

Afghanistan Institute for Civil Society (AICS)

**Human Resource Management**

**Policy and Procedures Manual**

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**April 2019**

This policy reference manual was made possible by the generous support of the American people through the United States Agency for International Development (USAID) under the terms of its Associate Cooperative Agreement Number 306-A-14-00001 (Afghan Civic Engagement Program) implemented by Counterpart International and its partners. The contents and opinions expressed herein are the responsibility of Afghanistan Institute for Civil Society (AICS) and do not necessarily reflect the views of USAID, Counterpart International, and Aga Khan Foundation.



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# **Introduction**

## About Afghanistan Institute for Civil Society[[1]](#footnote-1)

{Remove this and put background of your organization}

The Afghanistan Institute for Civil Society (AICS) is a concept that has been incubating for several years amongst Afghanistan’s civil society community, following the 2007 Enabling Environment conference convened by the Government of the Islamic Republic of Afghanistan and the Aga Khan Development Network, in partnership with the World Bank, the United Nations Development Program and the Asia Development Bank. One of the key recommendations from the conference was to establish independent certification bodies for civil society organizations (CSOs) that are recognized by Government, the private sector, donor agencies and civil society. The AICS establishment program was launched by AKF-A in January 2014 through a partnership between AKF and Counterpart International under a wider USAID funded Afghanistan Civic Engagement Program (ACEP) with the long-term goal of enabling CSOs to realize their potential in support of the development of Afghanistan. Behind this initiative are key CSO networks, civil society professionals, and representatives from national and international CSOs with an interest in Afghanistan.

**Mandate of AICS**

The mandate of AICS is to support a credible and competent civil society sector in Afghanistan by linking CSOs, donors, government and capacity building services through culturally appropriate certification schemes. The Institute will encourage the growth of a vibrant civil society, promoting pluralism and participatory, non-discriminatory development in Afghanistan.

**Objectives of AICS**

* Raise credibility of the civil society sector by certifying local organizations against locally defined and internationally recognized standards;
* Systematize capacity building efforts of local organizations by coordinating initiatives against measurable performance indicators;
* Strengthen the role of civil society in Afghanistan’s development through collective efforts of policy dialogue and active engagement with government, donors, the private sector and the broader civil society sector; and
* Provide a channel for resources for civil society by strengthening philanthropic and corporate social responsibility efforts.

**AICS’s Certification Program:**

AICS’ certification program is the organization’s flagship program, which raises the effectiveness and credibility of the civil society sector by certifying CSOs against locally defined and internationally recognized standards. The certification program enables CSOs to align their policies, processes, structure, programs and activities in accordance with the international best practices, contributing to the growth of a competent, transparent and effective civil society sector.

The CSOs’ performance is assessed against five broad sets of parameters as follow:

* Internal Governance and Strategic Planning;
* Project Management and Program Delivery;
* Financial Management;
* External Relations, Communications and Outreach; and
* Human Resources

This reference manual, is one of several generic manuals developed with support of AICS to aid CSO’s under the certification program to adapt and adopt, and customize these manuals and internalize them as part of their policies. Apart from this manual, other generic reference manuals developed to support CSOs in this regard include: **Monitoring and Evaluation Policy Reference Manual; Financial Management Policy Reference Manual; Procurement Management Policy Reference Manual; Project Management Policy Reference Manual; External Communications and Advocacy Policy Reference Manual; and CSO Governance Handbook**.

## Why this policy reference manual?

Recent analysis of strengths of CSOs done through AICS’s Certification Program, revealed that while CSOs under its program Human Resources Management (HRM) systems and policies in place some were struggling in developing and institutionalizing proper policies and processes for HRM.

Thus, this manual is informed by the foregoing issues and the realization that for CSOs to succeed they need a framework and policy for best practices in HRM for the organizations and that guide teams, regardless of size, to manage the most critical resources of the organization- its staff.

## 

## Copyright

This generic policy reference manual is offered to Afghan CSO’s as a public good. CSOs under the AICS certification program and beyond are free to copy, adapt, customize and adopt this manual for their own organization in a manner they deem appropriate. CSOs that develop their policies out of this reference manual, must take this just as a guide and template. What is important is for the CSOs to develop out of this reference manual, policy documents that apply to their organization’s mandate and size and take ownership of the policy manual they develop out of this and internalize and operationalize the same.

## Purpose of this policy reference manual

This HRM manual outlines the policies and procedures that can be adapted and customized by a CSO and adopt it as its HRM policy and procedures manual. The HRM manual is used in conjunction with the memorandum and articles of association and general policy of {Insert Name of your organization} and other operational documents including policies and procedures as amended from time to time by the Board of Directors (BOD), concerning various governing aspects of {Insert Name of your organization}.

The purpose of this manual is to define HR policies and procedures of {Insert Name of your organization}. The manual provides a statement of applicable {Insert Name of your organization} policies and procedures. Further clarifications are issued from time to time and incorporated in this manual. It governs the legal and ethical relationship between {Insert Name of your organization} and its staff, thereby setting the rights and obligations for both parties.

The HRM manual specifies the terms and conditions of service of employees (permanent, fixed term and consultants) based at {Insert Name of your organization} office.

The HRM manual is periodically amended and it is the responsibility of the HR manager/ officer or his/her designate to update the manual, have it approved by the BOD and place a readable copy on the server to ensure an easy access for all the employees. Approving authority, the BOD or a subcommittee duly authorized by the BOD and comprising board members. The suggestions for approval or otherwise will be placed before the BOD for final decision. Special care has to be taken that every committee or any forum or group set up for any purpose in CSO must have balanced representation of both men and women to the extent possible or practical.

## Use of this manual by staff

This manual is designed to acquaint staff with the HR policies and procedures of {Insert Name of your organization} and provide information about working conditions, general employment guidelines, and employee benefits. {Insert Name of your organization} has developed this manual within the context of local conditions, international best practices, donor guidelines and the Afghan laws and regulations. The manual will serve as an on-going reference and guide for {Insert Name of your organization} employees in carrying out their duties and responsibilities.

The policies and procedures in this manual have been established to assist employees in understanding what is expected of them during their employment with {Insert Name of your organization}. This manual contains confidential information that the staff must not publish or distribute without prior written approval of the Executive Director of {Insert Name of your organization}.

All forms or templates mentioned in the manual shall be kept in the office as hard copies and in an electronic filing system of the {Insert Name of your organization} as soft copies.

In case of lack of clarity about any particular clause, sentence or work contained and/or non-availability of any policy/guidelines in this manual, the interpretation and decisions of the Executive Director shall be final. The Executive Director will have the authority to waive, write off or change any particular policy or clause in this manual if necessary for the interest of the organization However, the Board of Directors of {Insert Name of your organization} should have information of such changes

Amendments of this manual are done in general, in consultation with the staff members unless it is impracticable to do so.

Any modification shall enter only into force retrospectively if the change is not of the disadvantage of the staff member and the changes is approved by the BOD or its assigned sub-committee. All staff must sign **Annex 1**, to acknowledge receipt and understanding of this policy manual.

# **1: About the {Insert name of your organization here}**

## 1.1 {Insert name of your organization here} mission, vision and goals

Please insert the vision, mission and goals of your {Insert name of your organization here} here.

## Organizational structure and management

Insert {Insert name of your organization here} organizational chart here

## 

## 1.3 Management team

The management team is made up of the Executive Director, Deputy Director and Departmental Heads. (Please specify as applicable to your organization)

The Management team is responsible for making decisions that affect the day-to-day operations of {Insert name of your organization here}.

## 1.4 Human resources management team

The primary responsibility for the administering and overseeing the HR policies and procedures is vested in the Human Resources Manager {where this does not apply please insert applicable position of the HR focal point in organization} with the approval of the Executive Director.

# **2: Recruitment and Selection**

## 2.1 General policy

While recruiting or selecting staff members, {Insert Name of your organization} seeks persons with the best match of skills and competencies, education, knowledge, training and experience, to the requirements and a willingness to face challenges and to develop them within the organization.

{Insert Name of your organization} will appoint persons in its vacant or new positions by recruitment from external source, and/or promotion and as deemed most appropriate to meet the requirement of the organization. **Annex 2**- Job Application Form, is the standard job application form candidates complete to express interest in vacant positions.

{Insert Name of your organization} will ensure that its hiring procedures conform to the organization’s requirements and organization’s policies and procedures, plans and budget, and follow the required steps of recruitment procedure.

{Insert Name of your organization} will give preference to equally qualified women candidates as part of the organization’s positive intervention to redress gender inequalities at all levels, as far as possible. The HR Manager {where this does not apply please insert applicable position of the HR focal point in organization} in consultation with the respective line manager and the Executive Director will manage all recruitment.

The selection process shall be transparent, adequately documented and the documents preserved appropriately. Preference shall be given to Afghan nationals. However, the employment of foreign nationals (other than Afghans) shall be at the discretion of {Insert Name of your organization}’s BOD, but subject to the fulfilment of all formalities and legal requirements applicable in Afghanistan.

## 2.2 Job descriptions

A job description is the basis of recruitment. A job description must state the function, reporting line, objective, work processes and responsibilities of the staff member, coordination with other staff members and the person profile for the potential jobholder. All job descriptions shall be prepared in accordance with the {Insert Name of your organization}’s template for job descriptions. **Annex 4**, is a sample Job Description.

The person profile for the jobholder should describe the levels of education, knowledge, skills and competencies and work experience required for the successful performance of the job.

The job description including the person profile is a pre-condition for approval of a new position. For temporary or short assignments (less than one year), terms of references are required. All job descriptions shall be prepared in collaboration with the HR Manager {where this does not apply please insert applicable position of the HR focal point in organization} and approved by the Executive Director. It is the responsibility of the HR Manager and the line manager to ensure that each position has an appropriate and up to date job description.

## 2.3 Initiating the recruitment process

If a position becomes vacant due to a staff member leaving, the concerned line manager will inform the Executive Director. It is the responsibility of the line manager to submit an updated job description to the HR Manager to initiate the recruitment process. Recruitment for project staff is based on approved donor budgets. Any recruitment shall be discussed and approved by the Management before the vacancy is announced.

## 2.4 Vacancy announcement

{Insert Name of your organization} will make the internal and external advertisement for recruitment of all vacant and new positions through job websites, national newspapers and / or circulation to other organizations as determined by the Management. The job advertisement shall be linked to the {Insert Name of your organization}’s public website and the standard application form

The HR Manager, in consultation with the concerned line manager shall prepare the advertisements based on the job description. The person profile and minimum requirements should be stated clearly. The advertisement should be gender sensitive in attitude and contain gender friendly language so that women feel encouraged to apply.

An in-house staff member can apply for the advertised position provided that his or her qualification, skills, competencies, experience meet most of the requirements for the position. In such case s/he will apply through and/or along with the line manager’s recommendation.

All applications shall be submitted to the HR Manager with the compulsory application form provided (See **Annex 2).** Applicants who did not submit the application form will not be considered in the selection process unless otherwise decided. In case of urgency or fulfilment of special requirements of the job or position, a professional headhunting firm may recruit a person.

The Executive Director is the final authority to decide whether or how the vacancy announcement should be made for the interest of the organization.

## 2.5 Interview Panel

The interview panel will be comprised of not less than three members, including the line manager and the HR Manager. If possible at least one senior female staff should be on the committee. The panel for hiring a manager position must include the Executive Director. The panel for the position of coordinators, supervisors or officers in the field level is the project manager, the line supervisor and the HR Manager of the main/ field office. The panel for the position of coordinator, officers and supervisors in the head office is the management board members and HR Manager. The panel for assistants and supportive staff is the head of the department, HR Manager and line manager or immediate supervisor of that position. The HR Manager has to prepare the list of panel form prior to the start of the written test and the interview.

## 2.6 Short list of applications

The HR Manager will conduct a first selection based on the minimum requirements i.e. age, education, experience and other skills required set in the job description. The format for a long list of applicants can have name of candidate, current position, years of experience, education, gender.

After making the first selection the HR Manager will submit at least 10 CVs to the line interviewing panel for shortlisting for interviews. The interviewing panel will short list at least six candidates for interviews. The HR Manager will coordinate arrangements for interview dates and manage the practical preparations for interviews.

## 2.7 Test, interviews, and selection process

Short listed applicants will be called in for further tests and interviews. No candidate, in house or external, is guaranteed an interview. The {Insert Name of your organization} Interviews are conducted in two parts written test and face to face.

The written test papers will be prepared by the relevant line manager See written test sample **(Annex 7)** in annexes. The written tests will serve as a basis for identifying the most competent candidates who fulfill the requirements and criteria for the position. The interview panel will have to mark the written test sheet. The HR Manager will call those who passed the written test and set the time and date for further face-to-face interview.

In order to smoothly facilitate the interview, the panel will use a standard Oral Interview Form, see **Annex 8** for sample. The interview panel, who has jointly designed a set of questions, will conduct the interviews with short-listed candidates, and write down the scoring marks on the Oral Interview Form. The Oral Interview Form scores range from 1 to 5; panel members will select a score in accordance with their assessment of the knowledge, abilities and aptitudes demonstrated by the candidates’ answers to each question. Interview questions will concentrate on the following areas but not limited to these:

Background, education and experiences of candidate; comparison of answers and CV to the requirements of the position;

* Organizational thinking, leadership and managerial skills particularly for managerial positions;
* Teamwork competencies;
* Communication skills both verbal and nonverbal;
* Ability to work well under pressure;
* Planning, organizing, recording and reporting skills
* Demonstrated dedication and productivity in past jobs;
* Demonstrated ability to take initiative in past jobs

In order to treat all of the applicants equally without discrimination/bias, all interviews will be managed by the same interview panel. The Interview panel will use the Interview result form (see annex), which analyzes all the scores from the oral interview forms and the written test of each candidate from all panel members and gives the outcome for each of the candidates. After analysis and consideration, the selection panel will select the candidate with the highest score.

Sometimes due to any reason the panel may select the candidate with lower score but in this case a justification should be given by the panel members. The objective relating to equal opportunities formulated in the {Insert Name of your organization} HRM manual is to be taken into account in the section process.

## 2.8 Approval for appointment / reference check

The Executive Director is the final authority for appointment of all staff members of the {Insert Name of your organization}. Before an appointment is made, the HR Manager must check at least two references (last two employers) with the provided standard for reference checks. For entry positions where candidates has no previous experience references must also include village chairperson’s letter or a letter from the police district commander and another reference may be from the last school the candidate attended.

## 2.9 Documenting the recruitment process

The HR Manager is responsible for documenting the entire hiring process and keeping original records on file. The documentation shall include the job description, jobholder requirements, the job posting, a summary of potential applicants, assessments and summary, which entails the basis for the decision, as well as the record of offer, acceptance, notice and confirmation.

## 2.10 Making an offer of employment

Once the top candidate has been selected and the appointment is approved, the HR Manager will issue the employment offer. The {Insert Name of your organization} will provide the potential candidate an employment contract, the job description as well as other relevant documents for her/his review.

The offer letter **(See Annex 3)** shall be sent to the candidate through mail and a phone call shall be made. The selected candidate shall have seven days to respond to the letter contrary to which the job offer shall be rescinded.

Reason for rejection shall be communicated to the head of interview panel to decide whether to accommodate the concerns of the candidate, if not, the head of interview panel shall identify the second most suitable candidate who has cleared documentation verification and reference check. In case, none of the three selected candidates accept the job offer, recruitment process shall be restarted

## 2.11 Issuing the employment contract

For new staff members the {Insert Name of your organization} shall issue a standard employment contract with the relevant annexes. An employment contract must state the following information: name, age, permanent address and sex of the worker; place of recruitment; job description; date of commencement; form and duration of the contract; place of work; hours of work; remuneration, the method of its calculation, and details of any benefits or payments in kind, and any other prescribed matter, if applicable.

With the signing of the contract, the recruited person authorizes the {Insert Name of your organization} to carry out an appropriate security screening, and undertaking to undergo a medical check. The commencement of the employment relationship is subject to a positive outcome of this examination.[[2]](#footnote-2)

Notifying of unsuccessful candidates should be done in writing once the section process is completed. The {Insert Name of your organization} can ascertain the selection process as complete after the employment contract has been signed by both parties.

## 2.12 Salary on appointment

Appointments to regular positions shall usually be made with the salary at the first step of the {Insert Name of your organization}’s salary scale **(See Annex 9)** in the corresponding grade. However, in exceptional cases where an outstanding candidate is found, the management may allow a higher initial salary.

Appointments on short term, temporary and part time status will be made with a consolidated package as determined by management. Staff appointed on short term, temporary and part time status will be entitled to the payments and benefits only which are specified in the employment contract and the local legislation.

## 2.13 Identity card

Following the joining, the HR Manager of will issue a staff identification card that identifies the holder as a staff member of the {Insert Name of your organization}.

The staff identity card is the property of {Insert Name of your organization}, and is not transferable to others. Loss of the card(s) must immediately be reported to one’s line manager, who in turn reports the matter the Executive Director and the HR Manager. All identity cards must be written on the back side the name of the organization and the address to return to if found.

## 2.14 Probationary period

All employment contracts must have a probationary period of three months from the date of joining.

During the probation period, the line manager will closely guide and observe the staff member’s job performance and conduct. During probationary period, there could be specific and measurable deliverables agreed with the line manager. During the probation period, either party can terminate the service by giving two weeks’ notice or pay in lieu thereof.

## 2.15 Completion of probationary period

At the end of the probationary period (at least one week earlier), the staff member on probation will have an assessment meeting with her/his line manager. The line manager shall submit a note to file with his/her recommendation to the attention of the HR Manager. After successful completion of the probationary period and favorable recommendation, the Executive Director will confirm employment with {Insert Name of your organization} through a confirmation letter. A staff member will not be eligible for any salary increase because of confirmation of employment. In exceptional cases, a confirmed staff may be place in the higher step at the time of confirmation, if performance and conduct is found extremely outstanding during probationary period and approved by the Executive Director.

After confirmation and an employment relationship of longer than six months, a staff member will be entitled to all admissible benefits as per the HR manual.

In the event a staff member’s performance level/conduct is found not up to the expected/required standard for the position or unsatisfactory, the probationary period may be extended for a further period of maximum six months. Alternatively, employment will be terminated with assigning the reason with seven days’ notice during the first month of employment or twenty-eight days during the remaining probation period. Whatever the action in the above cases, the line manager will be required to recommend the action specifically to the Executive Director. The Executive Director will inform the staff member on probation, in writing, so as to her/his confirmation or termination.

## 2.14 Duration of contract

The duration of the contract is determined by the hiring manager in conjunction with HR Manager and subject to approval by the Executive Director. All salaries staff contract duration must not exceed the duration of donor funding for the position, if the position is donor funded. The duration of Executive Director’s contract is determined by the BOD.

# **3: Personnel files and Records**

{Insert Name of your organization} shall open a personnel file for all individual staff members from the date of joining.

## 3.1 Contents of the personnel file

A personal file will contain individual staff member’s copy of national identity card, job application, curriculum vitae, interview/test papers and results, certificates, reference letters, staff member information form, the employment contract, job description, confirmation letter, leave issues, medical records, performance appraisal records, salary information, promotion letter, and other important correspondences about or with the staff member during her/his employment with the {Insert Name of your organization}. See **Annex 12** – Staff File Checklist. It is the staff member’s responsibility to inform {Insert Name of your organization} in writing of any changes in personal status such as marital status, number of dependents, etc.

## 3.2 Access to personnel file

The personnel file shall be treated as confidential and all the files will be kept under the strict control of the HR Manager. Only the HR Manager has access to handle the files for updating. The relevant line managers may ask the HR Manager for a copy of any document of her/his staff for work purpose. It is the duty of all staff members to adhere strictly to the confidentiality of the information of those personnel files. Failure to adhere to this confidentiality policy will result in disciplinary action. The Executive Director may allow any staff member to see her/his personnel files if they request this in writing. Staff maybe given copies of documents on file upon request.

## 3.3 Ex-staff members

The personnel file of ex-staff, provided the final payment is made, will be destroyed after eight years from the date of staff member’s separation. This is line with audit requirements for mots donors who require that documents for projects funded by them be kept safe for at least seven years.

# **4: Induction and Orientation of New Staff**

The new staff member, depending on position level, will be oriented to the areas as described below:

## 4.1 Induction about the {Insert Name of your organization}

Its history, vision and values, objectives, activities, approaches, organization structure (with particular reference to newcomer’s position and linkages with other staff and units); organization culture; operation areas, understanding of direct program activities relevant to staff etc. The line manager and the HR Manager are responsible for this activity

## 4.2 Policies, rules and regulations

HR policies, specially HR rules and regulations, code of conduct, health and safety policy, HIV/AIDS workplace policy, gender issues, working hours, leave, performance appraisal system, travels etc. HR Manager is responsible for this activity.

## 4.3 Workplace

The new staff member’s office tools, equipment, materials, library, office and desks keys, kitchen, etc. Show and explain the newcomer the use of such equipment as photocopier, telephones, etc. as appropriate for her/him. The Administrator is responsible for this activity.

## 4.5 Job

Job description with detail of new staff member’s communication channel, duties, responsibilities, tasks, key results area, and how to perform; performance plans and requirements; share reports, strategy papers, forms and other relevant documents for successful job performance. The line manager is responsible for this activity.

## 4.6 Other parts of the organization

Depending on the relevance to the new staff member’s role, s/he may arrange her/his orientation on partner organization and field to be acquainted with their staff and their work. The line manager is responsible for this activity.

# **5: Working Conditions**

Employment with {Insert Name of your organization} is a professional agreement in which employees are expected to carry out their job responsibilities within the stipulated hours of business. Normal working hours are outlined below. {Insert Name of your organization} management will make decisions about any changes and/or increase or reductions to employee work schedules based on organization needs, and requires the employees to be flexible in terms of working hour considering the needs of the organization. With the exception of office/resident guards and drivers, {Insert Name of your organization}employees are expected to comply with the following working days and hours schedule but due to any reason {Insert Name of your organization} tries to be flexible and adapt working days or hours accordingly. Number of working days/hours could be changed based on the Afghanistan government policies/decisions.

## 5.1 Normal working hours during spring, summer and fall Seasons

Normal working hours from 1 Hamal till 31st of Sunbullah (according to solar calendar) corresponds to 21 March till 22 of September are 40 hours per week, with the normal five working days being Sunday to Thursday. Working hours are from 8:00 A.M. to 4:30 P.M. with 30 minute lunch/prayer break, to be taken between usually 12:00 to 12:30 P.M.

|  |
| --- |
| 5.2 Normal Working Hours during winter time Normal working hours from 1st of Mizan to 30th Hoot (according to the Solar calendar) corresponds to 23-September till 20-March are 35 hours in a week. The normal working days are five working days in a week, from Sunday to Thursday. Working hours are from 8:00 A.M. to 4:00 P.M. The employee is entitled to a 30 minute lunch/prayer break, to be taken between usually 12:00 to 12:30 P.M. Given the nature of {Insert Name of your organization}’s work staff may be required to work after hours and during weekends. |

## 5.3 Overtime

Due to exigency of work, an employee may be requested to work more than 40/35 hours from Sunday to Thursday depending on season. Such requested overtime will be compensated in the form of equivalent time off for all staff except for drivers who will be paid for extra hours worked.

For field missions, the actual working hours per day can be claimed during weekdays and weekends/holidays. Travel time is considered as working time. Weekends spent on field missions are to be used as rest days and as such are not considered working days (exceptions to be instructed by the line manager). The days will not be en-cashed, but compensatory days must be taken within one month after completion of the field mission.

The personnel shall be entitled to 1:1 compensation for overtime from Sunday to Thursday 1:1.5 for work on Friday and 1:2 for work on Saturday or official Afghan holidays. On weekdays (Sunday - Thursday), no overtime can be accumulated. On weekends, only the actual hours of presence at such events will be compensated in time. For any travels throughout the week of less than 8 hours, the actual time travelled can be claimed. For travels exceeding 8 hours, a maximum of 8 hours (1 day) can be claimed as work time for the day and date of arrival/return. All overtime has to be preapproved by the relevant line manager. Staff working in excess of their normal working hours i.e. at weekends or public holidays shall request compensation for equivalent time off with the compensation leave form provided by the HR Manager.

Staff members are encouraged to plan their activities in an efficient way in order to minimize the amount of overtime, including the overtime of support staff and drivers. [[3]](#footnote-3)The hourly rate for overtime should be paid 25 percent more than the pay rate for a normal working hour and shall be paid 50 percent more in case of work on holidays

## 5.4 Staff attendance

CSO staff members are expected to attend the office on time. The respective line manager will ensure timely attendance of their staff. Staff member, if unable to report in time due to unavoidable circumstances should inform her /his line manager and/or the HR Manager within the first 30 minutes of their expected start time. In the event of any natural disaster or civil commotion (for example storm, flooding, mob violence, riots) which poses a direct safety/security threat to a staff member, the organization may permit staff members to stay at home or work from home avoid travel. However, this relaxation of normal rules remains within the discretion of the Executive Director.

## 5.5 Secondary employment

Secondary employment must be reported to the employer immediately. It includes working for another employer, running a business or providing paid consultancy services, or being involved in a family business.

If a staff member wishes to engage in a secondary employment, he/she must obtain the {Insert Name of your organization}’s written approval. Approval will only be withheld if {Insert Name of your organization} reasonably determines that the staff member has proposed secondary employment could conflict or compete with the interests of {Insert Name of your organization} or it does affect the staff member’s performance or attendance.

## 5.6 Conflict of Interest

Staff members must never allow themselves to be placed in a position where their personal interests are in conflict or could be in conflict with the interests or activities of {Insert Name of your organization}.

Staff members must avoid any situation or activity that compromises, or may compromise, their judgment or ability to act in the best interest of {Insert Name of your organization}.

Staff members must promptly disclose to {Insert Name of your organization}material information regarding any relationship, ownership or business interest (other than non-controlling investments in publicly traded corporations), whether direct or indirect, that the staff member or a member of his/her immediate family has with any person, or in any business or organization, that: competes with the {Insert Name of your organization}; or purchases or sells, or seeks to purchase or sell, goods or services to or from the CSO; or receive financial support from the {Insert Name of your organization}.

Upon disclosure of the information described above, {Insert Name of your organization} will take appropriate steps to protect against any actual or potential conflict of interest. Such steps may include:

* requiring the staff member to refrain from being involved in any decisions made by {Insert Name of your organization} regarding its dealing with such person(s), business or organization(s); or
* requiring the staff members to refrain from being involved in any dealings on behalf of {Insert Name of your organization} with such person(s), business or organization(s); or
* Requiring the staff member to dispose of his/her interest in such business or organization(s) if he (she wishes to remain in {Insert Name of your organization}’s service.

See **Annex 14**, Staff Conflict of Interest Declaration Form.

## 5.7 Accepting gifts

Staff members must never accept any gifts (kickbacks, loans, gifts or personal payments) of any kind /-, from any person, business or organization that:

* competes with the {Insert Name of your organization}; or
* purchases or sells, or seeks to purchase or sell, goods or services to, or from, the {Insert Name of your organization}; or
* Receives financial support or contributions from the {Insert Name of your organization}.

## 5.7 Anti-Fraud policy

This policy applies to any irregularity, or suspected irregularity, involving staff members as well as consultants, vendors, contractors or partner organization, and / or other parties with a business relationship with the {Insert Name of your organization}.

Any investigative activity required will be conducted without regard of the suspected wrongdoer’s length of service, position, function or title, or relationship to the {Insert Name of your organization}.

The term fraud, defalcation, misappropriation, and other fiscal irregularities refer to, but are not limited to:

* Any dishonest or fraudulent act;
* Misappropriation or embezzlement of funds, securities, supplies, or other assets;
* Impropriety in the handling or reporting of expenses, money or financial transactions;
* Profiteering as a result of insider knowledge of the {Insert Name of your organization}’s activities;
* Disclosing confidential and proprietary information to outside parties;
* Accepting or seeking anything of material value from contractors, partners, vendors, or persons providing services / materials to the {Insert Name of your organization}
* Destruction, removal, or inappropriate use of records, furniture, fixtures, and equipment; and
* Any similar or related irregularity

Any staff member who suspects dishonest or fraudulent activities will notify the Executive Director or BOD Chairperson immediately. The Management Team has the primary responsibility for the investigation of all suspected fraudulent acts as defined above.

Decisions to prosecute or refer the examination to the appropriate law enforcement and / or regulatory agencies for independent investigation will be made in conjunction with legal counsel of the {Insert Name of your organization}.

The Management Team treats all information received confidentially. Any staff member who suspects dishonest or fraudulent activities should not attempt to personally conduct investigations or interviews / interrogations related to any suspected fraudulent act.

Investigation results will not be disclosed or discussed with anyone other than those who have a legitimate need to know. This is important in order to avoid damaging the reputations of persons suspected but subsequently found innocent of wrongful conduct and to protect the {Insert Name of your organization} or the partner organization from potential civil liability.

Great care must be taken in the investigation of suspected improprieties or irregularities so as to avoid mistaken accusations or alerting suspected individuals that an investigation is under way. A staff member who discovers or suspects fraudulent activity will contact the Management Team immediately. The staff member or other complainant may remain anonymous. All inquiries concerning the activity under investigation from the suspected individual, his or her attorney or representative, or any other inquirer should be directed to the Management Team or the designated staff member of the {Insert Name of your organization}. No information concerning the status of an investigation will be given out. The proper response to any inquires is *“ I am not at liberty to discuss or respond to such inquiry*” Under no circumstances should any reference be made to “the allegation, “the crime”, “the fraud”, “the forgery”, “the misappropriation”, or any other specific reference.

The reporting individual should be informed of the following:

* Do not contact the suspected individual in an effort to determine facts or demand restitution
* Do not discuss the case, facts, suspicions, or allegations with anyone unless specifically asked to do so by the Management Team.

## 5.8 Harassment in the workplace

**Purpose:** The {Insert Name of your organization} is committed to providing a work environment in which all people are treated with respect and dignity. The {Insert Name of your organization} strictly prohibits sexual harassment and harassment based on race, religion, age, sex, marital status, national origin, ancestry, disability and sexual orientation. All staff members are expected to comply.

This policy establishes a zero tolerance for harassment based on any and all of the protected classes listed above. The principals and complaints procedures outline in this policy apply to sexual harassment against the {Insert Name of your organization}’s staff members.

**Prohibited conduct:** The {Insert Name of your organization} will not tolerate sexual harassment by anyone, including any line manager, co-worker, vendor or partner, whether in the workplace, at assignments outside the workplace, at a {Insert Name of your organization} sponsored social function, or anywhere.

**What is “sexual harassment”?** Sexual harassment is a form of sex discrimination, which is prohibited. The term “sexual harassment” means any unwelcome sexual advance, request for sexual favors, or other verbal or physical conduct of a sexual nature where:

* Submission to such conduct is made either explicitly or implicitly a term or condition of a person’s employment;
* Submission to or rejection of such conduct by an individual is used as the basis for an employment decision affection the person; or
* Such a conduct interferes with a person’s work performance or creates an intimidating, hostile or offensive working environment.

The offender or the victim of harassment may be either a man or a woman. In addition, harassment can involve people of the same or the opposite sex.

**Examples of harassment:** Although not a complete list, the following are examples of conduct that may be considered harassment:

* Unwanted sexual advances and explicit sexual proposals;
* Demands for sexual favors in exchange for favorable treatment or continued employment;
* Suggestive comments, sexually oriented kidding, teasing or practical jokes;
* Jokes about ethnicity, religious beliefs or practices, accents, or gender-specific traits;
* Foul or obscene body language or gestures;
* Display of printed or visual material that is foul, obscene or offensive;
* Sending or viewing jokes, pictures, or other information by e-mail or the internet where the information is sexually explicit, or where it ridicules a person’s ethnicity, religion, sexual-orientation or other unchangeable characteristic; and
* Physical contact, such as touching, patting, pinching or brushing against another’s body

**Reporting harassment:** If a staff member believes that she/he is being harassed, she/he should clearly and promptly tell the offender that the staff member wants the offender to stop the behavior. If for any reason the staff member does not confront the offender directly of if confrontation does not successfully end the harassment, the staff member should immediately report the harassment to any one of the following staff members:

* Her/his line manager
* The Executive Director
* The HR Manager
* BOD Chairperson

Any staff member who witnesses harassment or becomes aware that another staff has been subjected to sexual harassment is also urged to immediately report the conduct to one of the four persons listed above.

Any line manager who receives a complaint about sexual harassment or who believes that someone is engaging in conduct that may be sexual harassment shall immediately report it to the Executive Director. Ignoring such conduct is not acceptable and may subject the Executive Director to take disciplinary action.

The CSO takes all complaints and reports of sexual harassment seriously. All complaints and report will be promptly investigated. Staff members are expected to participate in investigations when asked.

Complaints of sexual harassment should be reported (in writing) to the line manager, the HR Manager or the Executive Director or BOD Chairperson as deemed appropriate. When such reports are lodged, an internal investigation will immediately be conducted with full confidentiality. The Executive Director will take appropriate corrective action based on the finding of the investigation. The corrective action can be guided by the Afghanistan Anti-Harassment Law[[4]](#footnote-4), any other regulations, including donor regulations and best practices that apply in this case.

# **6: Holidays**

Official holidays are in principle granted in accordance with the list of the official and religious holidays in Afghanistan. These are as follows[[5]](#footnote-5):

* The first day of the year (Nowruz) 21st of March;
* Twenty-eight of Assad (19 July) (the day of restoration of independence of the country;
* First day of Ramadan;
* Eight of Saur, Victory of the Islamic Revolution of Afghanistan;
* The three days of Eid-e-Feter;
* Four days of Eid-e-Said-e-Adhah and Arafat (Three days of Eid and one day of Arafat);
* Twelfth of Rabiul Awal, the birth day of Hazrat-e-Mohammad Peace be Up on Him;
* Tenth of Muharam (the day of Ashura); and
* Other days those are announced by the Islamic Republic of Afghanistan as Public Holidays.

# **7: Leave Policy**

## 7.1. General policy and procedure

Staff members of {Insert Name of your organization} shall be entitled to leave with full pay. All leave shall be granted in the form of half or full days. A half day will be considered as either four hours of the first half of the day or four hours of the last half of the day.

{Insert Name of your organization} has no provision of short leave or leave for fractional part of a day other than the half-day leave. In case of emergency and if the absence /leave duration is too short, the line manager may grant half day leave in formal way or release the staff member from duty at her/his discretion.

{Insert Name of your organization} maintains “January to December” as its leave calculation year. For staff joining in any month of the given year, leave will be calculated on a pro-rata basis.

The following procedure will be applicable when applying for leave:

* Employees must complete an application form;
* The leave has to be authorized by the relevant line manager;
* Once authorized, the form has to be forwarded to the HR Manager for processing; and
* Employees must make sure before going on leave that tasks to be completed are handed over to a colleague (incl. handover form in writing)

If the staff member, after proceeding on leave, requires an extension, s/he shall apply to the line manager before the expiry of the leave and if the requested extension of leave is denied, the staff member shall be immediately informed.

If the staff member remains, absent without any information beyond the period of leave originally granted or subsequently extended s/he shall be asked to explain in writing to the line manager the reasons for the unauthorized absence.

Absence from duties or leave without authorization is an offence; therefore, such cases should be taken into the notice of the HR Manager for necessary action.

The HR Manager shall maintain and update leave records of individual staff members. The staff members have the right to have access to her/his leave record maintained by {Insert Name of your organization}. HR department must update each staff on the leave balance on a monthly bases.

## 7.2 Types of leave

{Insert Name of your organization} staff shall be entitled to the following types of leave according Afghan Laws:

* Annual leave;
* Sick leave;
* Special/Casual leave;
* Maternity leave;
* Paternity leave;
* Compensation leave;
* Study and examination leave; and
* Leave without pay
* Hajj leave (applicable for those staff that complete 24 months of employment with the CSO

## 7.3 Annual leave

The annual leave entitlement is 24 working days.

Employees may take their annual recreational leave based on a leave schedule prepared by each department in consultation with the employees. Employees may utilize a total of 12 days of their annual recreational leave to respond to an urgent requirement during each six-month period.

All staff members are strongly encouraged to use their annual leave and carry forward of annual leave is discouraged. Line managers are expected to ensure her/his staffs uses their due annual leave. However, a maximum of 12 days un-availed annual leave may be carried forward to the next year i.e. in January.

There shall be no financial compensation of days off and there is no legal obligation on {Insert Name of your organization}.

The annual leave(s) shall be planned in consultation with the line manager(s) at the beginning of the calendar year. Any extended leave availed in conjunction with annual leave may be treated as annual leave or leave without pay at the discretion of the Executive Director.

Staff members, unless if it is an emergency, shall apply at least five days in advance to avail annual leave for more than three days.

During their probationary period, newly recruited employees are not entitled to annual leave. Once the probationary period is passed, employees may apply for annual leave.

## 7.4 Sick leave

A staff member may apply for sick leave only when s/he is sick and unable to continue work or unable to attend work. In case of sickness, the staff members shall inform her/his line manager or HR Manager as soon as possible on the first day of absence, and if possible shall apply for sick leave either on the day of sickness or during the sick leave days or on the day s/he returns to office.

Any abuse of sick leave by staff member shall not be accepted by the {Insert Name of your organization} and disciplinary action will be taken for such abuses. Line managers will monitor the sick leave availed by the staff.

Employees are entitled to 20 days of sick leave with pay and other allowances per year as per Article 52 of Labor Law Afghanistan

Up to five days of employee sick leave can be granted on the basis of a written notice. If the employee's sickness lasts for more than five consecutive days, then a certificate from the medical doctor of the health institute where he or she is being treated or, in places without physicians, the certificate of the village headman (Malik) or Province, will be required. In cases where the employee is covered under a medical insurance plan, the certificate from the doctor of the medical insurance company will be valid.

In cases where an employee requires more than 20 days of sick leave to recover from an illness, he/she may utilize other types of leave as well

## 7.5 Special/Essential leave

Employees are also entitled to the following special leaves:

* Wedding of the employee: 6 days;
* Wedding of employees Family member 1 day; and
* Death of family members: 3 days

## 7.6 Maternity leave

A female employee is entitled to 90 days of paid maternity leave as per Article 54 of Labor Law of Afghanistan. In cases where she is going to have an abnormal type of delivery or gives birth to more than one baby, 15 days more of paid leave will be granted to her as per Article 54 of Labor Law of Afghanistan. During the maternity leave only basic salary of the staff is payable not the other supplementary allowances.

After the completion of the maternity leave, explained above, the staff has to report to duty within five days. If she fails to do so, she will not be entitled to the privileges explained.

A female staff member who is pregnant shall notify the office of her expected delivery date together with a medical certificate issued by a registered medical practitioner at least three months prior to the expected delivery date.

The immediate line manager and / or the Executive Director are the authority to approve the maternity leave under the provision of this Manual.

If necessary and requested to extend the maternity leave by the staff member, annual leave or leave without pay up to a maximum of one month may be granted by the line manager and / or Executive Director.

A confirmed staff member shall not be dismissed or employment terminated during her pregnancy and / or maternity leave, unless disciplinary action has been instituted under this manual for gross misconduct.

## 7.7 Paternity leave

A confirmed male staff member, during his wife’s delivery, will be eligible for paternity leave of five working days with full pay. In such case, he has to inform the office of the expected delivery date one month in advance.

The line manager and / or the Executive Director are the authority to approve the paternity leave under provision of this Manual

## 7.8 Compensation leave

Due to the nature of work of {Insert Name of your organization}, time to time staff members are required to work or travel during weekends and / or public holiday. {Insert Name of your organization} will have the provision of compensating staff who will have worked more than 40/35 hours in a given week on weekends and public holiday by equal days’ time off in lieu.

Such compensation leave shall be availed within one month otherwise; it will be automatically lapsed. Any compensation leave balances may not be carried forward to the following year.

All compensation leaves shall be applied with the leave application form and approved in advance by the line manager.

## 7.9 Leave without pay

Leave without pay is applicable when a staff member has no due annual leave but needs leave for justified reasons for excess leave within the provision of this Manual. In such case, the staff member has to request for such leave to the Executive Director.

Unauthorized absence from duty may be charged as leave without pay. When a line manager is not satisfied with the explanation of the staff member concerned s/he will notify the HR Manager in writing for charging such absence as “Leave without pay” with the approval of the Head of Mission

In all cases, leave without pay should have the recommendation of immediate line manager or the approval of the Executive Director.

Leave without pay may be granted under the following circumstances:

* Continued serious illness of employees;
* Serious family conditions requiring the employee’s attention;
* Visits of family members living abroad;
* While an employee is completing graduate, or post graduate education within or outside country.
* Participation in funeral ceremonies of close family member, and other memorial ceremonies depending on the custom and traditions, in cases where annual or emergency leaves have already been exhausted.
* Handling the aftermath of natural or man-made disasters which have befallen on an employee

## 7.10 Leave for Hajj Pilgrimage

An employee is entitled to 45 days of paid leave only once during his/her entire service period in order to perform Hajj rites. The days in excess of 45 days earmarked for Haj can be considered as part of the employee's recreational and urgent leave.

In cases where an employee has used the Hajj pilgrimage paid leave, he/she must present a valid certificate issued by the Department of Hajj and Religious Affairs for the release of salary and other supplementary allowances during such a period.

# **8: Salary Administration and Structure**

## 8.1 Position, grade and salary structure

{Insert Name of your organization} has a specific salary scale that consists of six payment grades with 11% range spread between the minimum and maximum of each grade. Within each Payment Grade, six fixed payment steps are assigned for each category of jobs. Employees are put in various basic salary categories according to their functions and duties. Adjustment of staff salaries will take place on annual basis mainly after a staff member has served for one year. In order to reflect changes in the market and keep pace with changes taking place at other CSOs in Afghanistan, a review of the salary structure will be conducted periodically. Salary adjustment is only possible in accordance with the budget allocation of, and in compliance with, donors' regulations and requirements.

The various proposed functions are classified in grades as follows in Annex 9, Salary Scale. The salary scale shall be the basis for {Insert Name of your organization} local salary structure and other related factors such as staff recruitment, promotions and job classification. The salary scale is open to its staff on request but the salary level of individual staff member is a confidential matter.

## 

## 8.2 Salary increase

Annual salary increments will be based on availability of budget.

# **9: Salary Administration and Structure**

## 9.1 Salary

The salary shall be remunerated monthly in return to their work for {Insert Name of your organization}, corresponding to their grade and step as per valid salary scale.

{Insert Name of your organization} salary components maybe as follows:

* Basic salary;
* Food cost – this will be paid either in cash or in kind;
* Medical allowance – fixed amount per month; and
* Airtime Allowance – depends on the position that the person occupies in {Insert Name of your organization}

The net salary will be paid in AFN through bank transfer to the designated bank account in the staff member’s own name or through cash. Salary payments shall be made on the 25th day of every month.

## 9.2 Deduction from pay

The CSO reserves the right to make deductions from a staff member’s salary for the following:

* Income tax (PAYE) payable by the staff member according to the existing regulations of Afghanistan[[6]](#footnote-6);
* Repayment of salary advances;
* Over payment of salary or other benefits / allowances;
* Unauthorized absence from duty / leave without pay; and
* Any other advance of which the date of adjustment has expired.

## 9.3 Salary advances

In principle, no advances or loans against the salary will be provided by {Insert Name of your organization}. However, in exceptional cases of social hardship, such as death of close family members, medical emergencies or events of “force majeure”, loans may be granted up to 3 monthly salaries. Such a grant needs to be approved by the Executive Director. Repayment instalments are to be fixed in a written agreement with the employee concerned. (Loans must be shown in {Insert Name of your organization’s accounting). Any loan needs to be reimbursed within six months and not exceed the fiscal years or staff contract duration.

## 9.4 Income tax

{Insert Name of your organization} staff members, whose salary exceeds the tax exemption limit according to the existing income tax rules issued by the Afghan government, are liable to salary income tax. {Insert Name of your organization} will deduct at source the income tax and remit the tax payable to the Afghan government. {Insert Name of your organization} will give a tax certificate to the employee.

## 9.5 Eid Bonus

During the Eid all Staff Members are entitled to receive Eid Bonus. Such bonuses should be equal amount for all staff.

## 9.6 Cell phone/Airtime Allowance

Based on job responsibilities, eligible employees may qualify for a taxable allowance to cover the official use of personal cell phones. Recipients of the allowance will be required to obtain their own mobile communication device, also referred to as a cell phone, and service contract. The employee’s line manager is responsible for determining the eligibility of an employee to receive a cell phone allowance based on job responsibilities. The Executive Director has to specify the amount for each project staff based on their needs and official communication level.

# **10: Performance Management**

The CSO believes that all employees strive to achieve their highest abilities and seek and deserve feedback on their performance. Performance evaluation at {Insert Name of your organization} is intended to be a constructive and positive experience. It is viewed as an opportunity for employees to understand their performance relative to their job functions, goals and objectives.

## 10.1 Guiding principles

Performance appraisal of employees of {Insert Name of your organization} will be done bi-annually. The aim of appraisal process is to focus on specific objectives and tasks of each staff member. The process consists of objectives agreed on an annual basis (by the end of January), discussions on collaboration (as and when required), a review of the objectives (May/June) and a performance evaluation (by the end of October).

For newly appointed staff members, the annual objectives shall be set not later than one month after commencement of employment for the remaining assessment period of the year (until December.

The appraisal shall include an assessment of the performance of tasks as per job description contributions to team objectives and outputs individual objectives for special tasks and /or projects.

The overall evaluation / performance is linked to the salary scale and will have an impact on the gross salary as follows:

* 1 Needs Improvement - no increment
* 2 Below Expectations - no increment
* 3 Meets Expectations - x% increment
* 4 Exceeds Expectations - x+% increment
* 5 Exceptional - x++% increment

X% is to be determined annually and subject to budget availability. In most CSOs performance-based increments range from 0 to 5 percent.

The evaluation is carried out by the direct supervisor and is subject to the approval of the second line manager (line manager of line manager) and the Executive Director.

Staff members who are employed for less than six months and / or are on probation are not eligible for a salary increment based on this evaluation.

When a staff member’s performance is rated unsatisfactory, the concerned staff member and the line manager will jointly draw a performance plan of setting objectives with definite success criteria to be appraised in May / June of the year. If performance is found unsatisfactory in two successive appraisals (one annual and one additional), the process of separation may be initiated.

# **11: Staff Travel**

If staff of {Insert Name of your organization}, due to the job requirements, have to travel outside their usual place of work, but within Afghanistan or outside the country, field visits, partner office visits, training, exposure visit, meetings, and workshop or for any other official business, then it is the responsibly of the staff member to get a prior approval for the travel from the line manager and security focal point, subject to signing off of the Executive Director.

While making a field visit/trip, a female staff member should be given information regarding the official arrangements provided (e.g. mode of transport, accommodation etc.) in order to assure the staff member and her family members about her safety and security. Female staff member could be accompanied by her Mahram (accompanied).

## 11.1 Travel outside usual place of work

For official travel outside usual place of work within the Afghanistan, {Insert Name of your organization} staff will be entitled to travel by office vehicle or rented by the office , bus, or economy class ticket air travel. If more than two staff members travel together, {Insert Name of your organization} may allow them to travel by official vehicle or may select for them the most economic mode of transport.

Considering security and geographical condition, female staff should be given priority in accessing the safest mode of transport.

A staff member needing an office vehicle should inform the Administrator at least five working days before the date of travel. The information will include starting date and time, place, duration and places for pick up and approximate ending time of the trip.

The procedures for booking tickets depend on the mode of transport and shall be purchased by the Administrator. The concerned staff member must inform the responsible staff member officially by submitting the approved Duty Trip/Travel Request form so that the staff member can make the necessary bookings and arrangements.

In case of any change of schedule, the concerned staff member shall inform the office immediately in order to avoid or reduce any cancellation penalties.

## 11.2 Travel by official vehicle

All {Insert Name of your organization} staff members are eligible to use the official vehicles for official use. Use of vehicle shall be communicated via email to the Administrator at least one working day, and in case of field trips five working days in advance.

Consultants (except accompanied by {Insert Name of your organization} staff), or persons not belonging to {Insert Name of your organization} are not allowed to travel by official vehicle. Only the Executive Director or her/his deputy, at her/his discretion, may authorize any exception for special circumstances. A waiver of liability shall be signed by the passenger and submitted to the driver.

## 11.3 Per Diem during field trips

{Insert Name of your organization} staff shall be entitled to per diem to meet the supplementary expenses for food, if they travel outside their usual place of work locally in Afghanistan.

The BOD at the recommendation of the Executive Director on an annual basis approves the per diem rates. It consists of:

|  |  |  |
| --- | --- | --- |
| Incidental | 10% (750 AFN) |  |
| Breakfast | 20% (1,500 AFN) | Departure for duty trip before 6:30am. |
| Lunch | 35% (2,526 AFN) | Departure for duty trip before 13.00h or return after 14:00h |
| Dinner | 35% (2,625 AFN) | Departure for duty trip before 19:00h or return after 19:00h |
| Full | 100%(7,500 AFN) |  |

It is the responsibility of {Insert Name of your organization} staff to settle their respective expenses in restaurants, with partner organizations or other service providers during their travel or visit. In case a third party provides meals, the staff member shall not be eligible to the full per diem.

The departure time of travel is defined as the time at which the staff member leaves the office of her/his home whichever is later. The arrival time is defined as the time at which the staff member arrives at office or her/his home whichever is earlier.

## 11.4 Accommodation

{Insert Name of your organization} staff, irrespective of grade and level while traveling on official duty shall be entitled to reimbursement of the actual cost of accommodation. Where possible, the office administration should book the accommodation of the staff in advance through administration channel.

Staff members shall be required to take the vouchers/bills from the hotel/guest house and submit it to the Finance Department along with the travel expense report for reimbursement.

## 11.5 International travel

Following approval of the line manager and the Executive Director for an abroad travel, the concerned staff member shall inform the responsible staff member for travel management well in advance along with the relevant documents for processing and settle other official matters for the travel. {Insert Name of your organization} will process the visa, tickets, reservation of accommodation etc. on behalf of the staff member.

{Insert Name of your organization} staff are entitled to travel by air (economy class), train (first class) or other travel means as required to reach the travel destination.

## 11.6 Travel and per diem advance

{Insert Name of your organization} will provide travel cash advances to staff travelling within or outside the country. A travel advance may consist of the estimated expenses for transport, accommodation and other travel related costs.

Any advance has to be settled within seven days of returning from the trip. Any previous travel advance must be settled before a subsequent request for travel advance can be submitted.

## 11.7 Settlement of advance

Upon returning to the {Insert Name of your organization}’s office base, staff members are required to submit a travel expense report within seven working days with an approved field report approved by the line manager. The expense report will include the departure time, arrival time, duration of travel, travel expenses, per diem, accommodation and / or any other incidental expenses.

The staff member shall be reimbursed after verification of expenses by the Finance Department.

# **12: Health and Safety**

{Insert Name of your organization} has a responsibility to maintain safe and hygienic working conditions in the office premises and while official travelling. Staff members should bring to the attention of the HR Manager anything that is likely to constitute a safety hazard. Health and safety notices, directives or regulations must be shared with the staff members in appropriate manners, and staff members should ensure that they have read and taken note of these.

## 12.1 Office space

The office space, as far as it is possible, should have adequate lighting and ventilation. {Insert Name of your organization} shall provide visual privacy to its staff members and enable office staff to personalize their individual workspace. Offices shall have adequate space for storage and or equipment. All staff members shall be encouraged to maintain a clean workspace.

Trash in offices shall be disposed daily. Work surfaces, phones and keyboards should be cleaned on a daily basis by the responsible support staff of the {Insert Name of your organization}.

## 12.2 Fire instructions and procedure

{Insert Name of your organization} has clearly marked and unobstructed routes of escape in case of fire. Firefighting equipment must be available, clearly marked and properly maintained. All staff members are required to familiarize themselves with the fire exits and the firefighting equipment. The location of fire distinguishers are indicated on the fire exit maps on each floor. Annual fire- and other emergency drills shall be carried out under the participation of all staff.

## 12.3 First aid

{Insert Name of your organization} will arrange regular internal or external first aid training for its staff. The location of first aid kits are shown on the fire exits maps of each floor.

## 12.4 Safety measures in travel

While travelling for official business, staff shall carry the emergency card (provided by {Insert Name of your organization}) with all necessary contact numbers, in case of an emergency.

Staff must not travel to areas where it is restricted to travel by the Afghan government or by {Insert Name of your organization}.

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## 12.5 Driving office vehicles

All office vehicles are equipped with a first aid kid and a vehicle tracking system. It is the responsibility of {Insert Name of your organization} driver to check the vehicle, particularly breaks, gears, tires, first aid kit, fuel etc. before travel to any place.

{Insert Name of your organization} drivers shall undergo first aid training and regularly review their first aid knowledge.

Drivers shall maintain a reasonable and safe speed limit. Drivers shall comply with all traffic laws and rules. Compliance of traffic laws is the direct responsibility of the driver concerned. Driving under the influence of alcohol or drugs is strictly prohibited and will be subjected to severe disciplinary action.

## 12.6 Reporting accidents

All accidents at work (or while travelling on official duty) must be reported the HR Manager. In case of an accident with an office vehicle, the reporting guidelines for traffic accidents shall be applicable.

If any staff member is unable to work following an accident, this should be reported the HR Manager.

## 12.7 Emergency procedures

A crisis is defined as an event which is or has the potential of disrupting {Insert Name of your organization}’s normal operations. In any crisis situation, besides addressing the emergency situation in an appropriate way, in the first instance the Executive Director should be contacted or if unavailable the Deputy Director. The various types of crisis situations are regulated in the security management plan (SMP) of {Insert Name of your organization}.

# **13: Staff Development and Training**

{Insert Name of your organization} believes that appropriate training and learning contributes to the development of its staff through upgrading their job skills and building their capacity to meet future needs of the CSO.

{Insert Name of your organization} encourages equal opportunities for all staff in matters of training however preference should be given to equally deserving female candidates with a view to developing their competence and career.

All staff training must be within {Insert Name of your organization}’budgetary provision unless there are any specific organizational needs and opportunities that have been approved by the appropriate authority.

The professional development of staff will be done by means of the following approaches:

* Training courses, seminars or workshops;
* Induction / orientation;
* Cross / exchange visits; and
* Conferences.

The purpose of staff development and training of {Insert Name of your organization} are:

* To support staff members in performing their job well, and teaching new staff members, partners and beneficiaries;
* To support staff in acquiring new skills, improving existing skills and increasing their job knowledge, efficiency and attitude; and
* To equip staff to cope with changes in policy, practices, context and environment, both internally and externally.

## 13.1 Staff eligibility requirement

Confirmed staff members of {Insert Name of your organization} are eligible for staff development up to 10 working days for external training per calendar year, if budget permits. Other staff members on probation may be included if deemed appropriate. The Executive Director, at her/his discretion’ can approve a higher number of training days, if required.

## 13.2 Responsibilities

The **Executive Director** is ultimately responsible for overseeing and approving the staff development policies and activities.

The **HR Manager** is responsible for coordinating with line managers to develop and implement a staff development system in {Insert Name of your organization}, including the induction of new staff members. She/he is also responsible for monitoring the implementation of this policy, which includes ensuring that staff development needs are in line with the {Insert Name of your organization}‘s requirements. The HR Manager shall establish a training budget to cover the costs of the staff member’s specific training needs.

**Line managers** are responsible for development plans of their staff which should be based on the annual appraisal. They are also responsible for planning and monitoring the effectiveness of staff development activities of their supervisees.

**Individual staff members** are encouraged in the appraisal process but not only, to take ownership of their professional development and to identify their needs to perform the job better.

## 13.3 Types of training

**In-house training:** Internally designed courses are organized by {Insert Name of your organization} and use the skills and experience of line managers, senior staff members, or external facilitators and consultants.

**External training (in country):** When a required training is not possible {Insert Name of your organization}, staff members may be sent for external training within the country.

**Foreign training:** When a required training is not available or possible in Afghanistan, staff members may be sent for external raining in a foreign country.

**Professional development course:** {Insert Name of your organization} may decide to sponsor staff members for professional studies and / or accredited training within Afghanistan or abroad. The type of such training can be part-time, evening and / or a correspondence course.

Such sponsorship will only be approved if {Insert Name of your organization}is in need of such an expertise and the training can be undertaken without significantly the {Insert Name of your organization}’s operation. It is essential that such training contributes to the staff member’s career development and clearly aligns with organizational priorities and a longer-term focus. The duration of such a training or course should be limited to one year.

## 13.4 Commitment for professional development

Professional development courses that are for three months and more that are funded by {Insert Name of your organization}, and that require time out of the office, require the staff member to be committed to work at least twelve months continuous service for {Insert Name of your organization}after completion of the professional development.

Failure to continue working for {Insert Name of your organization} after returning from the course or in case of resignation before the twelve months period, the staff member will be liable to refund the total costs for the professional development course to {Insert Name of your organization}.

## 13.5 Procedure

The immediate line manager will assess and examine the staff member’s current skill level, and outline the training and development needs through the performance appraisal annually or at the end of their probation period.

The criteria for identifying the key development needs are:

* A staff member needs to improve her/his performance in the current post, undertake new responsibilities, or move to a position that requires different skills or competencies;
* Skills are needed for achieving specific professional objectives in support of the organizational / program priorities; and
* Resources are available for the staff development.

The HR Manger will consolidate all the identified professional development needs based on the annual appraisal and submit a consolidated annual staff training and development plan. The Management Team will review the plan for approval. While reviewing the plan, the Management Team will ensure the following:

The training or development intervention is related to the staff member’s job and nature of work,

The staff member’s absence from the office does not significantly affect the organization’s operations,

The training outline / contents, the institution or location suits the {Insert Name of your organization}’s need and capacity,

The proposed training / development intervention is cost effective and budget is available.

The HR Manager will coordinate training and staff development activities, including internal and external trainings that adhere to the annual staff training and development plan to the staff member’s line manager is responsible for monitoring and tracking the implementation of the plan.

Staff members who receive external training shall submit a short training report after returning from the training program, workshop, study tour etc. If required, she/he may be asked to share the materials and lessons learned with other {Insert Name of your organization} staff and / or partners. The training report shall be kept in the staff member’s personnel file.

If {Insert Name of your organization}contributes to the costs, a short agreement between the employer and the employee has to be established in writing, specifying the duration, respective contributions of the employer and the employee and the duration of the stay with {Insert Name of your organization}after fulfilment as well as the eventual pro rata refund. Such refund from the employee can be deducted from the last salary accordingly.

# **14: Disciplinary Procedures**

All members of staff are expected to meet the {Insert Name of your organization}’s standards for attendance, work performance, code of conduct at all times. Where standards are not met and behavioral conduct or performance falls below organization requirements, disciplinary action may be taken in compliance with the applicable laws of Afghanistan and the provisions thereof.

It is the {Insert Name of your organization}’s policy that the disciplinary procedures will be handled in a fair, constructive and consistent manner. It should be noted that the final stage of disciplinary procedures might lead to termination of employment. All staff members are required to familiarize themselves, with these procedures from commencement of employment.

Termination of employment because of disciplinary action, though lawfully done, is a serious matter and a course of action that is not entered into lightly. The principles of natural justice must be followed in all cases of disciplinary action. Verbal or written warnings, or any other disciplinary procedures, including termination of employment should not be instituted without prior reference to Management Team. Advice will then be given on the procedures to be followed.

However, immediate lawful termination may occur in certain circumstances i.e. in cases of gross misconduct/gross incompetence. Gross misconduct/incompetence is any action serious enough to be interpreted as a fundamental breach of the employment contract. In situations of this nature, it is not appropriate to pursue the normal disciplinary process. The following examples of gross misconduct and incompetence are illustrative but not exclusive:

* **Use of violence** – committing an assault at the place of work in the course of work

Convicted of a criminal offence while under employment with the {Insert Name of your organization}.

* **Sexual or other forms of harassment** shall be dealt with under full confidentiality. Any disciplinary action shall be taken.

## 14.1 Minor offence

For a minor offence, a meeting may be held between the concerned staff member and her/his line manager to resolve the problem as soon as possible after it occurs. In some cases, proper documentation may be required and the line manager may issue a letter of advice to the concerned staff member with a copy to her/his personnel file. Examples of minor offences may include, but not limited to, failure to meet an internal deadline, not informing your line manager prior to an absentee for the first time. They are dependent on the circumstances, level of responsibility, intent and potential loss or damage to the CSO.

## 14.2 Misconduct leading to contract termination

It is not possible to set out all situations, which may lead to disciplinary actions, but the following are examples, which may lead to termination of employment. The list is not exhaustive:

* Willful failure to comply with instructions and guidance, or non-compliance, whether alone or in combination with others, to any lawful or reasonable instructions from of a superior;
* Habitual negligence or neglect of work;
* Theft, fraud, or misappropriation of the organization’s’ fund or property;
* Falsifying, tampering with, damaging or causing loss of {Insert Name of your organization}’s official records;
* Taking or giving bribes and/or gifts in connection with her/his or any other staff member’s employment (see chapter 7.6);
* Habitual absence without leave or being absent without leave or prior information to the office for more than five days;
* Habitual late attendance;
* Excessive speeding and / or reckless driving of office vehicles;
* Unacceptable work performance, behavior, or consistent work performance below average;
* Gross incompetence or inefficiency in the performance of work;
* Lack of skills, which the staff member claimed to possess;
* Willful damage to or loss of the {Insert Name of your organization}’s goods or property;
* Indulging in behavior that could be seen as inappropriate and causing humiliation or harassment to any staff member(s) of {Insert Name of your organization} or its partners;
* Giving false information regarding one’s name, age, qualification, previous service etc.;
* Drunkenness, intoxication, gambling or indecent behavior during working hours or inside the {Insert Name of your organization}’s or partners premises;
* Misuse of the {Insert Name of your organization}IT equipment (internet, intranet, e-mail); and
* Criminal convictions relating to an offence which impacts directly or indirectly, on the employment relationship.

## 14.3 Procedure of disciplinary action

No order for punishment or dismissal shall be made against a staff member of the CSO unless:

* The allegations against the staff member are recorded in writing and placed in the personnel file ;
* S/he is given a copy thereof and not less than seven days are given to the staff member to submit her/his written explanations;
* S/he is given an opportunity of being heard by taking part in an hearing as part of an inquiry;
* S/he is found guilty after the inquiry; and
* The Executive Director or the authorized line manager reviews all written findings and explanations and approves such order in writing.

## 14.4 Investigation

Any allegation (except minor offences) against a staff member shall be informed in writing to the Executive Director. The Executive Director, if deemed necessary will designate a person or committee to investigate into the matter and to submit a written report on her/his findings to the Executive Director.

## 14.5 Letter of notice / explanation

If a staff member is considered guilty of misconduct, the Executive Director will issue a letter of notice to the concerned staff member explaining the charge and offering a time frame of not less than seven days for submission of a written explanation (if the staff member does not accept the charge) of why disciplinary action should not be taken against her/him for misconduct.

## 14.6 Suspension pending investigation

A staff member charged for misconduct may be suspended from work pending the inquiry into the charge against her/him. The period of such suspension shall not be more than 60 days, unless the matter is pending before any court. A staff member who is suspended must be paid the basic salary for the period of suspension.

## 14.7 Hearing board

Given the seriousness of the implications of imposing a disciplinary penalty, the Executive Director may invoke a disciplinary hearing in the event of:

* The misconduct and / or disciplinary action by the management not being accepted by the concerned staff member; and
* Further misconduct following a written or final warning

The hearing board shall consist of at least three staff members of {Insert Name of your organization}. In the event the accused person is female, or for any offence related to gender discrimination and / or sexual harassment, the board of inquiry must include one senior female staff. The members of the enquiry committee shall not be below the rank of the staff member charged upon.

The person who issued the letter of notice mentioning the charges and Executive Director, who makes the final decision, cannot be a member of the hearing board.

The person chairing the hearing should be impartial and should not, if possible, have been involved in the issues giving raise to the hearing.

The staff member concerned may be helped by any person nominated by him/her who is employed by {Insert Name of your organization}.

Before the hearing, the HR Manager will issue the notice of investigation to the staff member concerned which must state the allegations, the place, name of board members, date and time and the staff member’s right to ask and say anything related to the charges and inquiry.

The chairperson of the hearing board should present the case in support of the allegations against the staff member and the staff member should be given an opportunity to respond to the allegations at the hearing; parties shall have the right to call witnesses and question any witnesses called by the other party.

Upon completion of the hearing, the board shall read out the entire hearing in presence of the accused staff member after which the staff member and the board members will sign on every page of the minutes of the hearing.

If the concerned staff member refuses, avoids or neglects to receive the letter of notice or to appear at the inquiry without any justification or valid reason, the hearing board shall precede with the investigation in her/his absence.

The hearing board shall submit their full report within five working days to the Executive Director along with their comments as to whether the accused is found guilty or not guilty.

## 14.8 Disciplinary action

Upon receipt of the report from the enquiry board, the Executive Director in consultation with the HR Manager shall determine the nature of punishment to the staff member or make him/her released from the charge depending on the gravity of the misconduct, previous records etc.

A staff member, if found guilty of misconduct, may be given any or more of the following punishments depending on the gravity of the offence:

* Written warning;
* Suspension from work (suspension period depends on what the investigation committee deem proportionate to the act of misconduct committed); and
* Termination of employment.

A written warning shall be issued by the direct line manager and approved by the Executive Director, in case of misconduct and / or the staff member has not improved her/his performance following verbal or other written warnings.

In a first offence, a warning letter will be issued describing the offence and/or that performance should improve over a specified period. On any further offence, or in the lack of improvement over specified period, the staff member shall be issued a final warning letter. Any occurrence of offence after the final warning letter may result in the termination of employment of the staff member after the disciplinary procedure is followed.

Suspension of staff members shall be in writing with approval by the Executive Director. It shall be in effect immediately on delivery to the concerned staff members. During the suspension period, the concerned staff member will be barred from coming to the office, exercising her/his financial or administrative authority, and representing {Insert Name of your organization} in any capacity.

A termination of employment or suspension order cannot be issued retroactively.

# **15: Grievance Procedures**

Grievance is a state of dissatisfaction, expressed or unexpressed, written or unwritten, justified or unjustified having connection with employment situation.

{Insert Name of your organization} will ensure that:

* Staff members understand the grievance procedure; and
* Staff members are aware that no reprisals will be taken against them for using the procedure.

Any staff member of {Insert Name of your organization} having any grievance concerning her/his employment shall be entitled to submit a grievance petition in writing containing details of the cause of her/his grievance as follows

Staff members should first bring any grievance(s) to the notice of their direct superior or line manager. The line manager will exercise the best efforts to reach a fair and reasonable solution;

Thereafter (at the 2nd stage), if the grievance is not settled, the staff member may approach the HR Manager, who after looking into the matter, shall give a written reply.

If the staff member is not satisfied with the reply given by the HR Manager, the Executive Director may or may not personally meet the staff member concerned but will send a written reply as soon as possible and the decision shall be treated as final.

# **16: Ombudsperson**

The Ombudsperson is a person who provides neutral and confidential assistance to his/her office colleagues in order to protect them against unjust treatment and resolves conflicts between colleagues or with management. The Ombudsperson serves as an advocate for fairness, as well as a source of support and information.

All staff members of {Insert Name of your organization} shall have access to the Ombudsperson. However, it is expected that the complainant would set a prior appointment with the Ombudsperson for having a confidential discussion with or without the conflicting parties.

All personal issues concerning matters occurring at work or related to work in {Insert Name of your organization} may be brought to the ombudsperson. If any personal issue arises outside {Insert Name of your organization} and workplace, but affects a person’s work and/or performance, the complainant is entitled to raise and discuss it with the Ombudsperson.

The Ombudsperson shall be a staff member of {Insert Name of your organization} and will discharge this role when and where needed along with his/her other usual function and tasks within {Insert Name of your organization} In this role, the Ombudsperson will be fully authorized to deal with the dispute/problem independently without intervention from higher authority. However, the method to resolve the conflict shall be agreed by the complainant and the ombudsperson jointly. The Ombudsperson is generally annually selected or confirmed by the staff members of {Insert Name of your organization} subject to approval by the Executive Director. The BOD chairperson or human resources sub-committee of the BOD request staff to submit names of who they suggest to be the Ombudsperson. Names are submitted by email by October 30 of every year. The BOD then meet and review the names suggested, carry out relevant background checks and approach the person. By the end of December every year the BOD chairperson must have announced a new Ombudsperson nominated by staff to start their new by January 1 of the fowling year.

**Duties of the Ombudsperson**

The ombudsperson is a very role, and is responsible in mediating between two parties and acts as intermediary.

* The Ombudsperson usually:
* Listens to complaints,
* Participates in doing investigations as needed to advance the resolutions of complaints,
* Provides information about the staff members’ rights,
* Provides consultations and assures that confidentiality is preserved,
* Recommends appropriate strategies and offers support, solutions and alternatives to resolve any conflicts/problem between parties involved; and
* Other responsibilities also consist in researching and writing reports according to grievances, identifying problem and pattern areas and providing the staff members as well as the management with recommendations to improve conditions at the workplace.

The Ombudsperson shall:

* Allow people to come and talk openly of their personal (work related) and organizational issues/problems;
* Be able to create an open and trusty atmosphere while discussing the problems of the person;
* Be able to listen to people with respect, interest and show them care and concern;
* Be objective and neutral at all times;
* Be able to analyze the facts, circumstances and situation;
* Avoid expressing opinions, values, and judgments; and
* Be able to differentiate between facts and opinions.

# **17: Staff Separation**

All staff separation cases of {Insert Name of your organization} staff either by voluntary resignation or by other modes of separations shall be dealt with the terms of employment of the relevant staff and in accordance with the {Insert Name of your organization}’s HR manual. The various means of separation are stated below.

## 17.1 Resignation

An employee may terminate her/his employment with {Insert Name of your organization} by submitting a written resignation letter to his/her supervisor at least 30 calendar days prior to the proposed date of resignation. Upon submitting the resignation letter, the employee must consult with his/her immediate supervisor in preparing a written document of specific tasks and obligations that are to be carried out in the final period of employment. The employee is entitled to all salary earned and unused vacation leave as of the last date of employment.

In case an employee fails to give 30 calendar days prior notice to human resource in charge or his/her supervisor, then, the employee will not be entitled to receive his/her last month salary and days off. {Insert Name of your organization} may also give 30-calendar day notice if they intend to terminate staff contracts under the following situations:

* Poor performance of staff;
* Security or budgetary reasons;
* Project ending; and
* Any other situation that may deem it necessary to terminate a contract

A probationary staff member who resigns shall be entitled to receive the unpaid salary and allowances up to last day of work; and encashment of the unused annual leave, if any.

Staff members who intend to terminate their employment must give notice to the HR Manager or the Executive Director in writing. The day on which the notice is given shall be included in the notice period.

## 17.2 Redundancy / Retrenchment

If a position or function may become redundant due to organizational restructuring and / or downsizing of the program portfolio or / and activities of {Insert Name of your organization}, the concerned staff member(s) may be retrenched or made redundant.

{Insert Name of your organization} will hold consultations with the affected staff member(s) of the method of selecting staff to be retrenched, the timing of the retrenchment and the compensations payable to the staff member.

Staff members having completed not less than one year of service may be retrenched or made redundant with a three months’ notice in writing, indicating the reason for redundancy/retrenchment or be paid in lieu of such notice for the period of notice.

A confirmed staff member with an employment relationship that lasts longer than 12 months shall be entitled to:

* Unpaid salary and allowances up to the last day of work; and
* Encashment of the unused annual leave

## 17.3 Termination due to expiry of contract

A fixed term or limited contract terminates automatically on the expiry date of the contract period unless the contract provides otherwise. {Insert Name of your organization} shall notify the concerned staff member not less than one month in advance that the contract will not be renewed.

The employment of a probationary staff member may be terminated by giving seven days’ notice or pay in lieu thereof.

A confirmed staff member with an employment relationship that lasts longer than 12 months shall be entitled to:

* Unpaid salary and allowances up to the last day of work; and
* Encashment of the unused annual leave, if any

A probationary staff member or a staff member with an employment relationship that lasts less than 12 months shall be entitled to:

* Unpaid salary and allowances up to the last day of work; and
* Encashment of the unused annual leave, if any.

## 17.4 Termination due to medical reasons

A staff member may be discharged from service for reasons of physical or mental incapacity or for continued ill health or such reasons not amounting to misconduct. Before discharge, the staff member shall undergo a medical examination by at least two registered medical practitioners provided by {Insert Name of your organization}.

A confirmed staff member may be discharged on medical grounds by giving one-months’ notice or pay in lieu of notice by {Insert Name of your organization}.

Provided that the staff member has completed not less than 12 months of service, the staff member shall be entitled to:

* Unpaid salary and allowances up to the last day of work
* Encashment of the unused annual leave, if any

## 17.5 Termination due to misconduct

The termination is the prerogative of the employer and this action can only be taken in case of significant misconduct by the staff member. In such a case, {Insert Name of your organization} will notify the concerned staff member in writing given the reason for the termination of her/his employment contract.

A staff member may be dismissed without any prior notice or payment in lieu thereof from serviced ifs/he is convicted for any criminal offence or is found guilty of misconduct, after following the disciplinary procedures.

For confirmed staff members whose employment relationship lasts longer than 12 months shall be entitled to the following benefits:

Unpaid salary and allowances up to the last day of work

Encashment of the unused annual leave, if any

## 17.6 Retirement

A staff member will be retired from {Insert Name of your organization} service at the end of the month s/he reaches the age of 65 years. {Insert Name of your organization} will issue a letter of retirement to the retiring staff member at least three months in advance of her/his retirement date. The retired staff member shall be entitled to:

* Unpaid salary and allowances up to the last day of work;
* Gratuity if applicable;
* Pension; and
* Encashment of the unused annual leave, if any.

**17.7 Death**

In case of the death of a staff member, the date of death will be deemed the date on which the staff member’s services with {Insert Name of your organization} come to an end.

For confirmed staff members, the designated nominee(s) shall be entitled to the following benefits:

* Unpaid salary and allowances up to the last day of work; and
* Encashment of the unused annual leave, if any

In order to assist the family for the burial {Insert Name of your organization} will provide an advance payment amounting to one-month net salary of the deceased staff member. The payment shall be subject applicable tax deductions.

The final payment is subject to the submission to confirmation of death by next-of-kin of the staff and will be made after adjustments of any outstanding liabilities by the deceased staff member. All the relevant documents with regard to the deceased staff member and the designated nominee(s) and payments, shall be kept in the personal file of the deceased staff member. In the event of a dispute, legal proof of who the legitimate heir (heiress) is will be required.

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## 17.7 Clearance certification and final settlement

A staff member leaving {Insert Name of your organization} shall transfer all his/her open tasks and responsibilities to her/his successor or to a staff member as nominated by the management. S/he shall return all office equipment and / or material (ID card, computers, accessories etc.) to {Insert Name of your organization}.

The staff member shall submit a clearance certificate, signed by all the concerned line managers to the HR Manager who shall prepare the final payment to the departing staff member.

The HR Manager shall issue an exit letter, which shall include the staff member’s final benefits. With the signing of the exit letter, the staff member agrees that all claims from {Insert Name of your organization} are fully and irrevocably settled. The exit letter shall be agreed and signed by the staff member before any payment shall be processed.

{Insert Name of your organization} staff member who resigns, or is terminated, discharged, retired, dismissed or made redundant, is entitled to receive a service certificate, signed by the direct superior and the HR Manager.

## 17.8 Exit interview

{Insert Name of your organization} strives to improve its human resources practices. If possible, {Insert Name of your organization} shall get feedback and comments from outgoing staff members through an exit interview process after they have submitted their resignation, retire or leave {Insert Name of your organization} upon completion of the contract.

The purpose of the exit interview is to obtain information and to discuss with the outgoing staff about the reasons for their resignation and / or their observations, perception but also concerns they have experiences during their employment with {Insert Name of your organization}.

The results of the exit interviews are strictly confidential. Information shared during the exit interview may be used as reference for management decisions and future organizational needs.

The exit interviews are entirely voluntary; no departing staff member can be forced to take part in it. Information shared during the exit interview shall not become part of the staff member’s personnel file but will be kept in a separate confidential file (Exit Interview File) with the HR Manager.

# **Annexes**

## Annex 1: Staff Acknowledgement of Receipt of HRM Policy Manual

**Acknowledgment of receipt of the HRM policy manual by staff**

I acknowledge that I have received a copy of the {Insert Name of your organization} HRM policies and procedures manual. I understand that I am responsible for reading and abiding by all policies and procedures in this manual, as well as all other policies and procedures of the organization.

I also understand that the purpose of this manual is to inform me of the organization’s policies and procedures, and that it is not a contract of employment. Nothing in this manual provides any entitlement to me or to any organization’s employee, nor is it intended to create contractual obligations of any kind. I understand that the organization has the right to change any provision of this manual at any time and that I will be bound by any such changes.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Full Name (please print)*

Please sign and date one copy of this acknowledgement and return it to Human Resources. Retain a second copy for your reference.

## Annex 2: Sample Job Application Form

Instructions: Print clearly in black or blue ink. Answer all questions. Sign and date the form.

**PERSONAL INFORMATION:**

First Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Middle Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Last Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Street Address

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Village, District, Province

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Phone Number

(\_\_\_\_)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Are you eligible to work in the United States?

Yes \_\_\_\_\_\_\_ No\_\_\_\_\_\_\_

If you are under age 18, do you have an employment/age certificates?

Yes \_\_\_ No \_\_\_

Have you been convicted of or pleaded no contest to a felony within the last five years?

Yes\_\_\_\_\_\_\_ No\_\_\_\_\_\_\_

If yes, please explain: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**POSITION/AVAILABILITY:**

Position Applied For

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

What date are you available to start work?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**EDUCATION:**

Name and Address of School - Degree/Diploma - Graduation Date

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Skills and Qualifications: Licenses, Skills, Training, Awards

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**EMPLOYMENT HISTORY:**

Present Or Last Position:

Employer: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Supervisor: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Phone: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Email: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Position Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

From: \_\_\_\_\_\_\_\_\_\_\_\_\_\_ to: \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Responsibilities: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Salary: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Reason for Leaving: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

===========

**Previous Position:**

Employer: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Supervisor: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Phone: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Email: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Position Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

From: \_\_\_\_\_\_\_\_\_\_\_\_\_\_ to: \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Responsibilities: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Salary: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Reason for Leaving: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**May We Contact Your Present Employer?**

Yes \_\_\_\_\_ No \_\_\_\_\_

**References:**

Name/Title Address Phone

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

I certify that information contained in this application is true and complete. I understand that false information may be grounds for not hiring me or for immediate termination of employment at any point in the future if I am hired. I authorize the verification of any or all information listed above.

Signature\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

## Annex 3: Sample Offer Letter

**Sample Letter of Offer**

Place on CSO Letterhead

Date

*Name*

*Address*

Dear (*Name*):

I am pleased to extend our offer of employment for the position of (*name of position*). In this position you will work in our (*location*). In this position you will report to (*name of manager and title).*

Duties and Responsibilities

Your responsibilities are detailed in the attached position outline. *(It is always a good idea to provide some outline of duties and responsibilities along with working conditions such as hours of work).*

Effective date

The effective date is (*indicate the first day of work -* *date)*.

**Probationary Period**

Your employment is subject to a probationary period of (*number of months*) months beginning on your start date of (*start date*). Your probationary period will be subject to (*refer to your labor standards or employment standards by name).*

Remuneration

Your annual salary will be AFN*xxxxx.* We will calculate and deduct statutory deductions (Income tax.) for you at source. Your salary is payable (*weekly or bi-monthly, monthly by direct deposit to the financial institution of your choice or by check – outline how compensation is made).*

**Benefits**

In addition to salary you receive the following benefits *(list any benefits – group insurance, etc. And provide details if it is employee paid or CSO paid).*

**Annual**

Your annual eligibility is based on (*date of hire calculation or the calendar year – also indicate the amount of vacation to be earned and any other relevant vacation details – vacation is governed by Afghan law*).

Confidentiality (Optional paragraph)

While under our employ and after the termination of this agreement, you will not disclose the private and confidential affairs of the (*name of CSO*) and will not use for your own purposes or for those of any other person any information which you acquire about the business and affairs of the (*name of CSO*) or about its management and methods of operations.

**Termination**

If your employment with (*name of CSO*) is terminated, you will receive either written notice of termination, termination pay or a combination (as long as the notice and the termination pay together equal the length of notice you would be entitled to receive), in accordance with (*labor standards or provincial employment standards act or legislation).*

Law of the Contract

This offer should be interpreted according to the laws of Afghanistan.

Please provide your signature on one copy of this letter as your acceptance of these terms and conditions that shall constitute an agreement between us. Please return one copy to us for our files.

(*Name),* we look forward to establishing a professional working relationship with you and welcome to our team.

Yours truly,

*Name of Hiring Manager*

*Title of Hiring Manager*

I hereby understand and agree to the terms outlined in this letter of contract.

DATED at this \_\_\_\_ day of

Signed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*(Name)*

## Annex 4: Job Description Template

JOB TITLE: *<Role name> e.g. Receptionist*

JOB TYPE: *<Type of employment> e.g. Full-time; Part-time; Casual*

LOCATION: *<The physical address that the employee will work at. If the job requires travel, state the primary location> e.g. Kabul office*

SUPERVISOR/MANAGER: *<Who the employee will report to> e.g. Head of programs*

MAIN DUTIES/RESPONSIBILITIES:

*<Outline the duties and responsibilities of the position>*

*e.g.*

*Coordinate and carry out all office administration including reception, mail, couriers, greeting clients and filing*

*Maintain a clean and safe workspace, and abide by workplace health and safety policies and procedures*

*Other tasks as directed*

SKILLS & EXPERIENCE

Qualifications: *<What qualifications, licenses or education level does the employee need?>*

*e.g.*

*Diploma or Certificate IV in Business Admin or relevant experience*

*First aid certificate*

Experience: *<What type and how much experience is needed?>*

*E.g. 3 years previous experience in a similar role/industry*

Skills: *<List skills needed for the job, including any technical or interpersonal skills>*

*e.g.*

*Intermediate to advanced Microsoft Office skills (Word, Excel, PowerPoint and Outlook)*

*Excellent verbal and written communication*

*Organized and able to meet deadlines*

PERFORMANCE GOALS:

*<The level of performance you expect from the employee >*

*e.g.*

*Complete administration tasks on time*

*Deal with clients, suppliers and other employees professionally at all times*

*Ensure office is clean and presentable at all times*

## Annex 5: Employment Contract Template

**Employment contract**

This contract regulates the conditions of employment between CSO, hereinafter referred to as the employer, and

*Last name/first name of employee*  **(hereinafter referred to as the employee)**

*Date of birth* 99.99.1999

Marital status Single

*Nationality* ABC

|  |  |
| --- | --- |
| *Function* | **Enter function Driver** The employee may also be asked to perform other functions, according to his/her capabilities and the internal requirements of the mission. |
|  |  |
| *Location of employment* |  |
|  |  |
| *Commencement of employment* | Enter starting date |
|  |  |
| *Duration of employment* | Limited until XXX  *or*  Indefinite, i.e. until the employee reaches the statutory retirement age in accordance with local legislation. |
|  |  |
| *Trial period* | In accordance with local legislation (as a rule, 3 months) |
|  |  |
| *Degree of employment* | XX% *(= percentage of standard working hours per week in accordance with local legislation)* |
|  |  |
| *Working hours / Overtime* | The number of working hours per week (xx) is based on local legislation. Requested overtime can only be compensated if the employee has worked the full number of hours per week in accordance with local legislation. Overtime is compensated in the form of equivalent time off |
|  |  |
| *Public holidays and days off* | In accordance with local legislation *(* |
|  |  |
| *Holidays* | In accordance with local legislation: XX working days per calendar year (in the first year of employment, pro rata temporis) |
|  |  |
| *Salary*  *Allowances*  *Meals* | XXX ………. per month (gross), during and after trial period (12, 13, 14, 15 *[in accordance with local legislation]* monthly salary payments per annum)  *XXXXX* |
|  |  |
| *Travel allowance, uniforms, etc.* | In accordance with local legislation and practice |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
| *Severance pay* | In accordance with local legislation |
|  |  |
| *Tax* | *Deducted at source* |
|  |  |
|  |  |
|  |  |
| *Sickness and accident insurance* | Xxxx |
|  |  |
| *Continuation of salary payments in the event of sickness or accident* | In accordance with local legislation.  . |
| *Continuation of salary payments during maternity leave* | In accordance with local legislation but at least 90 days of maternity leave with full pay.    Continuation of salary payments for 90 days. |
| *Continuation of salary payments during paternity leave* | In accordance with local legislation but at least 3 days of paternity leave with full pay. |
| *Occupational benefits* | Local legislation |
|  |  |
|  |  |
|  |  |
| *Termination of employment* | In accordance with local legislation. The following provisions also apply:  The employment contract may be **terminated with immediate effect** in the event of grave violations of labour law or action that is not reconcilable with the activities of the mission concerned, or which represents a violation of duty/loyalty towards the employer, e.g. failure to report personal details of relevance to security.  The provision of incorrect information, infringements against security regulations or violations of the duty to observe secrecy may result in the termination of the employment contract. |
|  |  |
| *Liability* | The employee is liable towards the employer for wilful damage or damage caused by gross negligence. |
|  |  |
| *Secondary employment* | Secondary employment must be reported to the employer without delay, and is only permissible if it in no way affects the employee’s performance. |
|  |  |
| *Duty to observe secrecy* | The employee is obliged to observe secrecy regarding professional and service-related matters. This obligation shall remain in effect even after the employment relationship has been terminated. |
| *Personal data* | In connection with his or her employment in accordance with this contract, the employee agrees to provide the employer with all required personal details. He/she also agrees that the employer may process the supplied data. Furthermore, the employee undertakes to notify the employer immediately in the event of any changes to his or her personal data.  The employee also agrees to supply all required personal data of persons in his / her household. The disclosure of these details is made with the consent of the persons concerned, who also agree that the employer may process the supplied data. Any refusal by any of these persons to disclose the required data must be reported to the employer prior to the conclusion of the employment contract. |
| *Prohibition of acceptance of gifts* | It is strictly prohibited for the employee to accept gifts for him- or herself or for third parties, or to claim, receive or expect any benefits or advantages. |
| Duty of due care and loyalty | The employee undertakes to perform the duties entrusted to him or her with due care and loyalty, and to always safeguard the interests of the mission. |
|  |  |
| Medical examination | The employee is obliged to undergo a medical examination by a doctor designated by the employer. The commencement of the employment relationship is subject to a positive outcome of this examination. |
| Place of jurisdiction | **Location of CSO office** |
| Applicable law | This employment contract is subject to local law of Afghanistan. |

Place and date

Executive Director EMPLOYEE:

|  |  |
| --- | --- |
|  |  |
| First name, family name | First name, family name |

## Annex 6: Job Announcement

**Job Announcement**

<CSO name> *AICS*

<Title> *Receptionist*

*<List the pay, the type of employment, expected hours and the main benefits of the job>*

*Permanent full time position*

*38 hours per week*

*AFN 46,000 per year + superannuation*

*City location,*

*<Include other details such as:*

*A short description of your CSO*

*A description of the job / type of work*

*How the job has come about (if relevant)*

*Who the person will report to*

*List the essential (or desirable) skills, qualifications and experience>*

*We are looking for an office receptionist for our Kabul office .We are involved in women empowerment programs in Afghanistan.*

*The receptionist will report to the office manager and will be responsible for office administration including:*

* *reception, including responding to telephone calls and emails and greeting clients*
* *handling and distributing mail*
* *filing and photocopying*
* *Maintaining records, including checking accounts and invoices.*
* *The job will be full time, with hours to be worked between 9.00 am and 5.30 pm Monday to Friday.*

*Successful applicants must have:*

* *relevant previous reception experience*
* *advanced Microsoft Office and typing skills*
* *strong communication and interpersonal skills*
* *Strong organizational skills and attention to detail.*
* *A Certificate IV in Business Administration or equivalent qualification is desirable.*

*<Include instructions on how to apply – for example, type of application, contact details and closing date>*

*If you are interested in this job, please email your resume to <contact email address> or call <contact telephone number> for further information.*

*Applications close on <date>*

## Annex 7: Written Test Interview Template

**Written test template**

**Written Interview questions**

**Position**: XXXX

**Organization:** CSO

**Date: XXXX**

**Instructions**

* Write your name and date on the answer sheet before answering the questions.
* This interview has two sections.
* Section A carries 20 marks while section B carries 80 marks.
* Answer all questions in both sections using the computer provided.
* Save your document in your name in the folder provided by the staff supervising you.
* Hand in your soft answers and your drawings to the person supervising you.
* Time allowed is **3 hours**

**The line manger to supply relevant questions to the HR Manager for written tests**

## Annex 8: Candidate Interview Evaluation Form

CANDIDATE INTERVIEW EVALUATION FORM

Candidate’s Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Date:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Interviewed By:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Scoring Candidate evaluation forms are to be completed by the interviewer to rank the candidate’s overall qualifications for the position.  Under each heading the interviewer should give the candidate a numerical rating and write specific job-related comments in the space provided.  The numerical rating system is based on the following:

5 – Exceptional   4 – Above Average   3 – Average   2 – Satisfactory   1 – Unsatisfactory

1. Educational Background – Does the candidate have the appropriate educational qualifications or training for this position?

Rating:   1     2     3     4     5

Comments:

1. Prior Work Experience – Has the candidate acquired necessary skills or qualifications through past work

Experiences?

Rating:   1     2     3     4     5

Comments:

1. Technical Qualifications/Experience – Does the candidate have the technical skills necessary for this position?

  Rating:   1     2     3     4     5

Comments:

1. Administrative and budgetary experience: financial planning, staff supervision, management of resources – Does the candidate demonstrate the knowledge of these areas necessary for this position?

  Rating:   1     2     3     4     5

Comments:

1. Leadership Ability – Did the candidate demonstrate the leadership skills necessary for this position?

Rating:   1     2     3     4     5

Comments:

1. Customer Service Skills – Did the candidate demonstrate the knowledge and skills to create a positive customer experience/interaction necessary for this position?

Rating:   1     2     3     4     5

Comments:

1. Communication Skills – How were the candidate’s communication skills during the interview?

Rating:   1     2     3     4     5

Comments:

1. Candidate Enthusiasm – How much interest did the candidate show in the position?

Rating:   1     2     3     4     5

Comments:

1. 9. Overall Impression and Recommendation – Final comments and recommendations for

## Annex 9: Salary Scale

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **National CSO Salary Scale Proposal** | | | | | | |
| **Column** | | **Column** | **Column** | **Column** | **Column** | **Column** |
| **1** | | **2** | **1** | **3** | **2** | **4** |
| **CATEGORIES** | | **Steps** | **Percentages Increase against Lower Level** | **Salary In USD** |  |  |
| **CSO Grade** | **Position** |
| **H** | **Chief / Housekeeper/ Cleaner** | **Basic** | **0%** | **114** |  |  |
| 2 | 14% | 130 |  |  |
| 3 | 14% | 146 | 10,220 | 16 |
| 4 | 14% | 162 | 11,340 | 16 |
| 5 | 14% | 178 | 12,460 | 16 |
| 6 | 14% | 194 | 13,580 | 16 |
| 7 | 14% | 210 | 14,700 | 16 |
| 8 | 14% | 226 | 15,820 | 16 |
| 9 | 14% | 242 | 16,940 | 16 |
| 10 | 14% | 258 | 18,060 | 16 |
| **G** | **Technician / Driver/ Security Guard** | **Basic** | **0%** | **257** | **17,990** | **0** |
| 2 | 11% | 284 | 19,880 | 27 |
| 3 | 11% | 311 | 21,770 | 27 |
| 4 | 11% | 338 | 23,660 | 27 |
| 5 | 11% | 365 | 25,550 | 27 |
| 6 | 11% | 392 | 27,440 | 27 |
| 7 | 11% | 419 | 29,330 | 27 |
| 8 | 11% | 446 | 31,220 | 27 |
| 9 | 11% | 473 | 33,110 | 27 |
| 10 | 11% | 500 | 35,000 | 27 |
| **F** | **Assistants, Associate and Clerks** | **Basic** | **0%** | **314** | **21,980** | **0** |
| 2 | 9% | 343 | 24,010 | 29 |
| 3 | 9% | 372 | 26,040 | 29 |
| 4 | 9% | 401 | 28,070 | 29 |
| 5 | 9% | 430 | 30,100 | 29 |
| 6 | 9% | 459 | 32,130 | 29 |
| 7 | 9% | 488 | 34,160 | 29 |
| 8 | 9% | 517 | 36,190 | 29 |
| 9 | 9% | 546 | 38,220 | 29 |
| 10 | 9% | 575 | 40,250 | 29 |
| **E** | **Field Supervisor/ Community and Surveyors** | **Basic** | **0%** | **357** | **24,990** | **0** |
| 2 | 12% | 398 | 27,860 | 41 |
| 3 | 12% | 439 | 30,730 | 41 |
| 4 | 12% | 480 | 33,600 | 41 |
| 5 | 12% | 521 | 36,470 | 41 |
| 6 | 12% | 562 | 39,340 | 41 |
| 7 | 12% | 603 | 42,210 | 41 |
| 8 | 12% | 644 | 45,080 | 41 |
| 9 | 12% | 685 | 47,950 | 41 |
| 10 | 12% | 726 | 50,820 | 41 |
| **D** | **Supervisors / Officers** | **Basic** | **0%** | **543** | **38,010** | **0** |
| 2 | 15% | 624 | 43,680 | 81 |
| 3 | 15% | 705 | 49,350 | 81 |
| 4 | 15% | 786 | 55,020 | 81 |
| 5 | 15% | 867 | 60,690 | 81 |
| 6 | 15% | 948 | 66,360 | 81 |
| 7 | 15% | 1,029 | 72,030 | 81 |
| 8 | 15% | 1,110 | 77,700 | 81 |
| 9 | 15% | 1,191 | 83,370 | 81 |
| 10 | 15% | 1,272 | 89,040 | 81 |
| **C** | **Coordinators, Advisor, Senior Officer and Provincial Manager** | **Basic** | **0%** | **1,086** | **76,020** | **0** |
| 2 | 9% | 1,187 | 83,090 | 101 |
| 3 | 9% | 1,288 | 90,160 | 101 |
| 4 | 9% | 1,389 | 97,230 | 101 |
| 5 | 9% | 1,490 | 104,300 | 101 |
| 6 | 9% | 1,591 | 111,370 | 101 |
| 7 | 9% | 1,692 | 118,440 | 101 |
| 8 | 9% | 1,793 | 125,510 | 101 |
| 9 | 9% | 1,894 | 132,580 | 101 |
| 10 | 9% | 1,995 | 139,650 | 101 |
| **B** | **Managers, Specialist, Senior Advisor and Head of Division** | **Basic** | **0%** | **1,829** | **128,030** | **0** |
| 2 | 11% | 2,032 | 142,240 | 203 |
| 3 | 11% | 2,235 | 156,450 | 203 |
| 4 | 11% | 2,438 | 170,660 | 203 |
| 5 | 11% | 2,641 | 184,870 | 203 |
| 6 | 11% | 2,844 | 199,080 | 203 |
| 7 | 11% | 3,047 | 213,290 | 203 |
| 8 | 11% | 3,250 | 227,500 | 203 |
| 9 | 11% | 3,453 | 241,710 | 203 |
| 10 | 11% | 3,656 | 255,920 | 203 |
| **A** | **Directors / Senior Advisors** | **Basic** | **0%** | **2,286** | **160,020** | **0** |
| 2 | 11% | 2,540 | 177,800 | 254 |
| 3 | 11% | 2,794 | 195,580 | 254 |
| 4 | 11% | 3,048 | 213,360 | 254 |
| 5 | 11% | 3,302 | 231,140 | 254 |
| 6 | 11% | 3,556 | 248,920 | 254 |
| 7 | 11% | 3,810 | 266,700 | 254 |
| 8 | 11% | 4,064 | 284,480 | 254 |
| 9 | 11% | 4,318 | 302,260 | 254 |
| 10 | 11% | 4,572 | 320,040 | 254 |

## 

## Annex 10: Staff Appraisal Form Template

Annual Staff Appraisal Form

Name: Job Title:

Supervisor: Location:

Hire Date: Last Appraiser Date:

DEFINITION OF RATINGS

**EXCEPTIONAL (5):** Consistently exceeds all relevant performance standards. Provides leadership, fosters teamwork, is highly productive, innovative, and responsive and generates top quality work.

**EXCEEDS EXPECTATIONS (4):** Consistently meets and often exceeds all relevant performance standards. Shows initiative and versatility, works collaboratively, has strong technical & interpersonal skills or has achieved significant improvement in these areas.

**MEETS EXPECTATIONS (3):** Meets all relevant performance standards. Seldom exceeds or falls short of desired results or objectives. Lacks appropriate level of skills or is inexperienced/still learning the requirements of the job.

**BELOW EXPECTATIONS (2):** Sometimes meets the performance standards. Seldom exceeds and often falls short of desired results. Performance has declined significantly, or employee has not sustained adequate improvement, as required since the last performance review or performance improvement plan.

**NEEDS IMPROVEMENT (1**): Consistently falls short of performance standards.

The Appraiser is required to describe the employee's contributions in each of the performance categories below:

Personal Attributes (Matrix Form)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Key Performance Indicators (Please specify concrete targets and goals set on an annual basis and agreed with the employees in advance. These goals should be set through the SMART objectives which means Specific, Measurable, Attainable, Relevant and Time Oriented during the goal setting period)**  **Self**  **Assessment Supervisors Assessment 1.**  **2.**  **3.**  **4.**  **5.** | | | |
| **Criteria** | | **Interim Self-Assessment** | **Interim Supervisors Assessment** | **Comments** |
| **1. Professional Competence:** | |  |  |  |
| 1.1 Understanding job requirements | |  |  |  |
| 1.2 Technical knowledge and skills | |  |  |  |
| 1.3 Problem solving/decision making | |  |  |  |
| 1.4 Planning and organization | |  |  |  |
| 1.5 Team building/delegation | |  |  |  |
| 1.6 Meeting deadlines/commitments | |  |  |  |
| 1.7 Quality of outputs and results | |  |  |  |
| **2. Initiative:** | |  |  |  |
| 2.1 Striving to learn and improve | |  |  |  |
| 2.2 Taking new challenges/responsibilities | |  |  |  |
| 2.3 Motivation and enthusiasm | |  |  |  |
| 2.4 Creative thinking | |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **3. Communication Skills** |  |  |  |
| 3.1 Organization/expression of ideas |  |  |  |
| 3.2 Communication with stakeholders |  |  |  |
| 3.3 Active listening |  |  |  |
| **4. Interpersonal Skills:** |  |  |  |
| 4.1 Sensitivity to others’ needs/feelings |  |  |  |
| 4.2 Team work |  |  |  |
| 4.3 Adaptability and flexibility |  |  |  |
| **Overall Rating** |  |  |  |

Concluding Appraiser Comments Year-end or Interim

Appraisee Comments

Appraisee Signature: Appraiser Signature:

Date:

## Annex 11: Travel Authorization Form

Please fill out Travel Authorization Form& obtain approval prior to making reservations. Estimated cost of trip (IN AFN)

|  |  |  |  |
| --- | --- | --- | --- |
| **Traveler’s Name** | | Designation | |
| Duty Station | | Contact number during travel | |
| **PURPOSE OF TRIP** | | | |
|  | | | |
|  | | | |
|  | | | |
| **ITINERARY** | | | |
| **FROM** | **TO** | **DATE** | **DEPARTURE TIME** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| OFFICE VEHICLE REQUIRED? YES NO yes please complete information below) | | | |
| **CITY** | **NUMBER OF DAYS** | **SPECIAL INFORMATION** | |
|  |  |  | |
|  |  |  | |
| OVER NIGHT STAY REQUIRED? YES NO ( yes please complete information below) | | | |
| **CITY** | **DATE(S)** | **SPECIAL INFORMATION** | |

|  |  |  |
| --- | --- | --- |
|  |  |  |
|  |  |  |
| **EMPLOYEE SIGNATURE** | | **SUPERVISOR’S SIGNATURE** |
| **DATE** | | **DATE** |

## Annex 12: Employee file check list

Administrative File Review the Personnel File should include the following:

EMPLOYMENT RECORDS

☐ Employment application ☐ Resume (clean copy without notes) ☐ College transcripts ☐ Test documents used by an employer to make an application decision ☐ Copy of driver’s license, if required for the position ☐ Employment offer letter (signed by the employer and the employee) ☐ Job description ☐ Checklist from new employee orientation ☐ Signed acknowledgment of handbook ☐ Arbitration agreement ☐ Relocation records/Transfer records ☐ Any contract, written agreement, receipt, or acknowledgment between employee and employer (such as a noncompete agreement or agreement relating to company property)

PAYROLL ADMINISTRATION

☐ Rates of pay and other forms of compensation ☐ Notification of wage and/or salary increase/decrease ☐ Compensation history record ☐ Compensation recommendations ☐ State and federal tax forms ☐ Fair Labor Standards Act exemption test ☐ Payroll authorization form ☐ Authorization for payroll deductions/actions ☐ Individual attendance records ☐ Paid Time Off ☐ Pay advance request record ☐ Loan repayment agreements ☐ Direct Deposit Authorization

PERFORMANCE APPRAISALS/EMPLOYEE RELATIONS

☐ Performance appraisals/evaluations forms ☐ Performance improvement program records/confirmations ☐ Personnel action forms ☐ Letters of recognition ☐ Commendations and awards ☐ Bonus records ☐ Completed employee suggestion forms ☐ Complaints from customers/coworkers ☐ Employee written warning notice (disciplinary notices/letters/documents/memos) ☐ Discrimination complaint investigation information ☐ Demotions/Promotions

TRAINING/DEVELOPMENT ☐ Training program applications/requests ☐ Training history records ☐ Training expense reimbursement records ☐ Skills inventory questionnaire

EMPLOYEE SEPARATIONS ☐ Documents given with final paycheck ☐ Resignation statement/Layoff records ☐ Termination records/separation form ☐ Exit interview form ☐ Exit interviewer’s comment form

OTHER INFORMATION ☐ Emergency contact information ☐ Authorization to release private information ☐ Requests to review personnel file

## Annex 13: Exit interview

**Employee Name: <insert name>**

**Position: <insert position>**

**Date of interview: <insert exit interview date>**

What are the reasons for leaving?

Select one or more:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Higher pay |  | Better benefits |  | Better career opportunity |
|  |  |  |  |  |  |
|  | Improved work life balance |  | Career change |  | Closer to home |
|  |  |  |  |  |  |
|  | Conflict with other employees |  | Conflict with managers |  | Family and/or personal reasons |
|  |  |  |  |  |  |
|  | Company instability |  | Other |  |  |
|  |  |

* Comments

Please rank the following:

▌**The Job itself**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Strongly Disagree** | | | **Disagree** | | | **Agree** | | | **Strongly Agree** | | |
|  |  | | |  | | |  | | |  | | |
| Job was challenging |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| There were sufficient opportunities for advancement |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Workload was manageable |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Sufficient resources and staff were available |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Your colleagues listened and appreciated your suggestions |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Your skills were effectively used |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| You had access to adequate training and development programs |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |

* What do you think can be improved about the job?

▌**Remuneration & Benefits**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Strongly Disagree** | | | **Disagree** | | | **Agree** | | | **Strongly Agree** | | |
|  |  | | |  | | |  | | |  | | |
| The salary was adequate in relation to responsibilities |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Wages were paid on time |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Other benefits were good |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Work-life balance was promoted and practiced |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| The company’s superannuation fund returned good results |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |

* What improvements, other benefits could the company offer?

▌**The Organization**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Strongly Disagree** | | | **Disagree** | | | **Agree** | | | **Strongly Agree** | | |
|  |  | | |  | | |  | | |  | | |
| When you started, did the induction help and was it accurate |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Was a good and positive environment to work in |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Had adequate equipment to do the work |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Got on well with other staff within the company |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| There were sufficient staff to cover the work |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| The company was efficient in its dealings |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Internal communication worked well |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| There was no bullying or harassment |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| There are adequate parking facilities |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| The business did not discriminate against any employee |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |

* What do you think can be improved about the department and organization?

▌**Supervisor / Line Manager**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Strongly Disagree** | | | **Disagree** | | | **Agree** | | | **Strongly Agree** | | |
|  |  | | |  | | |  | | |  | | |
| Had sufficient knowledge of the job |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Is experienced in supervision |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Was open to suggestions |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Recognized and acknowledged achievements |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Acknowledged employees contributions |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Offered and promoted ways to develop |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Provided constructive feedback |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Clearly communicated management decisions and how they would affect your work |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Maintained a professional relationship with you |  |  |  |  |  |  |  |  |  |  |  |  |

* What are your suggestions or improvements to your Supervisor?

▌**Management**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Strongly Disagree** | | | **Disagree** | | | **Agree** | | | **Strongly Agree** | | |
|  |  | | |  | | |  | | |  | | |
| Gave fair and equal treatment |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Was available to discuss job related issues |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Encouraged feedback and suggestions |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Maintained consistent policies and practices |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Provided recognition for achievements |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Gave opportunities to develop |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Provided constructive feedback |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Clearly communicated decisions and how they would affect your work |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |

* What are your suggestions or improvements to Management?

Thank you for completing this information. Your responses will be treated with total confidence.

## Annex 14: Conflict of interest Declaration form

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | | | |
| **Conflict of Interest Disclosure Form** | | | | |
|  | | | | |
| I hereby declare that I have a close personal relationship as described in the Conflict of Interest Policy with the following employees, clients, beneficiaries or individuals participating in Insert Name of your organization programs or activities: | | | | |
| **Details of Close Personal Relationship(s):** | | | | |
| **Sr. No.** | **Name** | **Designation** | **Type of Relationship** | **Additional**  **Remarks** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

|  |  |
| --- | --- |
| **Name:** |  |
| **Designation:** |  |
| **Signature:** |  |
| **Date:** |  |

1. AICS, 2018: Analysis on CSO’s capacity building strengths and areas of improvement based on CSOs’ certification assessment findings. [↑](#footnote-ref-1)
2. In accordance with the Employment and Labor Relations Act, 2004, the commencement of employment relationship is not denied based on a positive HIV status of the recruited person. [↑](#footnote-ref-2)
3. As per Article 67 of the Labor Law of Afghanistan [↑](#footnote-ref-3)
4. <https://kakaradvocates.com/data/LMA/Legislative-Commentary-on-Anti-Harassment-Law.pdf> [↑](#footnote-ref-4)
5. <https://www.timeanddate.com/holidays/afghanistan/> [↑](#footnote-ref-5)
6. Article 4, of the Afghan Income Tax Law [↑](#footnote-ref-6)