



HUMAN RESOURCE/PERSONNEL

MANAGEMENT

POLICY

DRAFTED

SEPTEMBER 2019

TABLE OF CONTENTS

ORGANISATION	ii
Acronyms	iii
1. INTRODUCTION	1
1.1 Purpose of the manual.....	1
1.2 HRM in the Organisational Framework of the CSO.....	1
2. HUMAN RESOURCE POLICIES AND PROCEDURES	1
2.1 HRM Actors.....	1
2.2 Support Trust for Africa Development.....	2
2.3 Gender.....	2
2.4 HIV/AIDS Policy.....	3
2.5 Head of Support Trust for Africa Development.....	Error! Bookmark not defined.
2.6 Media Enquiries.....	3
3. HRM TOOLS	3
3.1 HRM tools of Support Trust for Africa Development.....	3
3.2 Recruitment and Selection Policy.....	3
3.3 Categories of Employment.....	5
3.4 Remuneration & Condition of Service.....	5
3.5 Personnel Records.....	7
3.6 Hours Of Work.....	8
3.7 Employment Performance Planning and Appraisal.....	8
3.8 Assessment policy.....	8
3.9 Staff Training & Development.....	9
3.10 Career policy.....	9
3.11 Management Responsibility.....	10
3.12 Disciplinary Measures.....	10
3.13 Disciplinary Process.....	11
3.14 Grievance Procedure.....	12
3.15 Termination of Assignment and Employment.....	12
3.16 Sexual Harassment.....	12
3.17 Staff satisfaction policy.....	13
3.18 Responsibility for Damaged Property.....	13

Commented [FAA1]:

ORGANISATION

The policies will be implemented by Support Trust for Africa Development (STAD), headed by the board of directors. STAD shall work in collaboration with the Government in the project areas and partner NGOs.

The projects focus on transformation, promotion of good governance and democracy, promotion of human rights, Women, Peace and Security, promotion of rule of law and youth and women empowerment Peace building and conflict resolution. This shall include; Capacity building of local authorities, CSOs, Government leaders, Vulnerable groups of people (Youths, women, people with disabilities, elderly and other crosscutting issues (HIV/AIDS, Social Cohesion, Gender) at all the levels of government: National, State, County, Payam and Bomas.

The other activities are; Livelihoods Development and Support with basic social services that shall be peace building/do no harm trainings, full community participation and ownership of projects and programs and involvement of relevant stakeholders in all stages of project cycle management to promote sustainability.

Support Trust for Africa Development (STAD) shall be represented by the STAD Director. The STAD Director shall have overall responsibility for the planned technical activities and achievements of any project.

Acronyms

STAD	Support Trust for Africa Development.
CSN-EES	Civil Society Network for Eastern Equatoria State
OD&M	Organizational Development and Management
ED	Executive Director.
PM	Programme / Project Manager
HRM	Human Resources Management.
TOR	Terms of Reference.
PS	Program Staff
EWO	Equatoria Women Organization
YWCDO	Youth and Women Community Development Organization
RRC	Relief and Rehabilitation Commission
UNSCR	United Nation Security Council Resolution
WG4C	Women Girls for Change
HR	Human Rights
RoL	Rule of Law
WPS	Women, Peace and Security
W0=Men	Women Equal to Men
MoU	Memorandum of Understanding
UNECE	United Nations Economic Commission for Europe
CSW	Commission on the Status of Women
SDGs	Sustainable Development Goals
R&R?	

1. INTRODUCTION

This document describes the policies, guidelines, tools and procedures available for Human Resources Management (HRM) for Support Truth for Africa Development (STAD) located in Torit, the capital of Torit State of South Sudan, currently operating in one State of the republic of South Sudan.

This policy document attempts to bring together various HRM policies and best practices as shall be contained in the HRM policies and procedures of STAD. The document shall be reviewed from time to time to cater for the changes occurring in the dynamic environment of South Sudan. Specific provisions that shall require regular review include R&R and Per Diems.

Commented [FAA2]: full meaning plse

1.1 Purpose of the manual

1.1.1 These policies, guidelines and procedures have been designed to:

- (i.) Provide Support Trust for Africa Development and its staff and members, with clear policies, guidelines and procedures that shall govern their mutual organizational work relationships;
- (ii.) Provide the above parties with guided statement of mutual expectations and obligations;
- (iii.) Provide policies, guidelines and procedures that shall determine the human relation systems and working environment within **STAD**.

Commented [FAA3]: what is the difference with i?

1.2 HRM in the Organisational Framework of Support Trust for Africa Development setting

1.2.1 HRM shall not be seen as an isolated part of the organizational structure or systems of STAD but integrated in the organizational structure and strategies. Three levels of HRM involvement shall be distinguished:

- (i.) The organisational level: this shall define the relationships between environment and organisation and determines the organisational context concerning strategy, structure and culture. This step is implemented by means of the OD&M process (Organisational Development and Management). The HRM actions shall however, be scrutinized constantly to see whether they comply with the Support Trust for Africa Development strategic vision, mission and programmes. The organisational level shall not be discussed in this HRM Manual.
- (ii.) The policy level: this is where the objectives at the organisational level shall be translated into objectives for the HRM policy, and where the HRM-tools shall be selected to achieve these objectives. The policy level shall be discussed in this HRM Manual.
- (iii.) The implementation level: this shall concern the implementation of the selected HRM tools and other actions required to make day to day work run smoothly. The implementation level shall be discussed in this HRM Manual.

Commented [FAA4]: what are referring to? Not clear

Commented [FAA5]: culture of what?

2. HUMAN RESOURCE POLICIES AND PROCEDURES

2.1 HRM Actors

2.1.1 The key actors involved in HRM at Support Trust for Africa Development shall be envisioned to be the following:

- (i.) Support Trust for Africa Development Board of Governors;
- (ii.) Management represented by the Executive Director
- (iii.) Program Manager Support Trust for Africa Development

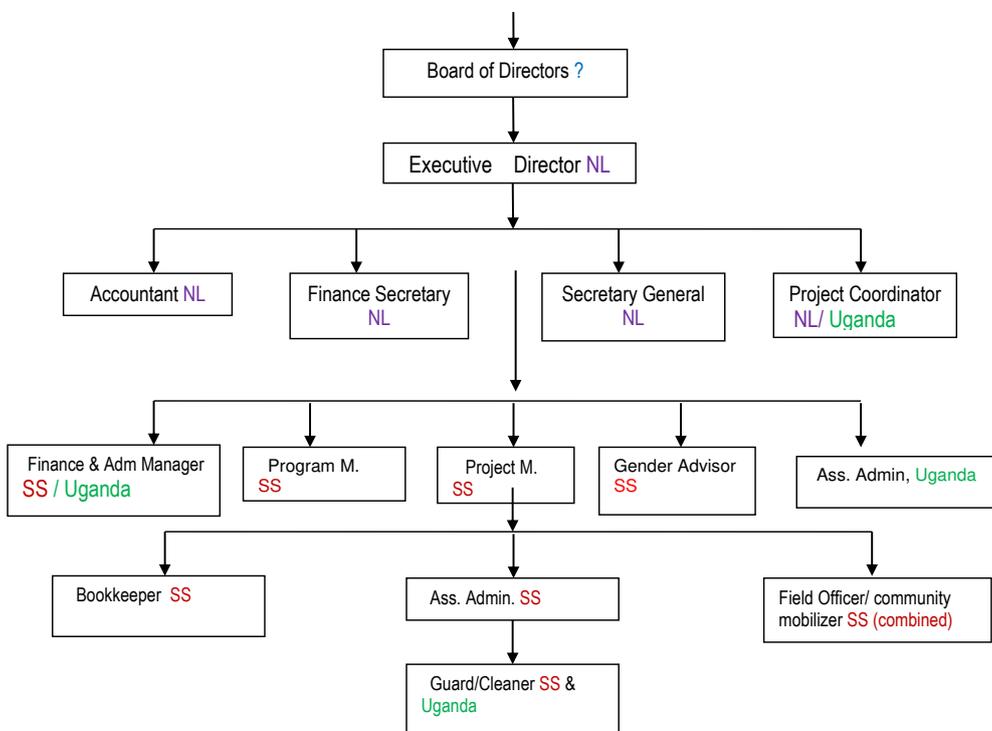
- (iv.) Program staff
- (v.) Logistical/ administrative staff;
- (vi.) Project staff; and
- (vii.) Local support staff.

2.2 Support Trust for Africa Development Administrative Structure

2.2.1 Support Trust for Africa Development oversight structure shall be the Support Trust for Africa Development Management Committee that shall comprise of the Board of Directors, Executive Director & Staff (and Volunteer staff). In order not to introduce a bureaucratic structure that would delay the implementation of the project, a flat structure organisation shall be established for the Programme staff under the supervision of the Executive Director, who shall be accountable to Support Trust for Africa Development Board of directors, and the General Assembly. The Executive Director shall work with the technical staff supported by local support and other volunteer staff.

Commented [FAA6]: Volunteers come and go

Commented [FAA7]: remove



2.3 Gender

2.3.1 Equal participation of both men and women in development is a major challenge to most organisations in the region as a result of deeply rooted harmful cultural/ traditional practices, historical reasons and (or simply the environment) patriarchal influencing. These shall be amongst others key or core priority issues for STAD to address

Commented [FAA8]: remove

Commented [FAA9]: remove

2.3.2 STAD shall be an equal opportunity employer providing both qualified men and women fair chances of employment.

Commented [FAA10]: need to be careful. We not profit or business-oriented Trust. We service oriented in nature

2.4 HIV/AIDS Policy

- 2.4.1 Support Trust for Africa Development shall not discriminate against people infected or affected by HIV/AIDS and providing its services to organisations dealing with HIV/AIDS.
- 2.4.2 While in employment, Stand Trust for Africa Development shall not terminate employee's services due to their HIV/AIDS status unless the employee has proved incapable of discharging his or her duties. The infected person shall receive moral support from all staff.

2.5 STAD director

- 2.5.1 The head of Stand Trust for Africa Development (STAD) shall be the STAD Director for all issues relating to the Stand Trust for Africa Development management, activities or views on issues. STAD Director shall however delegate Stand Trust for Africa Development officer to represent the organisation and present organisational views on specific occasions.

2.6 Media Enquiries

- 2.6.1 Stand Trust for Africa Development shall speak with one voice on issues relating to Stand Trust for Africa Development Programs. All enquiries relating to Stand Trust for Africa Development programs from the media shall be directed to the STAD Director.

3. HRM TOOLS

3.1 HRM tools of Stand Trust for Africa Development (STAD)

- 3.1.1 The HRM tools of Stand Trust for Africa Development shall be as follows:

- (i.) Recruitment and Selection policy
- (ii.) Categorization of Employment positions
- (iii.) Remuneration & Conditions of Service
- (iv.) Personnel Records
- (v.) Hours of Work
- (vi.) Performance Appraisal & Planning
- (vii.) Career policy
- (viii.) Training & Staff Development policy
- (ix.) Disciplinary & Grievance Procedures
- (x.) Termination of Service
- (xi.) Sexual Harassment
- (xii.) Staff motivation and satisfaction policy

3.2 Staff Recruitment and Selection Policy

- 3.2.1 Recruitments shall comprise of all activities focused on attracting human resources to Stand Trust for Africa Development (STAD).
- 3.2.2 It shall be Stand Trust for Africa Development (STAD) policy to identify and acquire suitable, qualified, appropriate, competent and capable persons to assist in realising its mandate, in a fair and transparent manner, whilst enhancing the image and credibility of the organization. In an effort to involve Stand for Africa Development and staff in the recruitment of its personnel, commits herself to sourcing and select staff through the organization's recruitment processes, procedure and systems.

- (i.) Project & Administrative Staff: for this initial programme, posts have been allocated to each Stand Trust for Africa Development (STAD) management by the Board of Directors for them to objectively source personnel and nominate them to Stand for Africa Development. STAD management will utilise its recruitment mechanism or systems to outsource the required personnel.
- (ii.) Support Staff: support staff shall be recruited under the direction of STAD Director, and in consultation with the members of Stand Trust for Africa Development (STAD) responsible for the jurisdiction of recruitment.
- (iii.) Senior Staff: Senior staff shall be recruited through a panel headed by the program Manager under the supervision of STAD Director and in consultation with some key Stand Trust for Africa Development (STAD) team responsible for recruitment programme.
- (iv.) Consultants: consultants shall be engaged on an assignment or project basis to supplement the skills and efforts of STAD employees engaged on the same assignment, subject to the approval of STAD Director.

3.3 consultant recruitment and selection policy

1. Each budget holder shall be responsible for identifying appropriate consultants on the basis of the TOR approved by the STAD Director. In addition the budget holder is required to identify and implement methodologies for skills transfer between the consultant and Stand Trust for Africa Development employees during the assignment with a view to developing STAD in-house capacities.
2. STAD Director shall approve appointment of all consultants. Before determining the terms of engagement with consultants, the budget holder shall liaise with STAD Director to ensure adherence to regulations on pay, tax, and other legislative requirements regarding employment as well as funding for the position.
3. The budget holder shall be responsible for ensuring that consultants conduct themselves in accordance with the Stand Trust for Africa Development procedures, demands and expectations.
4. A consultant retained by STAD shall receive a separate contract for each assignment undertaken. Terms of payment shall be clearly provided for on the contract. Payments to consultants shall only be made against provision of certificates of satisfactory work performance signed by Stand Trust for Africa Development supervisor on the assignment and/or the budget holder. Other terms and conditions shall be set out in the contract.

3.2.3 Planning: Stand Trust for Africa Development shall plan its personnel requirements through a combination of job analysis and job specifications, forecasting of future personnel requirements against personnel available. During the process all efforts shall be made to encourage staff through staff capacity development and training to aspire for higher level jobs. Job analysis and job specification shall be undertaken in consultation with the personnel and program staff of Stand Trust for Africa Development and STAD Director.

3.2.4 Out Sourcing: Stand Trust for Africa Development (STAD) strives to be an equal opportunity employer. It shall outsource its personnel both internally and externally. Recruitment on an internal basis shall involve the transfer or promotion of a competent staff to fill a vacant position. Externally outsourcing of senior staff for some key positions other than of a temporary nature shall be undertaken utilising the recruitment or outsourcing systems existing in (STAD)

Structure; however, the management shall ensure that as far as possible that this process be undertaken in a transparent manner through advertisements on notice boards, newspapers or other media.

Without financial risk, Stand Trust for Africa Development (STAD) shall establish a future personnel pool that shall be approached when needed, this shall be undertaken through the use of internships. Selection means making professional choices based on merit, correct, understandable and formalized criteria. The selection policy shall have focused on selecting the right person for the right job, now and in the future. With such a policy, STAD shall lay the basis for a professional, motivated staff.

3.2.5 Selection process: once the outsourcing of candidates through the various sourcing methods has been completed, the process of selecting suitable candidates to fill the available vacancies shall begin. The method of selection shall be used to fill the vacancy dependent on the type of vacancy to be filled. The different methods of selection shall include:

- (i.) Advertisements;
- (ii.) Interviews;
- (iii.) Assessments;
- (iv.) Tests.

3.2.6 Recruitment of Staff by Stand Trust for Africa Development staff: in order to maintain a constructive and collective spirit amongst STAD members, no staff shall recruit a staff member who is currently employed by their fellow STAD staff without relevant consultations and communication with STAD management team.

3.3 Categories of Employment

3.3.1 Stand Trust for Africa Development (STAD) shall make appointments in areas, levels and in such numbers as (STAD) jobs may require and as is reflected in the approved structure establishments.

3.3.2 Probationary Employment: service on probationary terms shall be on trial; but on satisfactory completion of the probationary period, the officer shall be confirmed in appointment for the agreed contractual period under agreed TOR.

The probationary period shall be for a maximum of three months' subject to intensive supervision by the responsible senior line staff of Stand Trust for Africa Development.

3.3.3 Confirmation in Appointment: when an employee satisfies the conditions under which he/she was recruited for confirmation in appointment, the Programme Manager in consultation with the STAD Director shall issue the employee a letter of confirmation in appointment for the agreed contractual period under agreed TOR.

3.4 Remuneration & Condition of Service

3.4.1 Conditions of service: Stand Trust for Africa Development (STAD) pre-supposes to treat and remunerate her staff fairly. This approach shall be followed consistently in (STAD) conditions of service. The objective of Stand Trust for Africa Development conditions of service shall be to develop fair and accepted terms of employment and at the same time increase staff's motivation and, where necessary, her productivity.

At present the Conditions of Service applicable for the programme are fixed for three months and above and shall be reviewed on a regular basis or as the need may arise.

3.4.2 Salary: Salary shall be paid to an employee for providing their labour. It shall be a key component in any employment contract TOR. Salaries shall be paid monthly, either in cash or through the direct

credit of the employees' bank accounts.

The salary shall vary according to the nature and level of the job offered and accepted by Stand Trust for Africa Development (STAD). The salary and salary scale of each employee shall be reflected in their letter of offer or appointment. Where there shall be a change in an employee's status due to promotion or demotion, their new salary and salary scale shall be reflected in the letter advising them of their changed status arising out of their promotion or demotion. The Staff salary structure shall be reviewed on a regular basis subject to Stand Trust for Africa Development (STAD) resource base, and the funding Agents life span of Project.

- 3.4.3 Salary Scale: the employee shall be paid the relevant salary agreed with their respective Stand Trust for Africa Development management. (STAD) shall develop salary scales to support this provision.
- 3.4.4 Salary Increment: annual salary increments shall continue to be awarded as indicated in the salary scales based on the employee's performance, when compared to the planned activities and in line with the relevant Stand Trust for Africa Development management policies.
- 3.4.5 Allowances: an allowance shall be a form of payment. It shall either be reimbursable through payment of the actual cost involved under certain conditions; or remunerative, in which case the amount involved forms part of salary.

Food and/or accommodation allowances are paid to employees mandated or requested to travel for reasons of work, according to the amounts listed in the employee condition of service.

- 3.4.6 Salary Deductions: salary deductions shall be made for the following reasons:

- (i.) Statutory deductions such as income tax or deduction for social security;
- (ii.) Repayment of loan;
- (iii.) Unauthorised absence, gross neglect of daily duties and material damage to goods belonging to Stand Trust for Africa Development or her partners when directly attributable to the employee's failure to carry out his/her duties or to comply with an instruction or (by)law.

- 3.4.7 Employee leave: Owing to the dynamic situations that be unfolding in South Sudan, the policy on leave continues to change, and shall need to be reviewed on a regular basis. This policy provides that particular staff shall be assisted to leave the field after a period of twelve weeks of service.
- 3.4.8 The amount of non-field days is related to the period worked in the field and could be increased with working days in the office. The exact leave regulations for each employee are laid down in the terms and conditions of Stand Trust for Africa Development employment.
- 3.4.9 Annual Leave: all staff once conformed shall be eligible for annual leave in line with the terms and conditions of Stand Trust for Africa Development (STAD). Applying for any leave shall be done at least one month earlier by filling in a leave request form for approval by the immediate supervisor (program manager).

A member of staff can be requested to go for compulsory leave in case Stand Trust for Africa Development (STAD) determines the need for an evacuation. In such a case, leave days taken shall be deducted from outstanding leave days. In individual situations STAD Team shall propose to the Stand Trust for Africa Development staff compulsory leave for any other reason related to the carrying out of his/her duties.

- 3.4.10 Sick leave: sick leave shall be given minimum up to 21 working days per year. The employee shall notify the management of any illness, which makes him/her unable to carry out his/her duties, within the first 24 hours.

For any sick leave exceeding two days, the employee must present a written medical report from a medical doctor, a clinical officer or a medical assistant, immediately upon returning to work.

If the employee fails to present such a certificate, the days of absence shall be regarded as normal leave days. In case of sickness which shall medically be verified and protracted beyond the number of sick leave days,

The treatment in relation to salary of the employee shall be in line with Stand Trust for Africa Development (STAD) management policy and the local labour laws of the republic of South Sudan. An employee shall not be refused to see a physician appointed and paid for by STAD. There is an option for a second medical opinion.

- 3.4.11 Special leave: Maternity leave shall be taken in line with Stand Trust for Africa Development (STAD) conditions of service and the local labour laws of the republic of South Sudan.

Male employees shall be entitled to between seven (7) days and fourteen (14) days paternity leave in line with STAD conditions of service to stay around their wife's delivery.

In an event of the death of an employee's immediate family member (spouse, parent or child) seven (7) days, depending on the circumstances, compassionate leave shall be granted. In case the employee is getting married, he/she shall get seven (7) days of marriage leave. Any number of leave days taken that exceed the above mentioned days shall be regarded as normal leave days.

Apart from maternity leave, the total number of special leave days shall not be more than 7 days on annual basis.

- 3.4.12 Public holidays: Stand Trust for Africa Development (STAD) recognises all public holidays officially declared by the Government of the republic of South Sudan.

- 3.4.13 Medical Costs: medical costs of all staff that shall have been confirmed in employment are met through policies facilitated by Stand Trust for Africa Development (STAD) management.

- 3.4.14 Protective wear for field staff: Stand Trust for Africa Development shall provide some protective wear to selected employed staff as shall be specified. Attempts shall be made to obtain items of a reasonable quality, but this shall not always be ascertained. Items shall not need to be renewed, unless the previous one shall wear out and the new one shall be procured upon request.

- 3.4.15 Death of employee: In the event of the death of an employee, Stand Trust for Africa Development (STAD) shall, depending on the circumstances and to be decided by the STAD Director and the respective program Manager, assist the spouse or another next of kin in order to compensate for the costs made in connection with the funeral of the employee.

STAD help in providing transport as shall be decided by the programme management. Any outstanding payments or benefits shall be made available to the person whose name shall be indicated on the family registration form as beneficiary of the employee's estate.

3.5 Personnel Records

- 3.5.1 HR Department shall open a Personnel File for each member of staff where the following information and documents shall be retained:

- (i.) Bio-data form indicating the following personal details- date of birth, sex, marital status, name of spouse (if any), number and names of dependents, children, next of kin (if not the named spouse);

- (ii.) Copies of all relevant academic certificates;
- (iii.) Copies of annual appraisal forms;
- (iv.) Copies of any warning letters; and
- (v.) Copies of any recommendation letters;

3.6 Hours of Work

- 3.6.1 The normal office hours in Stand Trust Africa Development shall be:
Monday-Friday, 8.00 am-1.00 pm and 2.00 pm-5.00 pm
- 3.6.2 Although office hours shall be as indicated above, Stand Trust for Africa Development (STAD) shall vary the hours, as and when it shall become necessary.

3.7 Employment Performance Planning and Appraisal

- 3.7.1 Performance appraisal shall be a management tool, geared towards assessing the work and output of employees STAD. It shall be a continuous process, but a final review shall be done at the end of every performance evaluation period, usually a year.

It shall be a joint exercise between the assessors and those assessed; between the supervisors and those supervised. Results based performance appraisal shall be used and it shall involve both the employee (appraised) and their supervisor (appraiser), agreeing on specific results and activities that the employee shall need to achieve or undertake, and how they shall need to do them as well as how this shall be monitored and in what general time-frame.

Results based performance assessment shall be used as a holistic exercise, in the sense that it shall cover all the aspects of the activities within Stand Trust for Africa Development (STAD). This shall be for whatever people do at work, at every level that contributes to the total success of STAD.

- 3.7.2 Results based performance appraisal that is properly done ought to result in:

- (i.) Identifying an employee's training needs;
- (ii.) Uncovering an employee's suitability for further career development and advancement (promotions); and,
- (iii.) Determining whether employees have met the set performance standards (performance appraisal).
- (iv.) Achieving individual, team and organisational goals, targets or results.

- 3.7.3 Lastly, the whole purpose of results based performance appraisal shall be to ensure performance improvement in Stand Trust for Africa Development (STAD), so that organisational, individual, and team goals and objectives shall be realized.

3.8 Assessment policy

- 3.8.1 Assessments shall be done to establish the performance and output of staff in staff placements within the functional structure. Subsequently shall be intended to determine any actions to take.

The assessment policy and the ensuing interviews shall be of an impact on the employee's salary development. The performance of individual employees shall be periodically benchmarked against the performance profiles concerned. Actions shall be defined based on the outcome of the interview(s) and any arrangements made with the employee at an earlier stage.

Assessments shall take a considerable part of the available capacity of the management and shall be given cognizance.

3.9 Staff Training & Development

1. Orientation or Induction:

Careful preparation, mentoring and monitoring arrangements shall be made to STAD staff.

2. This shall be in order to make staff flexible, readily available and actively committed to their jobs and to Stand Trust for Africa Development (STAD). This shall apply to national and regional professional staff.
3. In view of Stand Trust for Africa Development (STAD) specific situation, for instance working under unusual conditions sometimes far from home, it shall be important to have an inflow policy i.e. a policy to carefully prepare staff. The inflow policy shall focus on new staff as well as staff that is moving on with work in the organisation and also job content as well as personal well being.
4. An adequate inflow policy requires a well-balanced introduction programme. The basis of this programme shall be the same for the two groups within STAD that requires tailor made solutions focusing on the specific situation in a department /a region /a country.
5. Stand Trust for Africa Development (STAD) shall continue to address the gap between the existing skills levels and the required skills of the staff, through training. The need for training shall be inform of short courses and workshops. This shall be exhausted in capacity building plan manual of the organization.
6. As organisations grow, new jobs demand new or enhanced skills. Introduction of technology and new ways of work performance may result in a need to acquire new skills. Additional skills and experience therefore be necessary for those called upon to shoulder higher responsibilities in STAD.

6.1.1 Training policy: four types of training can be distinguished:

- (i.) Providing knowledge and understanding about current job
- (ii.) Learning technical or social skills concerning the current job
- (iii.) Working on one's own personal carrier development and advancement by getting and assessing ideas, expertise and experience
- (iv.) Transfer of knowledge/skills between staff.

In the training policy, Stand Trust for Africa Development (STAD) shall;

1. specify how its intends to map out the need for training for the staff;
2. what shall be the conditions for staff training;
3. what the available budget shall be for training/how it shall be earmarked/who shall be in charge of the budget,
4. how much time shall be available per employee per year for training, how it shall measure the effects of the trainings and the suppliers Stand Trust for Africa Development shall work with,
5. How STAD shall deal with the study agreements with the employees and how it shall procure that required knowledge and experience to be disseminated throughout the organisation.
6. Another key issue that shall be considered is how training policy can contribute to capacity development for the local partners.

6.2 Career policy

1. Career policy shall comprise of all activities related to trying to get the right person for the right job. "Right" shall be the job in which STAD shall best benefit from the worker's skills,
2. On the other hand "right" is the job with the best advancement potential for the worker him/herself. Career policy shall strike a healthy balance between both interests, at the same time paying attention to the programme's continuity.
3. "Right" shall even mean a job outside the organisation, i.e. with a different employer. This shall be where the career policy shall not be applicable to every employee in the organisation. Sometimes an employee may feel comfortable with his/her job and may not feel like changing. Also when an employee may have an annual contract that may be renewed every year, long-term arrangements shall not be possible for him/her.

2.4.3.1 Management Responsibility

1. The management approach that STAD shall decide to pursue revolves around the notion of integral management. Integral management shall mean managers taking and also wanting to take responsibility for delivering results.
2. The integral manager shall bear full responsibility on the implementation of the primary processes, quality control, and financial policy and HR policy.
3. In integral management, leadership shall mean encouraging staff to deliver optimal performance and challenging staff, through behaviour and style, to achieve continuous improvement.
4. Key elements in this respect shall be: appreciating and supporting staff as well as identifying, supporting and developing their talents and responsibilities.

4.1 Disciplinary Measures

- 4.1.1 If an employee working for Human STAD shall be in breach of STAD Rules and Regulations, guiding policies and the constitution, one or more combination of disciplinary measures enumerated here below shall be imposed on such an employee. The measures shall include:

- (i.) warning;
- (ii.) withholding promotion;
- (iii.) withholding/deferment/stoppage of increment;
- (iv.) recovery of the whole or part of an employee's salary, for any pecuniary loss to STAD, caused by him/her through negligence, breach of duty, or conversion;
- (v.) reduction in rank or demotion to a lower grade or post (as an alternative to dismissal);
- (vi.) loss of pay for the days an employee absents himself from duty without leave or permission;
- (vii.) interdiction
- (viii.) suspension;
- (ix.) compulsory retirement;
- (x.) retirement on grounds of ill health/replacement; and,
- (xi.) dismissal

- 4.1.2 Employees' acts of misconduct shall be grouped into three broad areas as follows:

- (i.) Poor Performance (shall include):
 - Consistent failure to perform work to a reasonable and acceptable standards and satisfaction as opposed to the guide lines provided;
 - Evidence of negligence or inadequate attention to the requirements of the job as provided for in the job descriptions.

- (ii.) Misconduct (shall include):
 - Breaches, infringements or non-observance and compliance of any staff to the general rules, or specific rules as contained in the HR Policies, Procedures, and Guidelines including poor duty attendance.
 - Failure to obey lawful and reasonable instructions of a supervisor or senior staff (officer).
 - Unreasonable or unacceptable conduct such as being under the influence of alcohol during office hours, or employing abusive language and attacking personalities of any STAD staff.
 - Threatening violence on a colleague, member of the public or other individual whilst at work.
- (ii.) Gross Misconduct: Behaviour or actions which in STAD view, and subject to confirmation by investigation, warrants immediate dismissal;
These shall include;
 - Acts of a criminal nature like accepting bribes from suppliers, or political parties.
 - Falsification of mileage or other claims.
 - Malicious damage to STAD property.
 - Sexual misconduct or harassment of colleagues or members of the public.

4.1.3 Disciplinary actions which shall lead to a decision of dismissal against an employee for other misconducts shall include:

- (i.) Convictions on a serious criminal offence:
 - If an employee shall be arrested for an offence punishable by imprisonment and shall not be released within three weeks either on bond or bail or otherwise lawfully set free.
 - If an employee commits or shall be reasonably suspected of having committed, a criminal offence against or to the detriment of his/her employer or his/her employer's property.
 - If an employee shall be charged with gross misconduct like breach of secrecy, where one shall be charged and/or convicted in a court of law or both.
- (iii.) Absence from duty without permission:
 - Where an employee of STAD shall be absent from duty without permission or reasonable cause, for a period of seven days from the commencement of such absence; or if traced as Organization, no reply to a charge of absence without permission shall be received from him/her within seven days after sending the charge to him, STAD shall summarily dismiss him.

4.2 Disciplinary Process

4.2.1 Where an employee of STAD becomes the subject of a disciplinary process, a comprehensive show cause letter detailing the charge or charges against the employee, and calling upon him/her to defend himself or herself in writing before a date specified in the letter, shall be issued by the Program manager in consultation with the STAD Director or any other officer authorised by him.

4.2.2 After the employee makes his or her defence submissions, they shall be considerations by the STAD Director, to either cause further investigations, or decide on the nature of punishment to be taken against the employee.

4.2.3 Where disciplinary proceedings have been taken against a member of staff, he/she shall be informed in writing by the STAD Director;

- (i.) The findings on each charge that have been preferred against him;
- (ii.) The counts of punishment, if any, against the responsible staff,
- (iii.) The right of appeal to STAD within three weeks from the date of communicating the proceedings.

4.2.4 In most cases other than those relating to instant dismissal, there shall be staggered process of

enforcing discipline on any errant staff of STAD.

4.3 Grievance Procedure

4.3.1 A grievance is defined as presentation of an individual complain to his/her employer. The object of this grievance procedure is to ensure disputes are resolved at the earliest stage possible, in the most effortless manner. The following procedure shall be followed:

- (i.) In the event of presentation of the grievance, the staff member shall first raise the issue with their immediate supervisor;
- (ii.) If the matter is not resolved, it shall be taken to the next level of management, with the employee being allowed to be accompanied by a colleague;
- (iii.) If the matter is still not resolved, it shall be taken to the next level of management with the employee once again being allowed to be accompanied by a colleague of their choice;
- (iv.) If the employee shall still feel dissatisfied with the outcome, they shall appeal to the STAD Director.
- (v.) In the event that the complaint shall be against the STAD Director, then the aggrieved staff member shall appeal to the Chairperson of the board of governors/directors.

4.3.2 The STAD Director shall ensure that all grievances raised formally at the STAD for settlement shall be properly documented.

4.4 Termination of Assignment and Employment

4.4.1 During Probation: during the period of probation, an assignment shall be terminated by either party (STAD or member staff), any further action shall be in line with the relevant STAD HRM policies.

4.4.2 For Confirmed Appointments: an employee already confirmed in employment shall have their appointment terminated in line with the relevant STAD HRM policies.

4.4.3 During Temporary Appointment: an employee serving on temporary appointment shall have their services terminated by either party in line with the relevant STAD HRM policies.

4.5 Sexual Harassment

4.5.1 Stand Trust for Africa Development (STAD) believes that every employee shall work in an environment free of sexual harassment. STAD goal is a harassment free environment, essential for achievement and execution of effective results management. Any form of sexual harassment shall strictly be prohibited. STAD shall deal with employees found guilty of sexual harassment as per staff codes of conduct and the HRM policies.

4.5.2 Requests for sexual favour, sexual advances, physical contact, verbal or communication of sexual nature shall all be termed sexual harassment. The behaviour that shall be both unwelcome and persistent, of sexual nature, affecting the dignity of women and men at STAD and its external environment shall be termed as "sexual harassment".

4.5.3 Any claim of sexual harassment from employees of the opposite sex shall be dealt with, **first by peers**. If it persists, the Programme Manager depending on its nature shall handle. If the person shall be unable to obtain relief from the Programme Manager, then he/she shall appeal to the STAD Director.

There shall be need for documenting the process of investigation of sexual harassment cases. The aggrieved person shall always be given a priority.

4.5.4 Sexual harassment shall take the following forms:

- (i.) Sexual assault or rape.
- (ii.) The display of sexist or sex-oriented material that presents offensive staff feelings: this shall include posters, displaying or distributing sexually suggestive objects or pictures, cartoons, posters or magazines calendars and even works of art, which shall be inappropriate when displayed in the work place.
- (iii.) Repeated questioning about aspects of a person's private sexual life.
- (iv.) Exertion of pressure or requests for sexual favours with implied or overt promises of preferential treatment, or threats concerning an individual's employment status.
- (v.) Physical contact such as patting, pinching or touching, hugging and brushing against another person's body.
- (vi.) Offering special benefits (including money, employment, goods or services) to a person in exchange for expressed, implied or demanded sexual favours.
- (vii.) Threats or insinuations that an individual's refusal or unwillingness to submit to sexual advances or demands shall affect the person's entitlement or promotion or equivalent.
- (viii.) Verbal conduct such as sexually derogatory remarks, graphic verbal commentaries about an individual's body or dress, sexually degrading words used to describe an individual, sexually suggestive or obscene letters, note, email or invitations, demeaning or inappropriate comments, name-calling, innuendos, slurs, jokes, sexual advances or propositions.
- (ix.) Visual conduct such as leering or sexual gestures.

4.6 Staff satisfaction policy

- 4.6.1 Motivated and satisfied staff shall be an important prerequisite for successfully achieving the objectives of STAD. This shall depend to a great extent on staff's well-being. Well-being at work shall be a joint and collective responsibility of management and operational staff. It shall require an understanding of existing staff satisfaction theory, an open communication and for management.

The tools and skills to do the right thing at the right time. Regular monitoring of staff satisfaction shall provide an important input for organisational management and development.

- 4.6.2 Staff well-being shall be related to a healthy balance between work and leisure (annual leave), Staff satisfaction shall be the degree in which staff shall be given the opportunity to (collectively) speak their mind. Appointing trustees of the employees who speak periodically with the SD and/or PM shall do this.

4.7 Responsibility for Damaged Property

- 4.7.1 Staff shall be allocated property for use in the course of their duties, or shall be given custody of STAD property, in either case the staff member(s) shall have the responsibility to ensure that the property shall be properly taken care of.

If a staff member shall be found to have wilfully or through carelessness caused damage to the STAD property either in their custody or not they shall be held responsible for such damages. The STAD Director shall take necessary steps for the costs of such damages to be recovered from the relevant staff member's salaries in consultation with the management team of STAD.

5. REVISIONS TO HUMAN RESOURCES POLICIES AND PROCEDURES

- 5.1.1 Any revision to the policies or procedures contained in this manual, or any additional items, shall be issued as a "Notice of Amendment" by the SD or PM and shall come into force after approval by the General Assembly in consultation with the SD and STAD Management Team.

5.1.2 Each notice shall be dated and issued in a form that shall allow them to be bound with the rest of this manual. A full record of these amendments shall be maintained by the SD.

5.1.3 Where the revision of a policy or a procedure is not appropriate, but where a deviation on an individual case shall be deemed necessary by the SD, the proposed deviation and the justification shall be documented. It shall then be reviewed and approved by the General Assembly.

The senior management and all senior staff are jointly responsible for the implementation of the human resource policies - as described in this manual - at all programme and project levels within Stand Trust for Africa Development.

Agreed and established in the Stand Trust for Africa Development (STAD) Committee meeting of Date.....th month..... /2019 at.....

The chair, the board and the management of Stand Trust for Africa Development (STAD) are committed to implementing this HRM policy.

Date: _____ Name: _____

Function: STAD Executive Director Signature: _____

Prepared by: STAD Consultant	Prepared date: SEPTEMEBR 2019	Approved by:	Approved date	Dated to next review:
---	---	--------------	---------------	-----------------------

