



RESOURCE HUB FOR DEVELOPMENT (RHD)

.....Development for All Kenyans.....

HUMAN RESOURCES MANAGEMENT POLICY

JUNE 2014

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SECTION 1 RHD RECRUITMENT PROCESS

1.1 Introduction

Recruitment is done by formal procedures, starting from identifying the need to fill a post to reaching the stage of official appointment. The finally responsible person within the organization for the proper execution of the recruitment process is the RHD Personnel Admin Officer. He/she of course does not have to execute all tasks in the organization but is responsible to control all the time that all tasks are properly and timely executed by the involved persons. The recruitment procedure is divided into the following phases:

Phase	Maximum duration	By
Vacancy identification	-	Section Head/ Program Director
Preparation job description	1 week	Section Head/ Program Director
Internal recruitment (if applicable)		
Preparation application form (external)	1 weeks	Personnel Admin Officer
Vacancy announcement		Personnel Admin Officer
Application period	3 weeks	Personnel Admin Officer
Selection for interviews	1 week	Personnel Admin Officer
Interviews	2 weeks	Personnel Admin Officer / Program Director
Second round interviews (if applicable)	1-2 weeks after first round	Personnel Admin Officer / Program Director
Selection of successful candidate(s)	Immediately	Personnel Admin Officer / Program Director
Appointment procedure and signing of contract	Depends on planning	Personnel Admin Officer/ CEO/ Org. Secretary

1.2 Vacancy identification

A vacancy can be identified after an employee has left/or will leave the job or new tasks for the organization arise which require a new post. The need for filling such vacancies can be discussed in the monthly management meetings (attended by Program Directors and Section Heads). In such a meeting (of which minutes need to be taken) issues need to be discussed like expectations of the post, recruitment planning, internal recruitment if applicable, mode of vacancy announcement, type of contract etc. If the planned recruitment procedure differs notably from the above described procedure this has to be approved by the board of trustees of the organization before recruitment starts.

1.3 Preparation job description

All employees to be recruited by RHD will have explicit job descriptions that form part of the employment contract whether permanent or temporary contract. Job descriptions should make clear the tasks to be performed, the level of responsibility of the job, the knowledge and the skill level required to do the job productively. For most cases job descriptions will be standard. Standard job descriptions are described in Annex 5. In some cases job descriptions will be custom made, for instance if people will combine two or more of the standard functions or if new functions are created for which no standard job description exist. Custom made job descriptions will need to be based as much as possible on the existing standard job descriptions presented in Annex 5. For all jobs under management level the job descriptions will be prepared by the involved Section Head together with the Personnel Admin Officer and will be approved by the Program Director. For all jobs at management level the job descriptions will be made by the Program Director together with the Personnel Admin Officer and will be approved by the RHD Board of Directors.

1.4 Internal recruitment

RHD should undertake to advertise suitable vacancies internally, but reserves the right to recruit externally only if it has valid reasons. Valid reasons could for instance be that the existing employees can't be missed in their respective sections, or that they lack the required skills for the existing vacancy.

If the organization decides to advertise internally, it is done by an announcement on office notice board to the employees. Brief details of the minimum requirements for the application and the job are given. The employee who wishes to be considered for the position will contact the Personnel Admin Officer to obtain an application form (see Annex 1.1 for an example of such a form). This form is to inform the Head of the section in which the employee at that moment works about the application. At the same time it will be used as an official application for the job. Under no circumstances will the Head of the section in which the vacancy exists be contacted directly.

If the Head of the section in which the employee at that moment works disapproves the internal application he will inform the Personnel Admin Officer about his judgment including the reasons by filling these in the application form. The Personnel Admin Officer will then send a disapproval to the candidate unless he has strong reservations regarding the judgment of the Section Head (in this last case he will ask the judgment of the Program Director). If the relevant Section Head approves the internal application he will put this on the form. In this case the Personnel Admin Officer considers the comments of the relevant Section Head, the probationer's work record, length of time in present job, and over-all potential of the candidate. If based on these issues the Personnel Admin Officer's judgment is negative the Personnel Admin Officer will write a letter to the employee explaining the results of the assessment. The employee may in this case appeal with the Program Director who will then take the final decision. If the judgment of the Personnel Admin Officer (or that of the Program Director) is positive the Personnel Admin Officer fixes a date to interview the candidate (see the relevant paragraph on interviews).

1.5 Preparation Application Form

The job descriptions (see Annex 5) form the basis of the application forms to be prepared by the Personnel Admin Officer. A lay-out of a standard application forms

for standard jobs is included in Annex 1.1.

1.6 External vacancy announcement

If the internal recruitment round has not yielded any positive results or if the organization has decided to recruit externally only, the recruitment procedure continues with an external vacancy announcement.

An external vacancy announcement should be done by cost-effective advertising, for instance by using local announcement, county job advertisement boards, local radio announcements etc. Sometimes the post is of such nature that the vacancy needs to be advertised nationally in the national newspaper(s) or on national radio. Every announcement should clearly indicate the application procedure and closing date.

1.7 Application period

People who wish to apply for positions advertised externally can do so only by filling in an application form and attaching all the required documents (the information put down by candidates in their application letters is usually insufficient to obtain a good idea about the candidate's working experience; therefore it is required that the candidate fills in the application form). An example of an application form is presented in Annex 1.1.

Application forms can be obtained from the office of the organization. Application forms for an external vacancy can usually be obtained during a period of 1 to 2 weeks. The vacancy announcement number for the post, for which the probationer wishes to be considered, should be clearly indicated on the front of the application. The Personnel Admin Officer is responsible for the distribution of the application forms. If a probationer wishes to apply for more than one position he/she should submit a separate application for each vacancy.

All filled-in application forms come in through the Personnel Admin Supervisor who keeps a record of all incoming applications. He/she notes the name of the probationer, address, date received and vacancy number (in a computerized data base). The Personnel Admin Supervisor forwards the probationers' records to the Personnel Admin Officer.

For applications below management level the Personnel Admin Officer forwards the filled-in application forms to the relevant Section Head of the vacant post, including all incomplete forms. The relevant Section Head selects from the application forms a maximum of 6 candidates within 1 week after receiving the forms. In case there are 2 similar posts vacant, a total of only 8 candidates are selected while for 3 similar vacant posts only 10 candidates are selected. The details of the selected candidates are proposed to the Program Director and Personnel Admin Officer who will study them. If all agree, the selected candidates will be invited to attend an interview. The Personnel Admin Supervisor will send regret letters to all not selected candidates.

For vacancies at management level the selection of candidates is done by the Program Director, the Personnel Admin Officer and at least two of the members of the Board of Directors. They will receive all filled-in application forms for the vacant post from the Personnel Admin Supervisor.

1.8 Interviews

The function of an interview is to assess whether a candidate is sufficiently capable for a vacant position. Motivation, judgment, qualifications and experience on the job are part of the issues to be considered. Beside a talk with a candidate also tests (e.g. computer tests, knowledge tests, work on case studies, driving a car) can be part of an interview.

The interview panel for vacancies below management level shall comprise of Personnel Admin Officer, the relevant Section Head and one other relevant staff member. The relevant Section Head will chair the interviewing panel. The members of this panel will decide on the procedure to use in conducting the interviews and recommend the suitable candidate after 1 or 2 rounds.

The panel for management level positions shall comprise of the Program Director, the Personnel Admin Officer and at least two of the members of the Board of Directors. For positions on management level one or two interview rounds are held.

If a post is very specialized, an expert can be asked to join the interviewing panel. During the interview the interview panel fills in an interview form (see Annex 1.2) for each candidate. This will later help to compare the results of the interviews.

After each round of interviews all candidates are discussed and the decision is taken by vote among the interview panel members. Each candidate is informed about the interview results in writing. If the result is positive the candidate will receive a job offer including an invitation to discuss the terms and conditions of employment (see the paragraph on this issue).

For candidates living far away it is advisable to plan their interview at a convenient time to enable such candidates to reach the office where the interview takes place and to be able to leave in time. Any candidate coming from outside the Country (and thus incurring travel costs) will be reimbursed only local traveling expenses (against public transport rate) directly after the interview. Hotel costs are usually not reimbursed.

1.9 Second round of interviews

If during the first round of interviews no definite selection can be made, a second round of interviews with a limited number of the candidates will be held (see next paragraph). A second round of interviews is always required in case the vacant post is at management level, requiring a more in-depth assessment of the candidates. The second round candidates are selected by the interview panel that was active during the first round of interviews. After the first round of interviews, referees of the candidate can be consulted.

The current employer of the candidate can only be approached after the probationer's permission.

For a second round of interviews the interview panel may consist of more panel members than in the first round if believed necessary. The extra members may for

instance consist of specialists or other key persons who may be important for reaching a more balanced and better decision. During the second interview usually more in depth questions are asked.

If no suitable candidate is found after two interview rounds the recruitment process starts again.

1.10 Appointment procedure and signing of contract

After final selection of a candidate, the Personnel Admin Officer, with permission from the relevant Section Head (for the lower than management level positions) or the Program Director (for the management positions), will write and send to the candidate's postal address a job offer letter. The job offer letter will clarify the requirements for accepting the job offer and reporting on duty. The candidate will have to react to the job offer letter within two weeks. If the candidate shows interest in the job offer, an appointment will be made by the Personnel Admin Officer to (further) discuss the terms and conditions of employment and if he/she accepts, to sign the employment contract, code of conduct and job description. In some cases it may be required to have a second meeting to further discuss the terms and conditions of employment before signing these documents.

SECTION 2 STARTING ON THE JOB

2.1 First working day

On the first working day the targets for the probation period are discussed with the probationer¹ by the Personnel Admin Officer. This includes a clear explanation about what is expected of the employee. The probationer is introduced to the organization. He/she will receive from the Personnel Admin Officer the employee handbook.

The probationer who comes from outside the Town/Country where the office is located and does not have accommodation will receive a settling-in allowance of an equivalent of Ksh. 2,000.00 to cover the costs of traveling, feeding and accommodation for the first few nights. The probationer can get a 25% advance of his/her first month salary on the first working day, if requested for.

For each probationer a supervisor is appointed. Usually this is someone with ample experience in the organization, capable to supervise the probationer and train him/her into the relevant tasks he/she will have to fulfill. In most cases the supervisor will be the person placed one place above the probationer's position in the organization hierarchy, but this is not necessarily so.

The supervisor is appointed by the Personnel Admin Officer in conjunction with the relevant Program Director and if required with the Section Heads.

After the introduction and administrative procedures on the first working day, the probationer is handed over to his/her supervisor who will guide the probationer during his/her probation period.

2.1.1 Tasks of the Personnel Admin Officer

- Organize the payment to the probationer of settling in allowance and, if requested for by the probationer, a 25% advance of the first month salary.
- Ensure that the probationer is taken up in the liability and medical insurance packages of the organization. Contact the involved insurance companies if needed and fulfill all required procedures.
- Ensure proper handing over of the probationer to his/her supervisor.
- Introduce the probationer to the other employees.

2.2 Probation period

The goal of a probation period is:

- a) To test the ability of the probationer to perform well on the job
- b) To test the suitability of the probationer's character to fit into the organization

Beside training and supporting the probationer, the probationer's supervisor also monitors the probationer during the probation period and fills in the Probation Monitoring Form (see Annex 1.3) on a monthly basis.

1. The new employee is called 'probationer' until the decision has been taken to fully employ the person which usually is at the end of the probation period or at the end of the extended probation period. A probationer can be someone coming new into the organization but in it can also be someone who changed from a position in the organization to a new position and who is therefore subject again to a probation period for the new function. In this last case a general introduction to the organization is not required as the probationer is already familiar with the organization.

This information written in this Form is not accessible to the probationer.

The first month of probation is meant to familiarize the probationer with the organization and also to help him/her to settle down and understand the organization's operations. Usually the supervisor has a training program in mind and also instructs relevant colleagues who will help in conducting this training.

After one month the supervisor and the probationer assess together whether the work progresses well and where improvements are needed. The supervisor reports about the outcome of this assessment in the Probation Monitoring Form of the probationer and discusses the results with the Personnel Admin Officer, the relevant Section Head, and if required with the Program Director. If the first month was unsuccessful and there are no positive prospects for performance to be improved, at this stage the probationer can be dismissed after approval by the Personnel Admin Officer and the Program Director. Other possibilities are to demote the person to his/her former position (in case of an internal probationer), to transfer the person to another position, or to continue the probation period in the current position.

If it is decided to continue the probation period, a panel (usually consisting of the Personnel Admin Officer, the relevant Section Head, the probationer's supervisor and/or the Program Director) evaluates the performance of the probationer four months after the probationer started with the probation period. During the evaluation the Probation Monitoring Form and the observations of the panel members are used as a basis for the recommendation of the panel to confirm the employment of the probationer, to extend the probation period, to dismiss the probationer, or to transfer him/her to another position in the organization (either his/her former position in case of an internal probationer or to another position). After approval by the Program Director the recommendation becomes a decision of the organization. The decision is notified to the probationer during a probation evaluation meeting. During this meeting the probationer will be given a Probation Evaluation Report (see Annex 1.4 for a lay-out of such a report) that contains the decision in writing plus the arguments for the decision. During this meeting the probationer is also given oral explanation and he/she is able to ask questions about the decision and will then be given answers.

In case the decision is to extend the probation period, this will be for a period of two months. After this 2-months period the performance of the probationer is once again evaluated by the same persons who were involved in the evaluation that was conducted after 4 months. The recommendation is then to confirm the employment of the probationer, to dismiss the probationer, or to transfer the probationer to another position in the organization. The recommendation will need to be approved by the Program Director to become a decision of the organization. The decision is explained to the probationer in a second Probation Evaluation Report (of which the lay-out is identical to the lay-out of the first Probation Evaluation Report; see Annex 1.4). This report is given to the probationer during a second probation evaluation meeting.

In case it concerns a position at management level always a member of the Board of Directors should be part of the evaluation panel. In such case any recommendation of the panel should be approved by the Board of Directors to become a decision of the organization.

Copies of the Probation Monitoring Forms and the Probation Evaluation Reports of the probationer are filed in the personal files of this person (who will be from now on, if the decision about his/her continuation in the position is positive, he/she will be called 'employee').

If a probationer is dissatisfied with the decision of the organization he/she can appeal to the Program Director in writing. The Program Director may in such case invite the probationer for a personal meeting. For this meeting the Program Director may invite other persons as well. After considering the appeal the Program Director will take a final and binding decision. If this decision differs from the decision expressed in the last Probation Evaluation Report, an appendix will be attached to this report explaining the final decision and the reasons for the changes made. In case it concerns an appeal by a probationer for a management level position the final decision will be made by the Board of Directors of the organization who may call any meeting with any persons for coming to its decision.

2.3 Notice of termination of contract or resignation

Written notice to terminate employment, by the organization to the employee or by employee to the organization must be done as follows:

- During probation: 7 days in advance
- Employees up to one year employed: 30 days in advance.
- Employees longer than 1 year employed: 60 days in advance.

The organization may revoke these conditions on the basis of:

1. Provisions within disciplinary procedures. Immediate dismissal can be given in case of insubordination, absenteeism, lack of performance, lack of co-operation and theft. The procedures to be followed in any such case should follow the labor laws of Kenya
2. The employee has been certified permanently unable to work by a medical practitioner as provided for labor laws of Kenya
3. The employee has been imprisoned or convicted of an offense.

2.3.1 Tasks of the Personnel Admin Officer

- In case the contract of an employee or probationer is terminated or an employee or probationer resigns, make sure that all required procedures are carried out according to the labor laws of Kenya.
- In such case also stop the insurances the organization is paying for this person from the date the person has stopped working.

2.4 Re-employment

Former employees who have left the organization (whether being under casual/temporary or permanent employment) by resignation (of their own accord) or who have had their employment terminated for any reason connected with their performance or conduct will in principle not be re-employed. However, the Program Director may use his/her discretion to modify this policy where he/she considers if that it may be of mutual benefit to the individual and the organization. The general exception to this rule will be where an employee has left the organization as a result of redundancy in which case the Program Director's approval will not need to be sought for re-employment. However, for this case of re-employment, the person would have to apply through the formal application procedures (during recruitment round).

SECTION 3 PAYMENT POLICIES AND PROCEDURES

3.1 Salary and wages

Salary means payment for work, made to an employee with an employment contract, usually done in the form of monthly cash or cheque payment. Wages means remuneration or earnings, capable of being expressed in terms of money, which are payable to an employee under a contract of service and includes cost of living allowance paid to an employee. The salary/wage system of the organization is bound to centrally agreed hard currency amounts (between RHD and its employees); and are to be followed by the organization. The salary/wage system is evaluated once a year by RHD and its partners. An overview of the salary system is provided in Annex 3.

3.2 Salary and wages payment

The amount of salary is paid according to the employment contract of the employee. This may be cash or by cheque. If the month-end falls on a Saturday or Sunday then payment shall be made on a Friday before the weekend. Staff shall be paid mid month salary advance if one desires so and the remaining balance will be paid at the end of month. For this purpose the employee has to fill in a mid-month salary advance request (see Annex 1.5), a maximum of one working day in advance. The mid-month salary advance shall not exceed 50% of the salary/wages payable to the employee.

The organization shall pay PAY As You Earn (PAYE) or any other similar wage tax for each employee. The organization will also pay other obligatory taxes and insurances, like for instance NSSF, NHIF (in Kenya), if applicable.

Employees will be expected to pay their government graduated tax to the Higher Education Loan Board (HELB) or any other tax they are obliged to pay, according to the law of Kenya. It is not the responsibility of RHD to pay this tax or to remind the employee to pay.

Incomplete months are paid by calculating the number of days actually worked. The employee's monthly salary will be broken down as below:

- Basic salary (40%)
- Housing (30%)
- Transport (20%)
- Lunch (10%)
- Deductions: PAYE is paid by the organization for the employees.

Each employee on the payroll (on permanent contract) signs a pay slip (in duplicate) at the end of the month stating the above. One signed pay slip will remain with the employee and the other with the organization.

For each position in the organization (for an overview of the positions see Annex 2) it has been defined what the salary should be in hard currency.

The salaries depend on:

1. the position of the employee (see Annex 2),
2. the time an employee has worked in the organization,
3. the performance of the employee.

The system and the salaries are presented in Annex 3. The salaries presented comprise the total of basic salary, housing, transport and lunch payments that an employee should receive.

3.3 Compensation for inflation

The salaries of all employees are expressed in the local currency of the Kenya. The amount is based on the value of the local currency at the first day of the first month of a period of 4 months it applies to. Per book year therefore 3 inflation compensation periods of 4 months are distinguished. On the first of January, the first of May and the first of September each year a new period starts. The salary for an employee during such a period of 4 months is the value of the local currency (expressed in amount of local currency) at the first day of that period times the salary of that employee as expressed in other currencies if applicable.

3.4 Salary increase (performance related)

After each year of employment a performance appraisal is done with the employee. When the conclusion is that performance has been acceptable this results in a promotion to a next step in the salary grading system of the organization (see Annex 3). This means that the employee from then on will receive the hard currency salary in the new step. This process continues until he/she reaches the peak salary defined for his/her position by the grading system. Employees who have reached this peak will continue to get the inflation compensations as explained in the former paragraph. Annex 3 provides an overview of the usual step increases in the salary grading system in case performance is acceptable.

Each step increase will be confirmed in writing after the Personnel Admin Officer has obtained the approval of the CEO and Program Director for the increase. The Personnel Admin Officer is responsible to inform the Senior Accounts Officer about the new salary after having received the approval. Management level salary increments have to be approved by the CEO, Program Director and the Board of Directors. In case of the salary increment of the Program Director, this will have to be approved by the Board of Directors.

Employees with unsatisfactory performance will attract no promotion or step increase, but will continue to receive inflation compensations.

3.5 Change to another position

If an employee takes up another position in the organization his/her salary will be according to the grading level of the new position, starting as if the employee was newly employed (thus starting for the grading system at year 1, unless the position is at the same or a lower grading level).

3.6 Acting allowance

Acting allowance is an additional allowance on top of the salary of an employee who acts on behalf of a higher grading position. Acting allowance may apply:

- If the employee for which one is acting is temporary absent (for instance for a training course or due to illness),
- in anticipation of the employee being promoted into the position he/she is acting for, or
- if the position is vacant and to be filled in the future by another person still to be recruited.

The granting of an acting allowance to an employee shall be decided on by the Program Director and Management team. The amount will be based on the grade the position the employee will act on behalf of. Acting allowance is not regarded as a merit increase. After acting is finalized and if the employee takes the full position, he/she will receive the payment suiting the post (entering the first step).

3.7 Medical care

The organization should have a medical account with a local clinic/ hospital for all the employees. The medical services are only to be used for minor treatments and testing and to be done in the clinic where the account runs. Hospital bills shall not be covered by the organization. Medical forms (see Annex 1.6) will be filled by the employee in duplicate then will be forwarded to the Personnel Admin Officer for final approval before a copy is taken to the clinic for actual treatment. The clinic is furnished with authorized signature specimen of the authorized staff. Part of the duplicate copy is filed on the employee's file.

3.8 Insurances

The organization will have for each employee and probationer a liability and a medical insurance for major treatments..

SECTION 4 STAFF DEVELOPMENT POLICIES

4.1 Introduction

The organization has a system of staff development in place for employees at all levels. This consists of performance appraisals of the employees and the possibility for employees to follow internal and external trainings when they are invited to do so. Employees are also free to apply for training courses that they would like to follow.

4.2 Employee performance appraisal

Performance appraisal is a continuous process of reviewing or discussing one's job and aims at improvement of performance in the current job.

4.2.1 Objectives of performance appraisal

- To satisfy the individual's needs for feedback on performance and to assist him/her in improving the performance in the current job.
- To strengthen supervisor - employee relationships.
- To get feedback on the level of employee motivation.
- To help the employee to perform better in order to strengthen the organization as a whole to perform better.

4.2.2 Performance appraisal process

After completion of the probation period and annually, each member of staff will undergo an appraisal exercise to review his/her performance and to agree on new targets, as well as identifying training and employee development needs. Each employee is evaluated based on targets set, and then other new targets are set for the next year. The employee should be appraised over the whole period since it was last appraised. It is the responsibility of employee and immediate supervisor to ensure that individually set targets are monitored on regular basis as specified in the completed performance appraisal report. Failure to comply with this will have an adverse implication on the part of the immediate supervisor and concerned employee.

The report (a filled in performance appraisal form; see Annex 1.8) is prepared in duplicate and should be endorsed by the employee, supervisor and the Program Director. One copy of the appraisal form is given to the employee in duplicate and the original copy of the form is filed in the employee's personal file. If the employee does not agree with the outcome of the appraisal, he/she can appeal with the Program Director.

4.3 Training

The organization supports a policy of progressive development of employees. Training needs of employees at all levels will be assessed regularly and where required for the job, internal or external training will be organized at the organization's expense. Training wanted and initiated by the employee but not suiting the organization's budget or priorities should be paid by the employee and be done outside working hours.

Employees who pursue courses sponsored by the organization, and whose total cost exceed Ksh. 20,000.00 (including allowances), are obliged to serve the organization for a minimum of 1 or 2 years (depending on the amount) after training before they can resign/retire from the organization. They will have to sign an agreement under this arrangement.

4.4 Transfers

The organization appoints the employee to a specific project location (Community Office) and this may be subject to transfer at any time. An employee may be given the opportunity to transfer because of:

- The organization may initiate the transfer. In this case the employee needs to be consulted on the possibilities for him/her to transfer.
- Transfer may be done as a result of personal interest/request and this may take place after request by the employee to be transferred to another office. An employee wishing to transfer from one Branch office to another usually has to apply for an existing vacancy. If the post is advertised externally, he/she would have to equally compete with external applicants.

Transfers need the approval of the Program Director. Employees who are transferred may apply for coverage of incurred costs involved in the transfer. This will be looked into per each case.

4.5 Use of notice board

All important communication regarding vacant positions, the change in positions of employees (whether being promoted, acting on behalf of, transfers, new appointments, resignations, etc), training courses and other important issues regarding staff development should be announced on the notice board in the office for every employee's information.

SECTION 5 LEAVE POLICY

5.1 Introduction

Employees serving under the organization's Terms and Conditions of Service will be entitled to an annual leave totaling 20 working days for each year of service. Employees may opt to take their leave in one single block or sets of blocks. Leaves have to be agreed by the Personnel Admin Officer. For each agreed leave the Program Director is informed by the Personnel Admin Officer.

5.1.1 Planning of leave

A leave calendar should be drawn at the beginning of the year and agreed upon by each Section Head and by the Program Director, which is then forwarded to the Personnel Admin Officer. Each Section Head is responsible for inquiring with his/her section about the leave plans of employees working in the Section.

5.1.2 Requests and authorization procedures

Amendment to the schedule will be at the discretion of the immediate supervisor in consultation with the Personnel Admin Officer and Senior Accounts Officer. For each scheduled leave period, the employee will submit a leave form (see Annex 1.7) to the Personnel Admin Officer and Senior Accounts Officer after agreement by the immediate supervisor (who signs the form for approval). This will be done at least two weeks in advance (except for sick leave and compassionate leave). Depending on the circumstances, the immediate supervisor may reschedule the leave (in consultation with the concerned employee). The Personnel Admin Officer will verify the leave record (see Annex 1.9) and sign the leave form for approval. Final leave approval is done by the Personnel Admin Officer and Senior Accounts Officer, who send the form back to the Personnel Admin Supervisor with copies to the Program Director who may sometimes reverse the leave schedule if certain circumstances may warrant this to happen. The Personnel Admin Officer informs the employee about (non-) approval.

Employees taking leave are required to return according to the dates agreed in the leave forms. Otherwise the normal disciplinary penalties will apply: a formal written warning and loss of pay for the days the employee was not present at work. An employee serving on probation will not be allowed to take leave, only on the discretion of the Program Director.

5.2 Paid leave

Employees who have successfully completed their probation are eligible for paid leave under the following conditions:

1. Employee is not on temporary terms of service or on induction/probation.
2. Paid leave will accrue from the date of full-time engagement (at a monthly rate of 25 working days). The employee can never take more than the monthly leave entitlement. For example, a full-time service of 8 months will give the employee an entitlement of 16 leave days maximum.

3. Employee must apply for leave at least two weeks in advance.
4. The employee can get an advance to his/her salary for the leave covering two consecutive months up to a maximum of 30%. For example if 10 days of leave fall in the last 5 days of August and in the first five days of September, the employee can get an advance for these days. The advance for September in this example can be a maximum of 30% of the total monthly salary.

Leave not taken within the contractual year shall automatically expire and cannot be transferred to the next contractual year, nor can paid leave days be cashed in.

5.3 Compassionate leave

In the event of death of real mother/father, first sister/brother, father/mother in-law, spouse and children, compassionate leave of a maximum of two days will be granted. This section applies to employees on permanent terms of employment but under discretion of the Program Director will employee on probation or temporary terms be granted this leave.

If the employee wishes a leave longer than two days, he/she shall propose the use of his/her annual leave entitlement or opt for reduction in payment (if there are no paid leave days (left)). This needs to be agreed in advance following the procedures mentioned in the former paragraph.

5.4 Maternity and paternity leave

A female employee shall be entitled a maximum of once every 3 months to 8 weeks maternity leave on full pay. During probation and under temporary terms of service, there are no provisions for maternity and paternity leave.

During the maternity leave period, the normal benefits and entitlements of the employee including her contractual rights and accumulation of seniority shall continue uninterrupted and her period of employment shall not be considered to have been interrupted, reduced or broken. In the event of illness, certified by a registered practitioner, arising out of pregnancy or confinement, affecting the employee or her child, the organization shall grant the employee additional leave as required according to the situation.

A maximum of four days, if applied for, will be given to the male employee once every two years for paternity leave. This leave will be taken within a period of four days after the spouse has delivered.

Employee is encouraged to announce her pregnancy to her immediate supervisor as early as possible, and on such grounds, she will be allowed time off for her antenatal visits. Similarly same way, the nursing mother will be allowed time off during working hours for breast-feeding. The duration of absence should be determined on case-by-case basis, but should not exceed a period of two hours per day for a maximum of six months after giving birth.

In circumstances whereby an expectant employee may be working under dangerous conditions, which could result, into serious health hazards, management may re-design her duties. This will have to be certified by the organization appointed medical doctor and approved by the Program Director.

5.5 Sick leave

Sick leave will be authorized when the employee is unable to work because of sickness or injury, or when the employee needs medical examination or treatment, which can be obtained only during the time when employee would normally be on duty. Sick leave is not used for care of family members or treatment for a family member. Absences of such nature are subjected to the normally applying disciplinary procedures. Application for sick leave should be evidenced by a doctor's certificate delivered on the second day of sickness latest, with a written request from the employee, also delivered on the second day latest. Always a sick leave should be filled in. The immediate supervisor will make approval of sick leave then forward it to the Personnel Admin supervisor who seeks approval of the Program Director. The sick leave will start from the first day of absence. The management has the right to visit the employee or send a doctor to visit the employee for the purpose of cross checking.

Employees are entitled to a maximum of 30 days sick leave days in year. This paid sickness benefit may be extended at management's discretion by another 60 days if employee is hospitalized. After the 90 days the case will be reviewed and the management will take a decision about termination of employment. Cases of misused sick leave will be subject to disciplinary action. This entitlement applies only if employee is on permanent employment contract and not on probation or on temporary terms of service.

5.6 Public holidays

The organization respects the public holidays as defined by the constitution of Kenya. In the event of obligating employees to work on such holidays and other declared holidays, the organization will compensate these days in time or money. The Personnel Admin Officer, Senior Accounts Officer and Program Director in consultation with immediate supervisor will be expected to amend the leave schedules of the involved employees in such cases. Public holidays falling within an employee's leave are not counted as leave days and as such are not deducted from the employee's leave record. A public holiday can only be taken after confirmation by the Program Director that indeed the national authorities have officially denounced this day or these days as public holiday.

5.7 Leave without pay

Leave without pay will only be granted in exceptional cases to permanent employees who have been employed with the organization for a minimum of 18 months. The leave should fit into the planning of the organization and it should be able to (partially) replace the employee. The leave should be requested for three months in advance.

SECTION 6 DISCIPLINARY PROCEDURES

6.1 Introduction

The organization has developed a Code of Conduct for the employees (see Annex 4). Every employee upon acceptance of a position with the organization signs the Code of Conduct at the same day the employment contract is signed. The Code of Conduct comprises the rules to which all employees should comply.

Disciplinary procedures apply to all employees at all levels (on permanent and temporary employment) who do not function within the rules of the Code of Conduct. This is to ensure that the organization's policies, standard of performance and behavior are maintained at an appropriate high level. The organization's policy is to ensure that always a positive approach is used to motivate the employee. Disciplinary procedures only come in if the encountered situation is of willful nature and (potentially) damaging to the organization and/or colleagues.

Further on in this chapter the main offences are mentioned. It is at the discretion of the Section Head (for offences by employees below management level) to judge whether an offence is minor or major. Depending on this judgment several procedures can be followed as explained further on. Ad hoc disciplinary committees will be instituted to deal with severe disciplinary cases.

Important:

RHD ensures that disciplinary actions taken against any employee comply fully with the Labor laws of the Kenyan Constitution and with the procedures and protocols of the Kenya Labor Laws; especially for the more serious disciplinary actions (suspension and dismissal).

The Section Head will institute the disciplinary action procedures (examples of those are written out in the following paragraphs).

The disciplinary actions described further in this chapter are examples of different types of disciplinary actions that can be used. As said each office should describe its own disciplinary actions in detail. Examples of the disciplinary tools RHD may use are:

- **Verbal warning** (not recorded in personal file of the employee).
- **Warning letters (level 1-3)**. Each warning letter is recorded in the personal file of the employee. Each warning letter has a particular level, depending on the offense. As long as the sum of the issued warning letter levels to an employee is less than 4 no further disciplinary actions will be undertaken against the employee. If the sum of the issued warning letter levels to an employee is 4 or more during the whole time of service of the employee, the Program Director of the organization can decide to start the procedures for dismissal or suspension of the employee whenever he thinks this is necessary.
- **Suspension**. Suspension means that an employee is sent off the job for a limited time of 2 weeks maximum without payment of salary. The decision to suspend someone is taken by the Program Director.
- **Dismissal**. Dismissal can be with or without pay, depending on the offense and the Labor Laws of Kenya. The decision to dismiss someone is taken by the Program Director in consultation with the CEO and the Kenya Labor Office and in accordance with the Constitution.

6.2 Procedures to be followed

The Section Heads and supervisors are primarily responsible for identifying offenses. They communicate each offense to the Program Director. In reaction to an offense the Program Director provides a verbal warning to the involved employee in case of small offenses. In case of larger offenses it is advised that the Program Director and/or the Personnel Admin Officer coordinate the disciplinary action first with the Labor Office. After the approval of the Labor Office the agreed disciplinary action can then be imposed on the involved employee.

The following authorization levels can be distinguished with regards to disciplinary action:

Verbal warning	Section Head or Program Director
Warning letters	Section Head (in consultation with Program Director and possibly with the Labor Office)
Suspension	Program Director (in consultation with the Labor Office)
Dismissal	Program Director(always in consultation with the Labor Office)

Type of offence	Minor	Major
Willful failure to obey legitimate instruction	Warning letter (level 2)	Warning letter (level 3)
Willful loss, misuse, damage, theft, unauthorized use of organization's property	Warning letter (2)	Warning letter (3), suspension or dismissal
Improper publicity of organization's image	Warning letter (3)	Warning letter (3)
Absenteeism	Verbal warning / Warning letter (1)	Warning letter (2,3), dismissal
Lateness or leaving work without permission	Verbal warning / Warning letter (1)	Warning letter (2)
Failure to co-operate with other employees	Verbal warning / Warning letter (1)	Warning letter (2,3)
Gossip among and about colleagues within/outside the organization	Verbal warning	Warning letter (1,2)
Reporting on duty under the influence of alcohol/narcotics	Suspension	Dismissal
Breach of safety rules	Warning letter (1,2)	Warning letter (3), suspension, dismissal
Careless or neglect of work	Warning letter (1)	Warning letter (2)
Fighting at workplace	Dismissal	Dismissal
Threatening behavior towards another worker	Warning letter (1,2)	Warning letter (3), suspension, dismissal
Having private business with suppliers of the organization on organization's deals	Warning letter (3)	Suspension, dismissal

Claiming expenses from the organization which are higher than the actual expenditure or which do not exist	Warning letter (2,3)	Suspension, dismissal
Any other offence not stated above	Verbal warning, Warning letter (1,2,3)	Suspension, dismissal

If a formal warning is written to the employee it should explain the level of the warning letter, and the nature and seriousness of the offense. A copy of this warning will be given to the Personnel Admin Officer and placed on the employee's personal file. Following the delivery of the formal disciplinary action the Section Head and Personnel Admin Officer (if it is not him/her committing the offence) will always hold a formal interview with the employee during which contents of the letter will be discussed. Minutes will be taken and filed as well.

The disciplined employee must countersign all disciplinary letters or minutes of the proceedings of the disciplinary interviews. Failure to the employee member to endorse the document should be reported to the Program Director and noted on the employee's personal file. In such a case the employee should be taken to the Labor Office where the offense will then be discussed with the officials of this office. The Labor Office in this case will then take the decision about the level of the offense and provide the organization with a signed statement of this decision.

If the offenses add up to 4 or more, the Program Director can request whenever he feels this is necessary, the Personnel Admin Officer and Senior Accounts Officer to execute the required action in accordance with the procedures described in Table below.

Below is an example of the procedures followed by RHD for the different types of disciplinary actions distinguished in conformity with the Kenya Labor Laws.

Type of disciplinary action	Procedures to be followed (as agreed with the Labor Office and in accordance with the Kenya Labor Laws)	Financial procedures
Warning letters received with a total sum of the levels less than 4	Filing of the warning letters in the employees personal file (signed by both the Program Director and the involved employee). If the employee refuses to sign, the CEO with consultation with the Kenya Labor Office is requested to decide on the level of the offense and their signed statement is filed in the employee personal file.	There are no financial consequences.
Suspension for two weeks upon reaching a total of warning letter levels of 4 or more	Consultation is done between the relevance offices before Writing and issuance of termination letter to the terminated employee. The employee given an opportunity to appeal. If the employee fails to appeal, the date of termination will take effect the two	There are no financial consequences.

	weeks of suspension.	
Direct suspension for two weeks upon a major offense	Consultation is done between the relevance offices before a conclusion of action is reached about employee. The employee given an opportunity to appeal. If the employee fails to appeal, the offices concerned may decide his/her case, whereby a decision may result in termination.	There are no financial consequences.
Dismissal upon reaching a total of warning letter levels of 4 or more	Consultation is done between the relevance offices and a termination letter to the terminated employee is issued. The employee will not be given an opportunity to appeal..	There are no financial consequences.
Direct dismissal upon a major offense	Employee services shall be suspended/ stopped and a confirmation letter of termination issued to the employee.	There are financial consequences.

6.3 Appeals

At any stage in the above proceeding, the employee may appeal through the Personnel Admin Officer for suspension or change of the disciplinary action. The Personnel Admin Officer may ask advice from others within the organization and produces an advice in writing which is handed to the Program Director will make a final decision about the disciplinary action. No further appeals will be permitted.

6.4 Grievance handling procedures

An employee may have a legitimate grievance against a colleague, a manager or the organization. This for instance could be conditions of work, unreasonable instructions, poor co-ordination, poor or inappropriate communication or other matters. The employee is encouraged to feel free to seek settlement of problems, complaints and grievances without fear of interference or dismissal. In such case the employee is, however, obliged to follow the procedure mentioned below. Always shall the person against whom the grievance is held be heard too.

6.4.1 Grievances against employees

The employee will approach the Personnel Admin Officer. In case the grievance is against the Personnel Admin Officer the employee approaches the Program Director. The Personnel Admin Officer (or the Program Director) investigates the matter and if possible solves the issue to the employee's satisfaction. Grievance complaints are always taken very seriously and should be given full attention immediately! A good way to try and resolve the grievance is to invite the person against whom the grievance is held and the employee who expressed the grievance to come to terms with each other in a personal conversation in which the Personnel Admin Officer (or the Program Director) acts as a facilitator. Important is to lay down agreements made in such a conversation in writing and have both persons sign it for approval. The agreement is made up in three-fold: one copy for each of the two involved employees and one copy for the filing system.

In case in this way no solution is achieved the personnel Admin Officer (and/or the Program Director) will make a decision on what should be done. In case the grievance is against any employee of the management team (including grievances against the Program Director) members of the Board of the organization are invited to join the conversations and the final decision on the required action (especially if no agreement has mutually been achieved between the involved employees) is then taken by the Board.

In case of grievances against other persons who are involved in the organization the same procedures will be followed as for grievances against employees in the management team. In case of grievance against a representative of RHD, the Board of RHD will be informed as well as the managers of the organization. If the involved persons in a personal conversation do not come to an agreement on how to deal with the grievance, the Board of Directors are requested to take a decision which they will do after careful investigation and communication with each other.

SECTION 7 TEMPORARY APPOINTMENTS

7.1 Introduction

Temporary appointments means: employees on temporary contracts, casuals, trainees on graduate work experience program, and consultants. Any extensions of temporary appointments will be effectuated on approval of the Program Director after a performance appraisal exercise. Temporary appointments can only be renewed twice and should not exceed a total period of one year.

An employee on temporary terms of employment shall observe the following conditions of employment:

- Probation
- Salaries and wages
- Conduct
- Notice of termination/resignation
- Leave

7.2 Casual employment

The organization may occasionally recruit employees on casual or task work basis. Depending on circumstances, this form of arrangement can be renewed daily or as to when the situation warrants. The casual employee is strictly entitled to his/her remuneration which may be calculated on daily rate or at the completion of that specified task. Taxes should be paid with regard to casual employment in accordance with the laws of Kenya.

7.3 Trainee programs

The organization may have or develop experience programs for trainees. The engagement is substantially for a period of one year but reviewed on a six-month basis. Pay and benefits accruing to the appointee should not exceed an identified post to which he/she could be posted. During, or at the completion of this program, the individual is free to apply for any job within the organization. Terms and Conditions for this engagement are specifically articulated in the contract.

7.4 Consultancy services

The organization may feel the need to hire some consultancy services in various areas of the organization's activities. This is usually a short-term arrangement and at piecework rate. The need for consultancy services should be reflected in both the plans and budgets of the organization.

7.5 Part-time employment

Part-time employment will normally be defined as an employment where the employee is not working the normal amount of full-time hours per week. For part-time employees the same counts as for temporary appointments with regard to terms and conditions of service, if they are not on a permanent contract.

SECTION 8 EMPLOYEE WELFARE

8.1 Leisure

The senior management shall arrange a staff party together with other employees once a calendar year (usually as Christmas party). Venue and date will be decided upon by vote or discussion.

8.2 Allowances / per diem

The Organization shall meet the following maximum expenses while staff is sent on official duty outside the place where the organization is working. These allowances are only paid against actual costs made.

- Transport: at public rate
- Lunch: Ksh. 800.00
- Breakfast: Ksh.300
- Dinner: Ksh. 800.00

If an employee is sent on a training course the organization will determine the allowances needed. If for instance lunch is provided during the training course, the employee will not be given the lunch part of the allowance; when a training course takes place within the town where the employee lives and the employee can eat and sleep at home no allowance will be given at all. If third parties pay allowances (e.g. organizers of the training course) the employee is allowed to accept these but the organization will in such case not give an allowance to the employee.

8.3 Break time tea and coffee

Tea or coffee is served to staff during half an hour in the morning and half an hour in the afternoon five days in a week. The exact times are defined by the organization. Tea and coffee items are provided by the organization. Snacks, meals and extra drinks have to be paid for by the employees themselves.

8.4 Work facilitation

Depending on the position and tasks of the employee the organization will do as much as possible to facilitate the employee in his/her work. This means that the employee can use the organization's computers, transport (if stated in the job description), stationary, calculators, field equipment and crash helmets all while on duty. Usually these items are not taken home, but left in office.

Protective wear provided for all employees in the field section are crash helmets, which remain the property of the organization. Stationary can be used in normal quantities as required by the work. Employees can request for equipment or items needed to be able to perform duties. These can be granted at the discretion of the management.

8.5 Insurances

All employees (except casual/piece workers) are insured for medical treatment as a result of an accident being on duty and income for a period of at least 1 year in case of full disability (based on their current income). The employee always has to wear a helmet while in the project field, driving or co-driving a motor cycle while being on duty. In case death occurs while on duty as a result of an accident; the direct relatives are paid at least a one year's salary. All these provisions depend on the insurance's assessment and are only paid if the insurance company decides to pay.

SECTION 9 GENERAL POLICY GUIDELINES

9.1 Identity cards

All employees are provided with identity cards (see Annex 6 for a lay-out of such a card), except casual/piece workers. Those on temporary appointment get temporary documents, while those on permanent appointment will acquire sealed identity cards. These remain the property of the organization and must be returned on termination of appointment before terminal benefits are paid.

9.2 Personal files

For each employee (temporary or permanent) a personal file is prepared. The Personnel Admin Officer is responsible for maintenance of the personal files. He/she will ensure that the employee files are kept up to date with maximum safety and confidentiality (he/she can ask the Personnel Admin Supervisor to do the executive work for this but then has to control the files on a regular basis, remaining the finally responsible person for the accuracy of these files). The following persons can access the personal files:

- RHD international partner/ donor representative (without permission)
- Program Director (without permission)
- Personnel Admin Officer (without permission)
- Other members of the management team (with permission of the Program Director).

The employee will access his/her personal file if seeking for some specific document. This is done in the presence of the Personnel Admin Officer after permission of the Program Director. If necessary parts of the file can be kept secret for the employee.

9.3 Politics and religion

The organization is a local non-governmental organization which exists to facilitate the empowerment of the socially and economically disadvantaged (regardless of tribe, religion or political color), in order that they may access opportunities for sustained improvement in their lives. Therefore, the organization has no political/religious affiliation. The properties and facilities of the organization shall not be used for any political or religious purpose. Employees should express their personal political/religious beliefs without in any way involving the organization directly or indirectly. If the organization feels that religious or political involvement is conflicting the interests of the organization, the employee can be disciplined.

9.4 Loss or damage of organization property

Employee on permanent or temporary terms and conditions of service will be personally responsible for the organization's property, which is within his/her control either at work or home. Loss of such property, which cannot be adequately accounted for or explained, shall be treated as theft and if such case occurs it could lead to summary dismissal. If the employee loses organization's tools or equipment which are in the employee's possession he/she will have to pay the costs for replacement.

9.5 Working hours or days

The employee will be expected to work a 40-hour week (unless stated otherwise in the contract). All employees will be expected to report on duty as follows:

Monday-Friday

Morning hours	8.00 a.m. - 1.00 p.m
Afternoon	2.00 p.m. - 5.00 p.m

There is no overtime allowance for additional hours worked unless if employee is requested by the management to work on a weekend or after normal working hours. The rates used for overtime allowance will comply with the labor laws of Kenya (ie.OT1.5x and 2.0x). No field allowances are given for normal duty assigned or any travel expenses are reimbursed/ paid other than approved of.

9.6 Expense claim policy and procedure

Expenses incurred by employees in the course of duties on the behalf of the organization will be reimbursed only if the Program Director has given prior approval. Expenses are not part of salary but direct reimbursement of expenditure.

Claims for reimbursement must be made on the appropriate form, signed by individual and authorized by Section Head with approval of Program Director prior to submission to the Personnel Admin Officer.

As a general rule all claims must be supported by receipts, if possible VAT receipts. However, it is recognized that certain items of expenditure e.g. some public transport fares cannot be supported by documentary evidence. In such cases the claim form must include details of the reason of expenditure.

Receipts or invoices that are not agreed on by the organization cannot be sent directly to the organization for payments and cannot be claimed afterwards.

Annex 1: Forms

A 1.1 Application form



Application form

(to be filled in by Section Head)

Name probationer

Internal/external application:

A 1.2 Interview form

To be developed still.

A 1.3 Probation Monitoring Form



RHD Probation Monitoring Form *(to be filled in by the supervisor of the probationer)*

Name probationer:

Date start probation period:

Function:

Month:

Name supervisor:

Training and supervision activities undertaken:

Performance of probationer:

Conduct of probationer:

A 1.4 Probation Evaluation Report



Probation Evaluation Report

Name probationer:

Function:

Date:

Date start probation period:

Name supervisor:

Names panel members:

Recommendation

(tick the possibility the panel finds most appropriate)

Employment in current position

Dismissal

Transfer to other position, namely:

Extension of probation period (only applicable after 4 months)

Arguments for the recommendation chosen

A 1.5 Mid-month Salary Advance Request Form



Request for a mid-month salary payment

Date:

Name:

Employee number:

Request for a mid-month salary payment for the month of:

Requested amount:

cash/cheque Sign:

Administration

Name:

Authorization signature:

A 1.7 Leave Form



LEAVE FORM

PART 1 (Employee)

Name of employee	
No. of working days requested for	
Dates of requested leave period	From till
Type of leave requested	
Reason for requesting leave (provide proof where possible, plus as many details as possible if required)	

Employee signature

Date

PART 2 (Immediate supervisor)

Leave has been discussed with employee and suits within the work planning.

Immediate supervisor (name)

Signature

Date

PART 3 (Administrator)

The following details have been confirmed from employer records and the following days are his/her leave entitlement:

Leave entitlement for the year	
Leave days already taken	
Leave days applied for	
Balance days for year	

Signature of Administrator

Date

PART 4 (Section Head)

Leave is approved/Not approved

Signature of Section Head

Date

A 1.8 Performance Appraisal Report

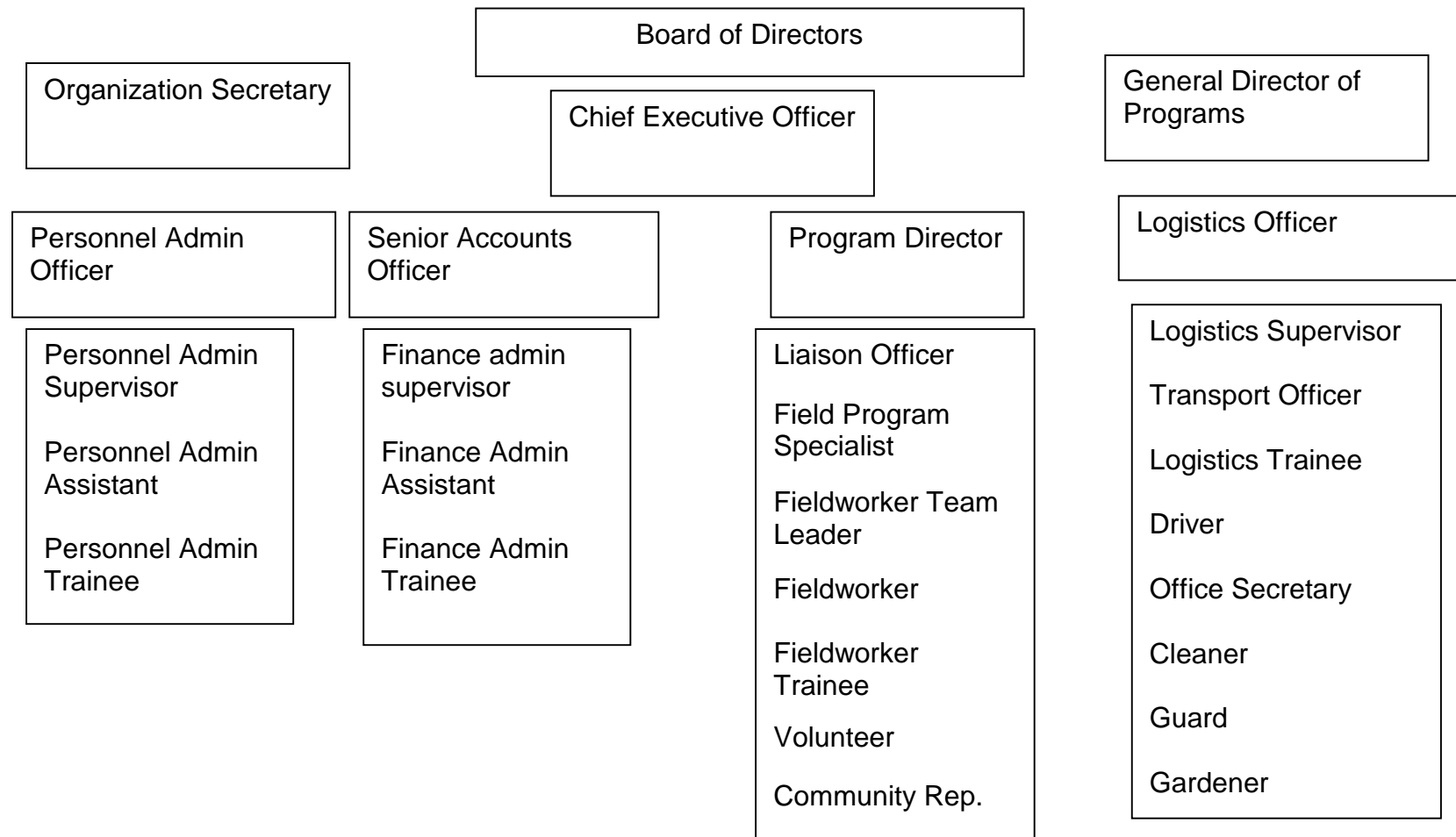
To be developed still.

A 1.9 Employee leave record

To be developed still.

Annex 2: Organogram RHD Head Office

The below organogram gives an overview of all possible functions in RHD at Country level; In most community and county/ branch offices however, not all functions will be occupied, functions may be combined and sections may be drawn together, depending on the situation.



Annex 3: Salary structure for employees

A 3.1 Development of grade positions for staff of RHD in case of good performance

Level	Function	Grade position probation period	Grade position up an to end of year 1 (if performance good)	Grade position year 2 (if performance good)	Grade position year > 3 (if performance good)
Management team	CEO, Org. Sec, General Director of Programs	Grade A step 1	Grade B step 3 / 4	Grade C step 1 / 2	Grade C step 3 / 4
	Personnel Admin Officer Senior Accounts Officer Logistics Officer Program Director Office Secretary	Grade 1 step 1	Grade 1 step 2	Grade 1 step 3	Grade 1 step 4
Supervisor level	Personnel Admin Supervisor Finance admin Supervisor Logistics Supervisor Fieldworker Specialist Fieldworker Team Leader Liaison Officer Transport Officer	Grade 5 step 1	Grade 5 step 2	Grade 5 step 3	Grade 5 step 4
Fieldworker and Assistants level	Personnel Admin Assistant Finance Admin Assistant Logistics Assistant Fieldworker	Grade 6 step 1	Grade 6 step 2	Grade 6 step 3	Grade 6 step 4

Trainee level	Personnel Admin Trainee Finance Admin Trainee Logistics Trainee Fieldworker Trainee Volunteers Community Representatives	Grade 7 step 1	Grade 7 step 2	Grade 7 step 3	Grade 7 step 4
Driver level	Driver	Grade 8 step 1	Grade 8 step 2	Grade 8 step 3	Grade 8 step 4
Service level	Guard Cleaner Gardener	Grade 11 step 1	Grade 11 step 2	Grade 11 step 3	Grade 11 step 4

Grade system for the salaries of staff of RHD

Grade	Step	Basic Salary payment (Ksh)
C	4	69,160.00
	3	65,936.00
	2	62,712.00
	1	59,800.00
B	4	56,888.00
	3	54,184.00
	2	51,584.00
	1	49,192.00
A	4	46,800.00
	3	44,616.00
	2	42,432.00
	1	40,454.00
1	4	38,480.00
	3	36,712.00
	2	34,944.00
	1	33,280.00
2	4	31,720.00
	3	30,160.00
	2	28,704.00
	1	27,352.00
3	4	26,000.00
	3	24,856.00

	2	23,608.00
	1	22,464.00
4	4	21,424.00
	3	20,384.00
	2	19,448.00
	1	18,512.00
5	4	17,576.00
	3	16,744.00
	2	16,016.00
	1	15,184.00
6	4	14,456.00
	3	13,832.00
	2	13,500.00
	1	13,430.00
7	4	13,224.00
	3	13,040.00
	2	12,900.00
	1	12,816.00
8	4	12,776.00
	3	12,460.00
	2	12,340.00
	1	12,204.00
9	4	12,066.00
	3	11,890.00
	2	11,680.00
	1	11,504.00
10	4	11,244.00
	3	10,980.00
	2	10,700.00
	1	10,300.00
11	4	10,120.00
	3	9,870.00
	2	9,620.00
	1	9,400.00

Annex 4: Code of Conduct

RESOURCE HUB FOR DEVELOPMENT ORGANIZATION

CODES OF CONDUCT

This is summary of the main RHD rules

1. Work honestly and carefully at all times.
2. You must not be absent from work, arrive late or leave work early without permission.
3. Always wear protective ware while in project field especially where construction works are on-going, riding motor cycle when this is supplied to you, or use your safety belts whenever driving.
4. Follow all organization health and safety rules.
5. Do not drink alcohol or consume narcotics during working hours.
6. Do not fight, assault or abuse a staff member or visitor.
7. Do not use organization property in a careless or neglect way.
8. During working hours you must not do any business except that for which the organization pays you.

You will be disciplined for any of the following offences.

1. Willful failure to obey legitimate instructions.
2. Willful misuse of Organization property.
3. Improper publicity of information damaging to the organization reputation.
4. Desertion (absence from work without permission for 4 consecutive days or more).
5. Sleeping on duty.
6. Lateness or leaving work early without permission.
7. Failing to co-operate with other employees on ground of race, tribe, religion or sex of another person.
8. Acting in a prejudicial way against employee on grounds of race, tribe religion or sex of another person.
9. Reporting on duty under influence of alcohol.
10. For each vehicle/motor cycle written permission needs to be given before you can ride or drive.

Any of the offences described above constitutes serious misconduct and immediate dismissal may occur.

1. Breach of safety rules endangering life, stated below.
2. Careless or negligent of work.
3. Fighting at work.
4. Threatening behavior to another worker.
5. Having any private business deals with suppliers of the organization on organization's deals.

Health and Safety rules

These rules below establish responsibility for both the organization and employees to provide safe conditions at work place. You will be expected to take reasonable care to ensure your own safety and of others who can be affected by what he/she does or does not do.

1. You must wear a helmet when riding organization motor cycle at all times or use your safety belt whenever driving organization vehicle.
2. You must have under gone proper motor cycle/vehicle training course, this means that

a one must be in possession of a valid driving/riding (provisional) permit. All employees who use organization motor cycle or vehicle must submit a copy of their driving/riding license to organization Administrator for filing.

3. One can only ride a motor cycle with written permission from the management for that particular vehicle.
4. Motor cycle maximum speed is 60 k.m.p.h on all roads
5. No carrying of passenger on the motor cycle without helmet
6. No carrying of community members and any unauthorized persons in the project areas
7. No carrying passengers in 'amazone' sit (two legs at one side) on the motor cycle.
8. No carrying of passengers in the boot of the vehicle(s) (for pick-ups).

Repetition of the same offence after committing another within a period of 12 months of the first offence could lead to summary dismissal.

I have read, understood and accept the above rules of conduct and agree these rules being a condition of employment by Resource Hub for Development Organization.

Employee name:

Employee No-----

Employee Signature-----

Place and date-----

Annex 5: Standard job descriptions

The below job descriptions are based on the organogram included in Annex 2 of this manual. It is very well possible though to combine certain job descriptions or split them up and divide them differently over other functions.

Program Director

A 5.1.1 Daily

1. **Program coordination and follow-up.** Coordinate and follow-up with other RHD staff present/ responsible for the project in the field and offer some guidance should need be to enable smooth implementation of the project.

A 5.1.2 Weekly

1. **Project visits.** Visit projects in the field at least once or twice a week, each time one or two projects. Master the relevant project manual for RHD staff for that project. These manuals contain descriptions of the tasks of the management for each process step in the projects. In this way he/she will know for each project visited what specific actions are required.

Senior Accounts Officer

1. **Finance control.** Take one day just after every end of transaction to control all financial transfers made. The following tasks should be executed:
 - Verify whether actual and calculated Balance are equal. If not send the financial administration back to the persons responsible for the entrance of the data and allow them two more days to find the errors and correct them.
 - Control each financial transfer in each daybook. Verify the entrances made in the daybooks with the filed financial documents (receipts, vouchers and bank statements). Important: pay special attention to the transfers of money from one daybook to another! Control at the receipts whether they are not corrupted. For each purchase there should be a receipt (a receipt can have a list of several purchases, but each purchase should be included in a receipt, so there should be even a receipt if things have been bought at a market place etc.). Look at the prices of the items and the totals calculated on both the receipts and the vouchers. In case of received money control whether the money has been directed to the correct earmarked and whether rates used in transfers from international currency bank accounts to local bank accounts are correct. If anything is wrong or if you suspect that things may not be right, investigate it by visiting the involved supplier, questioning the involved staff members, questioning your bank, or contacting donors.

Take two days at the end of each three months period to execute the following tasks:
Produce the quarterly report. With the financial data in your financial administration (that should have been controlled to be correct up and to the end of the quarterly period) prepare the following reports: financial project overview report, organization costs report, balance report and summary overview report.

Control that project budgets are not exceeded. Execute the actions described in RHD account manual.

- Control whether the efficiency rule of RHD is fulfilled during the quarterly period. Execute the actions described in the RHD account manual.
- Control whether the amounts spent on each Project cost are not too high. Control whether the total amount spent on each project during the project period does not exceed the guidelines agreed by RHD and donor partners on the expenditures for the project.

Annex 6: Example of ID card



RESOURCE HUB FOR DEVELOPMENT (RHD)

Full name: **RUTH AKINYI OTWAROH**

Position: **Education Program Director**

Department: **Admin**

ID no: **23884647**

Employment Number: **AD-RHD0012**

RESOURCE HUB FOR DEVELOPMENT (RHD)

Main Head Office. Opposite Upper Railways AP Line,

Off - Obote Road. Kisumu

BOX 10958 - 00400, NAIROBI, KENYA

Tel: +254 754 724 762/ 724 685 154 / 723 414 198

info@kenyadev.org website: www.kenyadev.org

This card remains the property of RHD and must be surrendered on termination.

If lost and found, please return to above address.

Authorizing Signature: Administrator