.

19.6 Copyright

[1] Copyright laws provide that the authors and creators of a variety of different types of works have exclusive rights to the work. Relevant types of works covered by copyright law include written materials, such as books, magazines, articles, and computer software, stored in any medium, including publications, diskettes, Web Sites, and CD-ROMs; musical works; dramatic works; pictorial and graphic works; movies and audiovisual works and sound recordings.

[2] All rights, including title, copyright and patent rights, in any work or invention produced or developed by a staff member as part of his official duties shall be vested in the **SRCS**. This includes works created by employees and consultants engaged through contractual agreement

[3] The **SRCS** Executive Committee shall decide on the use to be made of these rights. These exclusive rights include: the right to reproduce and make copies of the copyrighted work; the right to prepare derivative works based on the copyrighted work; the right to distribute copies of the copyrighted work in all forms and by all means; the right to perform the copyrighted work publicly; and the right to display the copyrighted work publicly, including on a Web site.

[4] Works become subject to copyright protection upon creation. The author or creator is not required to place the familiar © symbol on the work to obtain copyright protection. Further, copyright protection is not lost by wide distribution, including, for example, by allowing free access to the work on a Web Site.

[5] In general, staff members should assume that all written or pictorial materials in hard copy, electronic format and other formats, including all material posted on a Web Site, are protected by copyright. Although, **SRCS** is a nonprofit organization and largely supported by donor funds, these factors do not give **SRCS** or its employees any special exemption or ability to copy or distribute copyrighted works owned by another author or creator without permission.

[6] **SRCS** wants each of its employees to be aware of, and to comply with, all copyright laws. In addition, as a publisher of copyrighted works, **SRCS** seeks the assistance of its employees in protecting its rights under copyright laws. Violations of the copyright laws are serious. The law allows the imposition of very substantial monetary penalties and even criminal penalties.

19.7 Breach of Confidential Information

[1] During the course of employment with **SRCS**, an employee will have access to information that is of a personal, confidential or proprietary nature, for example: personal information related to a staff member's employment records, whether oral, written, photographic, or electronic, which must be maintained in a manner that ensures its privacy and security.

[2] All **SRCS** staff members are expected to exercise the utmost discretion in regard to confidential health information related to **SRCS** beneficiary or patient's health information must be treated with respect and care by any staff member who is authorized to have access to this information. Staff members who have access to such information are expected to know and understand associated security requirements, and to take measures to protect and safeguard such information and to limit its use and disclosure to unauthorised persons. Corrective action, if warranted, will be imposed against employees who violate this policy based on the nature and severity of the violation, whether intentional or not.

[3] In this regard, employees shall not use any information known to them by reason of their position to their private advantage, nor shall they disclose any information about **SRCS** that has not been made public (unless authorized to do so by the Executive Director). A breach of confidentiality or misuse of information shall result in disciplinary action up to and including termination of employment.

19.8 Whistleblowing

[1] **SRCS** is committed to open, ethical, accountable and transparent governance. It is in the public interest to maintain and enhance public confidence in **SRCS** and its employees, by providing for the disclosure of wrongdoing with respect to the programme activities.

[2] **SRCS** employees are expected to act with integrity as they apply judgement and discretion while serving the public. They are expected to use **SRCS** property, services and resources responsibly in the execution of their duties.

[3] **SRCS** encourages staff members to report known or suspected incidences of improper conduct or detrimental action in accordance with these procedures. If an employee has knowledge of or a concern of illegal or dishonest fraudulent activity relating to financial reporting, unethical or illegal conduct including fraud, bribery and corruption they should report such concerns to their immediate supervisor, or Head of Department, or Branch Coordinator.

[4] The staff member must exercise sound judgment to avoid baseless allegations. It is an offence for a person to knowingly provide false information against another. Such malicious allegations may result in disciplinary action being taken against the complainant including summary dismissal.

[5] After notification of alleged illegal or improper activity, the immediate supervisor, or Head of Department, or responsible Director shall conduct a thorough investigation and recommend appropriate action, including possible termination and/or legal prosecution, to the Executive Director, or if more appropriate, to the **SRCS** Executive Committee.

[6] Where the allegations in a disclosure have been investigated, and the person who is the subject of the disclosure is aware of the allegations or the fact of the investigation, the Human Resources Director will formally advise the person who is the subject of the disclosure of the outcome of the investigation.

20.0 PROBLEM RESOLUTION

20.1 Resolution of Workplace-Related Conflicts and Grievances

[1] **SRCS** is committed to prompt and fair resolution of all disputes of any nature which may arise in the workplace. This policy is part of the terms and conditions of employment that governs all aspects of workplace-related conflicts and grievances, such as discrimination and harassment including, administrative instructions and decisions, performance appraisal report, or any legal claims that the employee may have against the organisation, up to and including summary dismissal.

[2] Whenever issues are raised, both **SRCS** and the employee shall undertake to make a good faith effort to resolve the matter by openly discussing and attempting to reach a resolution. Employees should promptly discuss any problems or concerns that are related to their work in any way with their immediate supervisor. If the immediate supervisor or any member of the senior management is the cause of the problem, the issues may be raised in writing with the responsible Director or the HR Director.

[3] If the issue is still not resolved, then the staff should refer the matter in writing to the Executive Director who will conduct such investigation as deemed appropriate and meet with the employee in a sincere effort to discuss, analyse and resolve the matter. If a mutual resolution is not reached, the Executive Director may issue a determination on the issue which shall be final and binding.

20.2 Grievances Procedure

[1] A grievance is any discontent or feeling of unfairness and in the workplace, it should be pertaining to work. A grievance is more deep-seated than a complaint. Complaints are expressions of grievances, but a grievance is deep-rooted such that the employee takes appropriate remedial action to seek satisfaction.

[2] **SRCS** is committed to providing the best possible working conditions for its employees. Part of this commitment is encouraging an open and frank atmosphere in which any work related problem, complaint, suggestion, or question is answered quickly and accurately by the immediate supervisor. The objective of the grievance procedure is to maintain a productive work environment through the prompt resolution of disputes in the workplace while ensuring the fair treatment of all employees. Grievances are to be settled as nearly as possible to its point of origin and at the earliest possible step of the procedure.

[3] All employees are expected to treat each other with mutual respect irrespective of their status. Employees are also encouraged to offer positive and constructive criticism. If employees disagree with established rules of conduct, policies, or practices, they can express their concern through the problem resolution procedure.

[4] No employee shall be penalized, formally or informally, for voicing a complaint with **SRCS** in a reasonable manner, or for using the problem resolution procedure without fear of retaliation. If a situation occurs whereby an employee believes they have been subjected to discrimination and/or harassment; or wishes to rebut the outcome of their performance appraisal; or wishes to file a request for review of an administrative decision, they shall have the right to request a review of the matter in accordance with the following steps. The employee may discontinue the procedure at any step.

STEP 1: The employee presents the complaint in writing to the immediate supervisor with a copy to the Human Resources Director, within fifteen (15) calendar days from the date of the occurrence of the incident or the discriminatory treatments complained of. However, if the immediate supervisor is personally involved, the employee may begin with Step 3 below. The immediate supervisor should respond during the initial discussion or within seven (7) calendar days of notification of the incident. The immediate supervisor shall consult with appropriate **SRCS** senior management, when necessary. However, if the problem is discrimination or harassment, the immediate supervisor shall report the matter to the HR Director. The immediate supervisor shall document the discussion for the record.

(a) The complaint shall describe the specific conduct that is the subject of the complaint and the specific circumstances under which it allegedly occurred. The complaint shall avail all relevant evidence available.

(b) The staff member(s) who are the subject of the complaint (the “respondent(s)”) shall be notified of the complaint within seven (7) calendar days from the date the complaint was filed. The respondent(s) shall have seven (7) calendar days from the date of receipt of such notification to provide a response.

STEP 2: If the problem is not resolved to the employee’s satisfaction within seven (7) calendar days by the immediate supervisor the employee may present the problem to the Head of Department in writing, who after consulting with the responsible Director shall respond within seven (7) calendar days. However, if the problem is discrimination or harassment, the immediate supervisor shall report the matter to the Human Resource Director.

STEP 3: If the problem is still not resolved to the employee’s satisfaction by the Head of Department, the employee may present the problem to the Human Resource Director in writing, who shall investigate the matter including speaking with the immediate supervisor, the Head of Department, other employees or anyone familiar with the incident. The Human Resources Director shall attempt to mediate the matter and bring it to a satisfactory resolution. If the Human Resource Director or any member of the senior management is the cause of the problem, the issues may be raised in writing with the Executive Director.

STEP 4: As a final step, if the matter is still not resolved to the employee’s satisfaction by the Human Resources Director within seven (7) calendar days, the employee shall request a review and decision by the Executive Director in writing. The Human Resources Director will frame the issue to be reviewed, and provide the findings of the mediation/investigation to the Executive Director.

[5] At any stage during the hearing, the employee may have the assistance of one advisor of their choice to assist, consult with, and provide advice on their behalf. The immediate supervisor may have similar assistance from one advisor of their choice. The advisors must be employees of **SRCS** who are covered by the grievance process, no outside representatives shall be allowed.

[6] Upon receipt of the investigative findings, the Executive Director shall consider the merits of the case and notify the parties in writing of a reasoned decision within fifteen (15) calendar days from the date of receipt of the response to the complaint. Upon agreement of the parties, the Executive Director shall suspend this time limit up to fifteen (15) calendar days in order to engage in informal conflict resolution. Upon expiration of the period of suspension, the formal review process shall resume, unless the complainant withdraws the complaint in writing.

[7] The Executive Director shall, where deemed necessary, refer a complaint for an independent investigation and notify the parties accordingly, including any interim measure(s) to be applied. In case a complaint has been referred for an independent investigation, the time limit under paragraph [6] above shall be suspended and a reasoned decision shall be notified to the parties not later than thirty (30) calendar days following the communication of the investigative findings to the Executive Director.

[8] If any party disagrees with a decision under paragraph [6] or [7] above, or in the absence of a decision within the applicable time limit, the individual(s) shall be entitled to file an appeal under Regulation 11.5 within fifteen (15) calendar days from the date of the notification of the decision or, in the absence of a decision, within thirty (30) calendar days from the expiration of the applicable time limit. Failure by the Executive Director to take a decision within the applicable time limit shall be considered a rejection of the complaint.

[9] If an employee does not appeal at any of the stages within the established time limits, the grievance shall be deemed settled with the last **SRCS** management response. Time limits may be extended only by mutual written agreement of the parties due to extenuating circumstances.

[10] **SRCS** recognizes that not every problem can be resolved to everyone's total satisfaction, but only through understanding and discussion of mutual problems can employees and management develop confidence in each other. This confidence is important to the operation of an efficient and harmonious work environment, and helps to ensure everyone's job security.

20.3 Disciplinary Procedures

[1] **SRCS** recognises that some employees will occasionally fail to meet performance requirements or will violate organizational policies. In this regard, the Executive Director shall establish a Disciplinary Committee comprising 5 members made up of 2 members from the senior management team, one of whom shall be the chair and 2 members from middle management. The Human Resource Director shall be the Secretary to the Committee.

As regards, the SRCS Branches, the Disciplinary Committee shall comprise 5 members appointed by the Branch Coordinator as the Chair, one of whom shall be the Chairperson and another the Secretary. To the Committee.

The members of the Disciplinary Committee must be respected individuals who demonstrate high standards of honesty, integrity and professionalism to avoid any undue pressure and perceptions of bias or influence. Great care must be taken to maintain gender balance.

The Disciplinary Committee shall strive to maintain confidentiality to the full extent appropriate, consistent with the Human Resources policy and the need to resolve matters effectively and fairly. All persons involved in the proceedings shall be advised of the need for discretion and confidentiality.

[2] If an employee in job grades 1 – 7 commits an offence, it is the responsibility of the immediate supervisor to immediately obtain complete information and the necessary evidence from the employee and available witnesses and inform the Head of Department and the Human Resources Director as soon as the actual incidence occurs.

[3] Disciplinary cases involving employee in jobs grades 8 – 10 shall be referred to the SRCS Executive Committee for consideration. The Executive Director or designate shall immediately report the case to the **SRCS** Executive Committee for consideration and action.

[4] If it appears that the alleged offence is of a minor nature, then the employee must be served with a verbal warning without documenting the incident on file.

[5] If an employee commits a breach of discipline warranting formal disciplinary action, the Human Resources Director shall convene a meeting of the **SRCS** Disciplinary Committee who will charge the employee and require the employee to respond in writing within forty-eight (48) hours. Before the hearing of any disciplinary case, members of the Disciplinary Committee shall be required to declare any conflict of interest to the chair and abstain from that particular hearing.

[6] The Disciplinary Committee shall conduct formal investigations. However, the concerned employee shall have the right to object to the constitution of SRCS Disciplinary Committee if they feel that a member(s) of the Committee may be biased against them and may not be able to discharge their duties, as required under the circumstances, in an honest, transparent, just and competent manner. In which case, the Executive Director shall reconstitute the Committee minus the particular member.

[7] The Disciplinary Committee shall have the power to call any identified witnesses to provide a statements of what they saw and not what others said. Hearsay evidence shall not be admissible. The witnesses should be asked if they agree to give a voluntary statement. If they do, their evidence should be recorded in writing and ensure that they have the opportunity to check the contents of the statement and make any corrections before they sign it.

[8] In any disciplinary investigation, the concerned employee is entitled to know the whole case against them and must be given adequate opportunity to prepare their defence. No evidence can be used against employees unless they have been given a copy of the same in writing. The employee under investigation shall be required to provide a statement in defence of the case.

[9] After gathering the necessary statements, the Disciplinary Committee shall consider the case and issue a hearing notice to the employee detailing the date, time and venue of the hearing. The hearing of the case shall take place as scheduled and at the end of the enquiry, the Disciplinary Committee shall consider the merits of the case and submit its findings in the form of report and recommend the action to be taken against the employee if any.

[10] The Human Resources Director shall submit the report of the Disciplinary Committee to the Executive Director for final determination. If the employee is found at fault, the Executive Director shall, before taking any disciplinary action, consider the employee's record of performance, any previous cases of discipline or any other relevant factors. As regards the Branch Disciplinary Committee, the Secretary shall submit the report to the Branch Coordinator.

[11] Where a case is established against the employee and the nature of the offence warrants no more than a written warning, the employee will be given a written warning by the Disciplinary Committee, setting the precise nature of the offence and the likely consequences of further offences.

[12] A copy of the letter shall be placed in the employee's personal file, with appropriate notations. The letter shall remain active for a period not greater than twelve (12) months.

[13] If an employee who has been given a letter of warning commits a second offence within a period of twelve (12) months they shall be given a final written warning setting out the precise nature of the offence and cautioning the employee concerned that if they commit a further offence within twelve (12) months they shall be liable to dismissal.

[14] However, if an employee commits a breach of discipline, which is considered sufficiently serious to justify summary dismissal, the SRCS Disciplinary Committee at the Coordination Office or the Branch Coordinator shall recommend to the Executive Director that the employee be summarily dismissed.

20.4 Internal Appeals

[1] The Executive Director shall establish a "Grievances and Disciplinary Appeals Committee" to provide expert advice whenever a staff member, a former staff member or a duly qualified beneficiary to the rights of a deceased staff member, appeals against a decision made on a complaint, or a grievance, or a disciplinary decision taken as provided for under the Human Resources appeals procedure.

[2] The Appeals Committee shall comprise 5 respected staff members who must have worked with SRCS for at least 2 years and demonstrate high standards of honesty, integrity and professionalism to avoid any undue pressure and perceptions of bias or senior level influence.

[3] The Appeals Committee shall include 2 members representing senior management and 3 members representing various Departments. The Executive Director shall appoint a Chair and a Secretary from among the members and must ensure suitable gender balance is maintained. The Chair and Secretary shall be appointed for a term of two (2) years, renewable once. The other members shall be appointed for a period of one year and shall be eligible for further appointment.

[4] The Appeals Committee will strive to maintain confidentiality to the full extent appropriate, consistent with the Human Resources policy and the need to resolve matters effectively and fairly. All persons involved in the proceedings shall be advised of the need for discretion and confidentiality. The Appeals Committee shall conduct proper enquiries and make appropriate recommendations to the Executive Director.

[5] An employee who wishes to appeal against a decision made on a complaint, grievance or a disciplinary case, shall submit the appeal in writing to the Chair of the Appeal Committee within fifteen (15) calendar days from the date of receiving the decision. Before the hearing of any appeal, members of the Appeals Committee shall be required to declare any conflict of interest to the chair and abstain from that particular hearing. In which case, the Executive Director shall reconstitute the Committee minus the particular member.

[6] An appeal which is not filed within the time limits specified above shall not be receivable. If the employee does not appeal against the disciplinary action within the established time limits, the matter shall be deemed settled.

[7] A staff member wishing to appeal ("the appellant") shall set down their arguments in writing and address them to the Chair of the Appeals Committee; the Chair shall promptly transmit a copy of the appeal to the Executive Director for information only.

[8] The appellant who submits an appeal shall at all times be entitled to obtain the assistance of any staff member of their choice.

[9] The conclusions and recommendations of the Appeals Committee should, so far as practicable, be communicated in writing to the Executive Director within seven (7) calendar days of the close of appeal hearing. The opinions and recommendations of the Appeal Committee shall be advisory in character. The Executive Director shall give them full consideration when taking the final decision.

[10] In cases where the Executive Director departs from the recommendations of the Appeal Committee, the decision shall indicate the reasons for any such departure. The Executive Director shall take a final decision within fifteen (15) calendar days from receipt of the conclusions and recommendations of the Appeal Committee and promptly communicate that decision to the appellant (together with the conclusions and recommendations of the Appeal Committee) and to the Chair of the Appeal Committee.

[11] The Appeals Committee shall prepare an annual report at the end of each financial year to the Executive Director, setting out a summary of the appeals received and the decisions taken. The Executive Director shall in turn make such report available to the **SRCS** Executive Committee.

21.0 EMPLOYMENT SEPARATION

21.1 Termination Notice

[1] All contracts of employment provide both the **SRCS** and the employees with opportunity to terminate employment at any time during the course of employment provided both parties give the stipulated written notice period or pays salary in lieu of notice in accordance with the contract of employment.

[2] Fixed-term and temporary appointments carry no right to extension or conversion of the appointment. In the absence of any offer and acceptance of extension, such appointments shall end on the completion of the agreed period of service.

[3] The Executive Director may terminate the appointment of a staff member in accordance with the terms of appointment or as a result of reorganization necessitated by lack of project funding or as stipulated under the provisions of the disciplinary policies and procedures contained herein. Other reasons include:

- If the necessities of the service require abolition of the post or reduction of the staff
- If the services of the staff member prove unsatisfactory,
- If the staff member refuses, or fails to take up, a reasonable reassignment or
- If for reasons of health, the staff member is incapacitated for further service.

[4] Normally, **SRCS** shall not retain staff members in active service beyond the age of sixty-five (65), which is the stipulated as the age of retirement. However, in exceptional cases the Executive Director may in the interests of project continuity retain an employee through special contract terms of engagement for a maximum period not exceeding two (2) calendar years.

[5] Any termination, which is initiated by the employee, is referred to as resignation. However, **SRCS** reserves the right to require the employee to serve the notice period either in part or in full. The following are the required notice periods or payment of salary in lieu of notice in the event of termination of employment by either party:

Termination Notice

	Staff Category	Written Notice Period
1	Casual Employees	At the close of any day without notice
2	Staff on Probation, including Temporary Staff	One week (6 working days) written notice or payment of one week (6 working days) salary in lieu of notice
3	Programme/Project, Operational and Support Staff in job grades 1 – 5	1 month written notice or payment of one month's salary in lieu of notice
4	Management Staff in job grades 6 – 8, namely: Managers, Branch Coordinators & Directors	1.5 months (6 weeks) written notice or payment of 1.5 months (6 weeks) salary in lieu of notice
5	Executive Management Staff in job grades 9 and 10, namely; Deputy Executive Director and Executive Director	3 months written notice or payment of 3 month's salary in lieu of notice

[6] In all cases, the written resignation notice will not become effective until the **SRCS** has accepted such resignation in writing. The decision to accept or reject the resignation notice must be made in writing within a period of (6) working days. This is to guard against an employee who in anticipation of disciplinary action resigns from employment.

[7] Any employee whose resignation from employment has been accepted shall be required to complete a "Clearance Certificate", confirming the return of **SRCS** property placed under their custody.

[8] It will be the practice of **SRCS** to conduct "Exit Interviews" in order to establish the reasons why the employee has resigned. The interviewer shall probe skilfully and sensitively to establish the actual reasons for dissatisfaction or unhappiness so that, where these feelings are justified, action can be taken to make changes with a view to correct the situation. However, judgement is required to sort out genuine complaints from unfounded allegations.

[9] Employees who resign from employment with a satisfactory performance record shall be awarded a farewell gift as a token of appreciation for their services by the Executive Director in the case of a staff member in job grade 1 – 8 and by the **SRCS** Executive Committee in the case of staff members in job grade 9 and 10.

21.2 Probationary Removal

[1] The Executive Director may remove a newly appointed employee who is serving a probationary period in a regular position at any time during the probationary period by giving the appropriate termination notice.

[2] Probationary removal will occur when, in the judgement of the Executive Director, the employee's fitness and/or quality of work does not merit continuation in the job or for any other reason deemed appropriate by the Executive Director.

21.3 Expiration of Contract

[1] A fixed-term staff member shall be notified of the end of the appointment no less than three months before its end date. Unless notice of extension is offered in writing. Employees are required to utilize their leave balance during the notice period, unless special arrangements are approved in advance, by the Executive Director.

[2] When a fixed-term or temporary appointment is due to expire during a period of maternity leave, or paternity leave, the appointment may be extended by the Executive Director to take effect after completion of the said leave.

21.4 Separation on Medical Grounds

[1] If an employee is unable to perform normal duties due to absence caused by persistence illness or injury exceeding three (3) months, the Human Resources Director shall request for a detailed medical report from an approved relevant medical practitioner regarding the prospect of the employee's eventual recovery and fitness to resume duty after sick leave.

[2] If there is no such reasonable prospect, the case will be referred to the Executive Director who may require the employee to be examined by a relevant medical panel to determine the employee's fitness to continue in employment. In the event that the medical panel finds the employee not fit for continued employment, the employee's contract of employment shall be terminated on medical grounds.

21.5 Termination upon Abandonment

[1] An employee who fails to return from leave within six (6) working days without satisfactory explanation is subject to termination of employment on the grounds of abandonment.

[2] If at any time within six (6) working days after termination due to abandonment an employee provides satisfactory explanation of the cause of the absence the Executive Director may decide to reinstate the employee. However, the employee shall be cautioned as a matter of record.

[3] An employee who has abandoned employment is not eligible for future employment with **SRCS**

21.6 Employment Termination

[1] If it is established that an employee is incapable of performing within acceptable standards or has committed a breach of discipline justifying termination rather than dismissal, the Executive Director may decide that the employee's contract of employment be terminated.

[2] If a long serving employee with a final letter of warning continues to commit a breach of discipline the Executive Director may terminate the contract of employment, depending on the gravity of the offence. Long service is defined as continuous employment for not less than ten (10) years.

21.7 Exit Interview

[1] Whenever an employee decides to resign from **SRCS** employment, efforts will be made to discover the reasons behind the employee's decision and what could be improved with respect to **SRCS** basic operations, systems, workload, management and supervision.

[2] At least one week before departure, the employee will be requested to complete an exit questionnaire form. The HR Department shall then organise an exit interview session. All information received will be kept confidential. The information will be analyzed to highlight areas of the organisation's performance that can be improved in order to increase employee's job satisfaction and to create effective retention strategies.

21.8 Summary Dismissal

[1] If an employee commits a breach of discipline, which after final investigations and consultations is considered sufficiently serious to justify summary dismissal, the **SRCS** Disciplinary Committee shall recommend to the Executive Director that the employee should be dismissed summarily from employment.

[2] Any of the following violations (but not limited to the list below), may amount to gross misconduct to justify the summary dismissal of an employee for lawful cause if:

- Without leave or other lawful cause, an employee is absent from the proper workplace or any other place appointed for the performance of work.
- During normal working hours, by becoming or being intoxicated, an employee renders themselves unwilling or incapable of proper job performance.
- An employee wilfully neglects to perform any work, which was their duty to perform, or if they carelessly and improperly perform any work, which from its nature it was their duty, under the contract of employment, to have performed carefully and properly.
- An employee uses abusive or insulting language, or behaves in a manner insulting; to their immediate supervisor or to a person placed in authority over them by the **SRCS**.
- Insubordination, where an employee knowingly fails or refuses to obey a lawful and proper instruction, which is within the scope of their duty to obey, issued by their employer or a person placed in authority over them by the immediate supervisor.
- In the lawful exercise of any power of arrest given by or under any written law, an employee is arrested for a criminal offence and is convicted by a court of law.
- If an employee commits, or on reasonably and sufficient grounds is suspected of having committed a criminal offence such as theft, fraud or misappropriation of **SRCS** property.

[3] An employee charged with a criminal offence, may be suspended from duty without pay, pending consideration of the case. Such consideration should be whether the offence is arising from or having a bearing on their employment. If the offence is unconnected with their employment consideration should be whether the offence is one that makes the individual unsuitable for continued employment. An employee should not be suspended solely because a charge against them is pending in a Court of Law.

21.9 Reorganization/Restructuring

[1] **SRCS** will endeavour to provide stable employment, however situations including, but not limited to budgetary constraints, unavailability of funds, a decline in programme activities, reorganization, restructuring, business process reengineering or technological changes may require a reduction in the workforce establishment or abolition of specific jobs to ensure continued quality and efficiency of **SRCS**.

[2] Faced with such circumstances, **SRCS** shall determine the level at which workforce reductions will have the least detrimental effect on its core business operations and shall consequently terminate the services of any employee on account of redundancy in accordance with statutory requirements. In such cases employees shall be eligible for severance pay as provided for the Labour Law.

[3] Employees who are declared redundant shall temporarily continue to receive medical benefits for the remaining period of the insurance cover.

21.10 Retirement from Employment

[1] The official mandatory retirement age for **SRCS** shall be sixty-five (65) years. However, employees shall be eligible for early retirement upon reaching the age of sixty (60) years.

[2] **SRCS** will make arrangements to provide pre-retirement advice and training at least six (6) months before an employee reaches the mandatory retirement age of 65 years in order to assist them to make psychological adjustments on their future engagement after actual retirement.

[3] In the case of employees who have completed the necessary arrangements to retire from employment, **SRCS** may organise a farewell party to celebrate and thank the employee for services rendered. A farewell gift shall be given as a token of appreciation by the Executive Director on behalf of the Executive Committee.

[4] It is the policy of **SRCS** not to re-employ its own employees who have retired from employment after attaining the mandatory retirement age. However, whenever it is deemed essential to employ a retired employee the employment shall be on special-term contract not exceeding two (2) years with the approval of the Executive Director. Such special-term contract shall depend on the strategic nature of duties performed, level of performance, state of health and fitness to perform efficiently and effectively.

21.11 Death in Service

[1] In the event of death of an employee, the date of separation from service shall be the date of death.

[2] **SRCS** will assist the immediate family relatives of a deceased employee to finalise funeral arrangements and also to secure terminal benefits in accordance with the policies contained in this guidelines as well as the statutory legal requirements under the Labour Law.

[3] **SRCS** shall arrange for a representative of the family to collect any personal effects, which the deceased employee may have left at their workstation.

21.12 Recovery of SRCS Property

Staff members who have left employment are responsible for returning all **SRCS** equipment, documents, keys, books, manuals, computers, and other items issued or provided by **SRCS** to the Head of Department or to the Human Resources Director. If an employee fails to return **SRCS** property, **SRCS** reserves the right to recover any associated replacement costs through legal means to the fullest possible extent permitted by law. Access to **SRCS** equipment and property shall routinely be cancelled immediately upon separation.

21.13 Clearance Certificate

Any employee whose services have been terminated will be required to complete a "Clearance Certificate", which must be signed by the employee's immediate supervisor, Head of Department, Procurement and Logistics Manager, ICT Manager, Finance Director and the HR Director confirming that the employee has returned property placed under their custody belonging to **SRCS**.

21.14 Certificate of Service

Any employee who separates from **SRCS** employment and has obtained a satisfactory "Clearance Certificate", as stated above shall be entitled to receive a "Certificate of Service" detailing the nature, dates and period of employment in compliance with statutory requirements. However, **SRCS** is not bound to provide a testimonial, reference or certificate relation to the character or performance of the employee.



**Employee Acknowledgment and Declaration on SRCS HR Policy Guidelines,
Incorporating Staff Regulations and Rules**

I, Mr/Ms/Mrs/Dr..... hereby acknowledge and declare that:

- a) I have attended and fully participated in the training orientation workshop on the **SRCS** Human Resources Policy Guidelines held on2020
- b) In addition, I confirm that I have received a copy of the said guidelines, listened to presentations, read and understood the policies and procedures contained in the said guidelines.
- c) I understand it is my responsibility to seek clarification from my immediate supervisor, Branch Coordinator or relevant Manager/Director or the Human Resources Director and to familiarize myself with these policies.
- d) I hereby agree to conduct my activities in accordance with the **SRCS** Human Resource Policy Guidelines during my employment with **SRCS** and to be bound by the said policies. I understand that a violation of any of the policies, regulations and rules set out in these policies may result in disciplinary action, including possible dismissal, as well as civil and criminal liability being taken against me.

Employee Name:

Employee Signature:_____ Date:_____

Witnessed by SRCS Representative:

Name:_____

Signature:_____ Date:_____