1. Effective Communication

* Some time ago, I was the only HR Officer and also the only HR Person in my organization. I was reporting directly to the Country Director. Then the CD resigned and the HoP program was delegated as an Acting CD. During this time, our organization participated in the Market salary survey with Birches Group, and I was the one who should be analyzing the report and presenting the outcome first to the CD and then to the Senior Management Team. So, I did the analysis in consultation with the HR Manager in the RO and presented to the Senior Management Team. All of them didn’t have such kind of experience. Especially the CD rejected the analysis saying that “why the bad performing staff is getting salary increase equally with the good performing team”. I tried to explain to him and the SMT about the different salary increment approaches, but he was not convinced, and others were also confused.
* So, I decided to write detail email explaining the difference between salary adjustment based on market survey, salary increment based on performance evaluation and salary increment based on cost-of-living adjustment. I explained that if we adjust the salary scale based on the market assessment, all the salary scale will be changed and as a result the salary of all staff will be affected accordingly. So, all of them accepted the change and the revision was approved and implemented.

1. Effective Communication
2. Solution Focused:

* The issue was regarding the recruitment of Casual employees. As per our policy the recruitment of the casual employees were handled by the field locations and the policy says that one casual employee can be hired only for one month. Based on the policy, the Fos were handling the hiring process. One day, we received a call from the Area Manager in one of our Field offices. The AM said that the woreda leaders accused DRC not hiring the local community and the casual workers whose contracts were terminated were threatening him to attack him. And he requested the Country Office’s support. As an HR I was requested to travel there and solve the problem. As soon as I arrived, I had a meeting with the AM and the HR Team Leader and they informed me that they reduced some of the casual employees due to funding .and from the discussion I become to realize that the problem was from our side. The FO kept the employees on the casual employment contract for more than one year. Which is a0gainst the labour law and also the HR policy of the organization. So, asked to review the files of all the currently working casual security guards and cleaners and the terminated ones all the files of the casual employees and reviewed them. When I review our documents, I found out that the problem is from our side. The FO was hiring casual guards and cleaners for more than one year by extending their contract every month, which is against the labour law and our organizations policy. They retain some of them and they terminated others without following the proper procedure as per the labour law. So, as soon as I saw this,