



AADS HUMAN RESOURCES POLICIES & PROCEDURES MANUAL

Internal Systems Policies & Procedures (ISPP)

Updated and Produced by
AADS organization with the help of GCG

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AADS HUMAN RESOURCE POLICY AND PROCEDURE UPDATED IN 2017



Preamble

This human resource policy and procedures manual is developed for AADS and it is intended to serve as a guideline. The human resource manual is designed to.

- a) Provide structure, control, consistency, fairness and reasonableness in the organization.
- b) Ensures compliance with employment legislation and inform employees of their responsibilities and the organization's expectations.
- c) It also provides transparency in how recruitment processes will be managed and should be easily accessible by all team leaders and employees alike.
- d) It explains employee benefits and workplace issues. This helps in documenting and communicating to all the employees the management's plans, rules, intents and business procedures.
- e) It facilitates in comparing the policy alternatives, understanding their importance and evaluating the company's current practices.

HR Policies can be defined as the strategy for developing, communicating and enforcing a set of practices that reflect your standards of acceptable behaviour. Successful policies and practices strategy do more than drawing boundaries; they also recognize and address people's needs. The focus in any successfully run business is not just about meeting specific goals, but also about how you achieve them. And the "how" affects the liabilities an organization creates in the process.

To ensure that the employees have clear expectations and are treated fairly as they work to help build your company depends largely on the manner in which an organization addresses the four key elements related to the development and deployment of its policies and practices: policies, consequences and tools.

It is accepted that this manual will generally contribute to the effectiveness of AADS performance towards reaching its objectives. It discusses about policy and procedure of human resource issues. This manual also highlights human resource planning to development.

It's important that an organization clearly states consequences for violations of the standards, guidelines and procedures so that employees know what to expect and have early warning of those expectations. In addition, clear consequences help to ensure that the company is not limited in the options for dealing with violations.

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Acknowledgement

The work of updating and producing this human resource policies & procedures Manual could not have been possible without the tireless effort and enthusiasm of AADS team and who provided us warm welcome from the first day and facilitated all required information to update its human resource policies & procedures.

The qualified and experienced key staff of AADS achieved a lot and spent valuable time on putting their efforts on the success of this task and adding enormous ideas on the contents of this human resource Manual. Its remarkable to mention the efforts and cooperation offered by Mr. **Hassan Sharif Hashim**, AADS program Manager and Mr. **Omar Gabow**, AADS Human resource & education officer.

Finally, whole the above-mentioned working team has given us their entire time and energy to the production of this valuable human resource policies & procedures Manual for AADS, so that, they all deserve our deep appreciation and sincere gratitude.

Thank you all.

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Introduction

This human resource policies & procedures Manual is intended as operational reference guide to effective human resource management and good leadership practice within AADS and its key stakeholders including donors. AADS is obliged to use effective human resource management system to undertake its personnel from recruitment up to development.

The idea of this human resource policies and procedures Manual came from the intention of improving the organizational capacity in general and adapting the effective human resource policies and procedures of the organization. This means improving the efficiency and effectiveness of the organization staff through induction and advanced workshops plus on job training courses for adaptation of the updated policies & procedures.

Before starting the preparation of this important human resource policies & procedures Manual, Geedfadhi Consultancy Group (GCG) met and consulted AADS's key management team, collecting all available organization documents related to this issue and brainstorming the key staff on the most important points to be included in this manual. The Manual had been written in a simple way that anyone can easily understand its contents, so as to adopt on the routine daily activities of the organization.

Purpose of the manual

The financial resource manual is developed for Agency for Assistance and Development of Somalia (AADS) and intended to serve as a guideline for AADS's organization and human resource development. The purpose of this manual is to help the employees and management teams run the organisation in an efficient manner. To help take major human resource decisions, develop company guidelines and procedures that can make the organisation a better-run entity. To help in documenting and communicating to all the employees the management's plans, rules, intents and organization procedures. To define management standards for making decisions on various personal and organisational issues and help an organisation run at its most cost-effective and efficient level thereby bringing about committed staff. To protect the legal interest of the company as well as define the rights and obligation of the employees and the company.

This system will generally contributed to the efficiency and effectiveness of AADS performance towards reaching its objectives. It discussed about policies and procedures of AADS recruitment staff, staff development, termination staff welfare and internal control system.

AADS respects and appreciates grateful to all those who contributed directly and indirectly during the course of compiling the contents of this document. It is the responsibility of AADS Board of Directors to amend or revise any part or whole of this manual at any time deemed necessary.

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Commitment of the Manual

The chairman of Agency for Assistance and Development of Somalia (AADS) is committed to ensure that the human resource policies and procedures explained in this Manual will be implemented and exactly audited & applied to enable AADS for getting advantages from this system.

AADS'S staff of all levels promised to show commitment of best practice of this manual in their operation of satisfying the needs of the community they serve.

AHMED

AADS Executive Director

January 20, 2017

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List of Procedures

- 1) Human resource planning and recruitment Policies and Procedures
- 2) Staff Development Policies & Procedures
- 3) Grievance & dispute policies and procedures
- 4) Maintaining personnel files policies and procedures
- 5) Staff welfare policies & procedures
- 6) Occupational Health and Safety policies & Procedures
- 7) Staff resignation and termination Polices & Procedures
- 8) Achieving conducive Work Organization policies & procedures

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AADS Executive Director's Human Resource Manual Official Sign-Off

It is hereby certified that this human resource policies & procedures Manual was updated through a collective efforts of AADS management team & Board of Directors in a consultation with other clients & suppliers specially Geedfadhi Consultancy Group (GCG).

The final document was compiled by GCG under the acceptance of AADS executive Director taking into account all the relevant national policies, legislation and other mandates for which AADS is responsible.

This document accurately reflects the practical human resource Policies and Procedures, oriented goals and objectives of AADS and will endeavour to achieve over the period.

Authorized by:

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AHMED

AADS Executive Director

Approved by:

.....

DEVID

AADS BOD Chairlady

January 2017

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AADS Background

Agency for Assistance and Development of Somalia (AADS) is a local NGO, non-profit and nongovernmental organization operating in middle Shabelle, **Banadir, Galgaduud, Hiraan and lower Shabelle** regions of south central Somalia. The organization was founded in 1995 with the endorsement of the community leaders and the local authorities as well.

The organization has mainly focused on education, health and nutrition, emergency relief and rehabilitation, livelihood, mother health care for communities in operational regions. AADS has built its reputation at grassroots level as a visionary organization capable of working with communities mutually to alter the current course of conflicts and disempowerment at communal and individual level in the regions.

Vision:

AADS desires to see the realization of sustainable development in Somalia.

Mission

The mission of AADS is working towards stable peace, human rights and developmental programs with collaboration of relevant stakeholders in order to improve socio-economic conditions for communities in south & central of Somalia.

To undertake its mandate the organization has also focused on upgrading of its staff capacity and organization management and financial systems and effectively responding to emergency. The organization has greatly benefited from its participation in the SOCSIS1- Training conducted by OXFAM NOVIB (Oxfam Netherlands). SOCSIS-1EU Training was about Organizational Development topics which suited to uplift the standards for the organization on its capacity and effective respond on community development and emergency. The training covered the major topics of Organizational Development and emergency responds such as: Human Resource Management/planning, Management Practice, financial management, Governance, service delivery, external relations, Organizational sustainability and Community managed disaster risk reduction(CMDRR) in emergency, accountability as transparency and contingency plan for better action preparedness on emergency.

AADS is affiliate member of Somali secretariat support (SSS), **Somali South & Central Non State Actors** (SOSCENSA), NGO consortium, south and central Aids commission (SCAC) and Somali education network (SAFE). The agencies like UNICEF, WHO, and Novib, Gothenburg initiative and Somali Swedish intellectual Banadir organization (SIBO) are among our partner organization supporting the NGO to fulfil its stated mission.

The organization is partnered with all the local organizations who work in the operational regions to create friendly environment, Therefore, we are partnered with UNICEF, WHO, Gothenburg initiative, SIBO, OXFAM NOVIB, UNDP, UNFPA, WFP, USADF and ILO.

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1.0. Human Resource Planning and recruitment Policies

1.1 Purpose: To provide an effective system and procedures for human resource management processes for AADS.

1.2. Definition of Terms

Human resource planning: is a process that identifies current and future human resources needs for an organization to achieve its goals. Human resources planning should serve as a link between human resources management and the overall strategic plan of an organization.

Recruitment: Is the overall process of attracting, selecting and appointing suitable candidates for jobs (either permanent or temporary) within an organization.

1.3. Policies

1.1.1. AADS shall put in place human resource planning policy that can effectively contribute to achieve the objectives and goals of organization.

1.1.2. AADS shall hire competent human resource officer to engage effective human resource management practice.

1.1.3. AADS will practice a policy that focuses on employing right person, right position at the right time.

1.1.4. AADS will ensure to hire and select the best qualified persons that contribute to the achievements of the vision and the mission of the Organization.

1.1.5. AADS gives equal opportunity in recruitment, promotion, appointment and training and other personal benefit to all candidates without considering clans belonging, religion and gender and political believes

1.1.6. AADS will give priority to the present employees for internal recruitment who seek higher position when it comes to new vacancy announcement. The same applies to past employee terminated either through the completion of the project or leaving the job on his/her own will.

1.2 Procedure Steps

1.2.1 Recruitment Committee

AADS Director will appoint AADS recruitment committee. The Recruitment Committee will compose of the following:

1. Executive Director
2. Human Resources Officer
3. Financial Officer
4. Program Coordinators/project officer/ field officers

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5. Experts in the field of recruitment from the BOD or members

The duties and Responsibilities of the Recruitment Committee of AADS shall be:

1. Determine the number and type of available or would be available posts in the next six months.
2. To determine if there is need to employ on permanent, temporary, and casual or hire expatriate.
3. To scrutinize pervious recruitment process and evaluate their justification, fairness and relevance
 - a. Head of departments will submit an Employment Requisition within their respective areas to the Human resource department for review
 - b. The Human Resources officer will submit the job description, responsibilities and the working condition of the required employee to the Executive Director.
 - c. One copy of the requisition form will be sent to the Recruitment Committee for discussion and the other copy will be put in the file for recording.
 - d. AADS Human resource officer or his/her designee will submit the Employment Requisition to the Recruitment Committee.
 - e. The Recruitment Committee will set up the criteria for selection according to the vacancy (required educational background, experience, age, sex, personal conducts and etc) in respect to the vacancy. The committee will also prepare the examination and interview and the deadline.

1.2.2. Advertisement:

AADS recruitment committee will apply advertisement relevant method to find out reliable and competent employees internally or externally.

1.2.2.1. During the advertisement, the vacancy announcement will be based on job description of the Vacant Post.

- a. AADS will publicize its advertisement for vacancies by putting up on the notice Board of AADS main office and its sub-offices and through media such as local radios and local newspapers.
- b. AADS will not consider applications from not less than three candidates for one position as competitive. In this respect, AADS will re-advertise the vacant position, after having amended the criteria laid down for the position, to get more applicants.
- c. Applicants for specific position areas are required to meet the following:
 - i. Submit the application to designated position before the deadline mentioned in the Advertisement.
 - ii. Have the required educational background and the experience for the requested position.
 - iii. Have the willingness to perform activities of the applied position.

1.2.3. Screening and Short listing

- a. The Recruitment Committee will prepare short list in accordance with the criteria laid down for the position.

Prepared by:
AADS with GCG Management team
Prepared Date
30/5/2005

Reviewed by
AADS team
Date of Third Review
10/01/2017

Approved by
BOD Chairman
Approved Date
20/01/2017

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- b. The short-listed candidates will sit for the appropriate examination and interviews relevant to the position.
- c. The Committee will produce the reasons not to hire or hire each of the applicants and will submit it to AADS Human resource department
- d. The Human resource officer or his/her designee will submit the results to the Executive Directors
- e. AADS Executive Director will approve the winner candidate of the exam submitted by the recruitment committee.
- f. The Human Resources Officer will notify the winner candidate of the exam to join the job on specific date.

1.2.4. Job offer and Socialization:

- a. AADS Executive Director will offer a contract paper to the new staff for acceptance and signature.
- b. AADS Human Resources Officer will introduce the new staff to people in AADS, the working environment and rules and regulations of AADS.
- c. The new employee will be in probation period for three months starting from the date he/she signs the contract paper.

1.2.5. Job Description.

- a. The employee shall be assigned to the job relevant to his/her Profession and experience.
- b. The Job description will clarify the employee's working hours, which will be:
 - 1. Eight hours per day
 - 2. Six days/ per week
- c. Employee shall sign attendance sheet during the arrival and departure time. Voluntary absence from work will affect his/her payment.
- d. The job description will contain the following:

Name of the employee

Particulars

Position

Duties and responsibilities

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- | | |
|---------------------------------|--|
| 1.3. Circulation list | Executive Director, Human resource officer & recruitment committee |
| 1.4. Templates Developed | Job description, recruitment committee role & job offer form |
| 1.5. References | Standard Human resource Management Manuals |



2.0. Human Resource Development Policies

2.1 Purpose:

To improve the effectiveness and efficiency of AADS staff and its members to enable them achieve objectives and goals of the organization

2.2. Definition of Terms

Capabilities: the power or ability to do something.

Competence: Is the ability to do something successfully or efficiently. Is a set of defined behaviours that provide a structured guide enabling the identification, evaluation and development of the behaviours in individual employees.

Training need Assessment: This is an assessment that looks at employee and organizational knowledge's, skills, and abilities to identify any gaps or areas of need.

Performance evaluation: is a constructive process to acknowledge and the performance of a non-probationary career employee. An employee's evaluation shall be sufficiently specific to inform and guide the employee in the performance of her/his duties.

Appraisal system: Is a system that helps managers to evaluate employee job performance and develop a fair system of pay increases and promotions. Appraisals in turn can help staff members improve performance, and assist companies in devising or reorganizing job functions to better fit the position or the employee.

Impact assessment: Is an approach to assess the extent to which the trainee has enhanced knowledge or improved skills or attitudes. There are various ways to assess the learning impact of training, including both formal and informal testing as well as self-assessment.

2.3. Policy:

AADS realizes the importance of Staff Development and shall therefore:

- a. Recognizes its responsibility to enhance the capabilities of the employee to carry out their duties effectively and efficiently.
- b. Promote the competencies of AADS staff through training in order to achieve the objectives and goals of the Organization.
- c. Require that the trained staff should come back to the organization and integrate the skills gained from the training in to the work environment.



2.4. Procedure Steps

2.4.1. Performance Evaluation through Staff appraisal

- a. The AADS will evaluate the employee according to his/her work performance.
- b. In respect to outcome of the evaluation the supervisors will submit their recommendation on the employee promotion at the end of the year to the AADS Executive Director.
- c. The Executive Director will evaluate the recommendations and estimate the capacity needs and the available fund, then effect the appropriate promotions.
- d. The BOD will approve the promotion, demotion; transfer as well termination of the staff based on recommendations provided in appraisal forms.
- e. AADS performance evaluation system will be obtained through the use of appraisal forms
- f. AADS appraisal system will adapt three approaches: -
 - i. **Closed:** To appraise employee in his/her absence
 - ii. **Open:** Interviewing the staff in an open forum
 - iii. **Mixed:** To use both systems together
- g. AADS shall adapt the open format.
- h. AADS will prepare appraisal form for the staff
- i. The employee will be interviewed after filling the form
- j. The job description will be used during the appraisal interview.

2.4.2 Training:

2.4.2.1. Sources of Training Needs.

To improve the knowledge and working skills of staff, AADS will plan to implement the following:

Training Needs Analysis/Assessment (TNA)

- a. AADS shall prepare Human Resource Development plan for its members and staff.
- b. The Human Resources officer will be responsible for training and development will use the following 4 resources to determine the training needs of individuals in the Organization:
 - Performance Appraisal
 - Analysis of Job Requirement
 - Formal Analysis
 - Employee Survey
- c. Staff will participate in workshops / training related to his/her Job qualification.
- d. AADS will conduct on job training for its staff to promote their skills and knowledge



- e. AADS staff will participate in workshops /training being conducted by partners.
- f. AADS will encourage volunteer staff and will provide them on the job training.
- g. AADS will conduct on the Job training of the new employee.

2.4.2.2. Long term Training

- a. AADS shall constitute especial sub committee, which will set rules and conditions and select qualified staff to be admitted to long-term training.
- b. AADS will offer to its staff short term and long-term training in response to the annual performance appraisal.

2.5. Appraisal System

2.5.1 AADS appraisal system will be based on the following two approaches: -

- a. **Informal:** the continual process of feeding back to employee information about how well they are doing their work for the Organization particularly on day to day activity basis.
- b. **Formal:** this type of appraisal is systematic and it has the following characteristics:
 - 1. To let employees know formally how their current performance is being rated.
 - 2. To identify employees who deserve increase in benefits though merit.
 - 3. To locate employees who need additional training.
 - 4. To identify candidates for promotion.

2.5.2. AADS will prepare appraisal form for the staff.

- a. The employee will be interviewed after filling the form.
- b. The Human Resource officer will conduct an open dialogue with the employee.
- c. BOD will then sign the appraisal form.
- d. The form is then submitted to the Executive Director who will take appropriate action.

2.6. Rewarding Systems

- a. AADS shall motivate the employee and its members by promoting the deserved staff after having examined the appraisal forms of the concerned staff.
- b. AADS human resource officer will review while different departments will submit the performance of each and every staff in their department to human resource section.
- c. The Executive Director will evaluate the recommendation and estimate the capacity need and the available fund then develop appropriate promotion.
- d. The BOD will approve the promotion or motivation recommended to the employee as well as the cost.



2.7. Training System

2.7.1 AADS shall maintain a professional system of training, which will comprise of the following:

1. Training Plan and Policy
2. Preparation of Training
3. Scheduled Training sessions
4. Training Evaluation
5. Training Report
6. Impact Assessments

2.7.2. Training Plan

a. Policy:

AADS will adhere to its training policy where its staff will be trained on the basis of staff performance appraisal result.

b. Training needs:

AADS will conduct training needs assessment before carrying out the training.

c. Training Plan (methods & schemes):

AADS will use the following techniques and inputs to set up training plan: - 5W+H --- what, why, when, who, where, and how (Resources, Venue, Trainees and Trainers).

2.7.3. Preparation for Training

AADS Human Resource officer who is in charge of training matters will prepare the training logistics as flows:

- a. Time-Table
- b. Resources
- c. Hand-outs
- d. Check list etc.

2.7.4. Training Evaluation

a. Evaluation form:

AADS trainers will develop and use an evaluation form at the end of each training session, which will be filled by the Trainees.

- b. Report:** AADS trainers will prepare the final report on how the training was conducted. The report will detail topics discussed in the training on the basis of 5w+h, conclusions and recommendations.

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2.7.5. Impact Assessment

- a. **After six months:** AADS Human Resource officer will conduct a training impact assessment survey to know how the training has resulted into performance, improvement of the trainees and of the work they do.
- b. **Impact:** AADS Human Resource officer will conduct impact assessment to know whether the skills gained from the training has influenced the trainees to adapt and infuse best practices in to their daily activities.

The result of the impact assessment will be reported to Executive director for necessary action.

- | | |
|---------------------------------|---|
| 2.8. Circulation list | Executive Director, Human resource officer & recruitment committee |
| 2.9. Templates Developed | Training need assessment forms, performance evaluation, appraisal form and impact assessment form |
| 2.10. References | Standard Human resource development Manuals |



3.0. Grievance and Dispute Resolution Policies

3.1 Purpose:

To set up the process of solving employee grievance and disputes in order to ensure that an aggrieved employee is given a fair and open hearing to achieve mutual reconciliation and harmony among the staff members.

3.2. Definition of Terms

Dispute: Disagreement followed by opposition against something

Grievances: is a complaint raised by an employee which may be resolved by procedures provided for in a collective agreement, an employment contract, or by other mechanisms established by an employer.

3.3. Policy:

AADS Develops grievance & disputes resolution policies that works on:

3.3.1. AADS should design a method to deal with the grievance of the employee in a fair and equitable manner without unjustifiable burden on the organization. AADS human resource officer will negotiate and try to convince the employee.

3.3.2. AADS will develop a way to resolve the disputes between the employees working in the same working place.

3.3.3. AADS will develop and put up suggestion boxes in workplaces to know Public complaints/grievances against the staff, supplier, visitors and clients of the organization. In this respect, the human resource officer will check the box every month and will solve the problems created by the employee and other stakeholders of the organization.

3.3.4. The grievance of the organization employee may include the following:

- a. Overload of duties
- b. Unpaid constant extra working hours
- c. Assign duties outside his/her job descriptions
- d. Conflict with immediate officer or co-worker
- e. Lack of promotions in either salary payment or training



3.4 Procedure Steps

3.4.1 Grievance:

3.4.1.1 Ordinary Grievance:

- a. All Grievances will be submitted in written form to the human resource officer by the head of department concerned.
- b. The human resource officer shall respond and settle the grievance within seven (7) working days upon the receipt. However, the exact duration for conflict resolution will depend on the type of conflict arising.
- c. The resolution reached on grievance will be submitted to the concerned Head of Department.
- d. If the human resources officer fails to settle the grievance, it will be taken to the executive director who will submit it to BOD for final resolution.

3.4.2. If the head of department is a cause or is a party to the cause of the grievance, the aggrieved party shall submit their grievance directly to the Executive Director.

3.4.1.2 Disputes:

- a. The Human resource officer will form an ad hoc Conciliatory Committee to resolve any dispute between and among employees.
- b. The Conciliatory Committee shall attempt to settle the dispute within five (5) working days upon the day of disputes.
- c. The resolutions reached will be submitted to the human resource officer.
- d. In the event that the Conciliatory Committee fails to resolve a dispute, the matter will be submitted to the Executive Director who will then submit it to the BOD that will finally resolve the matter.

3.5. References Standard Human resource dispute & grievance manuals

3.6. Circulation list Executive Director, Human resource officer & recruitment committee

3.7. Templates Developed Dispute & grievance forms



4.0. Maintaining Personnel File Policies

4.1. Purpose:

To create and maintain Personnel files for all the employees of AADS for the benefit of both the Organization and the employees

4.2. Definition of terms

Maintenance: Is the process of preserving a condition or situation or the state of being preserved (Keep or care).

- **Personnel file:** is the main employee file that contains the history of the employment relationship from employment application through exit interview and employment termination documentation. Only Human Resources staff and the employee's immediate supervisor and manager may have access to the information in the employee personnel file, and it never leaves the Human Resources office.
- **Employee Code number:** Is the employee payroll number. is used as a unique and immutable identifier for a single person
- **Certificate:** a document or seal certifying the authenticity of something
- **Job description:** A list of tasks & roles that a person might use for general tasks, or functions, and responsibilities of a position.

4.3. Policy:

Maintaining Personnel File is the key policy of AADS

4.3.1. AADS should maintain a personnel file for each staff/employee. AADS is required to take the appropriate steps to protect the privacy of the personal information containing in the personnel files.

4.3.2. AADS human resource officer shall designate staff member who will be the custodian of personnel files.

4.3.3 The types of documents that AADS will be maintained and kept in the personnel files may include both employee and members

- a. Job Application form
- a. Curriculum Vitae
- b. Certificates or diploma
- c. Passport photos size [4 pcs]
- d. Screening and interview results
- e. Job notification letter
- f. End of probation period letter
- g. Performance evaluation results
- h. Employee Contracts Signed
- i. Promotions or training provided
- j. Disciplinary, action records
- k. All other related documents



4.4. Procedure Steps

4.4.1 Code Number of employee file:

- a. Each employee will be provided with a code number and such a code number will be labelled on his/her file.
- b. Each section or department will have an employee register in which the code number, name, profession, and actual status (on duty, leave or terminated) will be recorded.
- c. Employee file will be kept in a hanging file

4.3.2 Certificate

- a. The Recruitment committee will submit all the information regarding the new employee such as job application, Curriculum Vitae, Certificate, Medical examination to interview results to the concerned department for creating a file to retain the document.

4.3.3 Job Description

- a. A clear Job Description of the newly recruited employee must be submitted by his/her head of section
- b. The employee shall be assigned to the job relevant to his/her Profession and experience.
- c. Employee shall sign attendance sheet during the arrival and departure times.
- d. Voluntary absence from work will affect his/her payment.

- | | |
|---------------------------------|--|
| 4.4. Circulation list | Executive Director, Human resource officer & recruitment committee |
| 4.5. Templates Developed | Personnel files, certificate, job description and employee codes |
| 4.6. References | Standard Human resource maintaining personnel files manual |



5.0. Staff Welfare Policies

5.1 Purpose:

To establish the salary categories of the employee as well as other staff benefits

5.2. Definitions of Terms

- **Staff welfare:** is an all-encompassing term covering a wide range of facilities that are essential for the well-being of your employees. At its most basic, every employer is required by law to provide essential amenities such as toilets, wash stations and clean drinking water for employees.
- **Staff benefits:** Is an in kind (also called fringe benefits, perquisites, or perks) include various types of non-wage compensation provided to employees in addition to their normal wages or salaries.
- **Staff Salary:** is a form of periodic payment from an employer to an employee, which may be specified in an employment contract. It is contrasted with piece wages, where each job, hour or other unit is paid separately, rather than on a periodic basis.

5.3. Policy:

AADS enhance staff welfare policy to upgrade employees rights

5.3.1. AADS will hire employees and should compute Employee's salaries in accordance with the responsibilities, educational background, experiences and risks involved.

5.3.2. AADS will provide the employee/staff the necessary benefits to ensure staff welfare.

5.2. Procedure Steps:

5.2.1 Staff Salaries:

5.2.1.2. AADS will compute staff salaries according to their level. The Salary scales are divided into the following categories:

- | | |
|-------------|------------------------------|
| a. Grade A8 | Executive Director |
| b. Grade A7 | Program/Coordinator/managers |
| c. Grade A6 | Officers |
| D. Grade A5 | Field Officer |
| E. Grade A4 | Assistants |
| F. Grade A3 | Clarks |
| G. Grade A2 | Security staff |
| H. Grade A1 | Cleaners |

5.2.2.2. AADS will coordinate and check with other similar institutions salary payment scale system to match staff payments. Payments will be based on the hierarchical position, qualification and experience of the staff member. Also the payment system should be based on the resources, scope & size of AADS revenue.

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5.2.2.3. The organization shall determine the worth of each job and staff performance by conducting regular evaluation.

5.2.2. Staff Benefits

AADS will prepare staff welfare/benefits according to policies set out. These benefits will include:

5.2.2.1. Travel Costs

- a. Travel Allowance
- b. Per Diem
- c. Accommodation

5.2.3. Transport

AADS shall provide transport cost, travel allowance (per Diems) and accommodation cost to employee who travels to fulfil duties outside his/her working station.

- a. The employee will submit his/her request with supporting documents of transport cost to the respective Head of Department for certification and the approval of Executive Director.
- b. The employee will also be entitled to receive travel allowance (per diems) which will be calculated based on the number of days (nights) spent on the field. This will be submitted to his/her immediate supervisor who will also submit to the head of the Department concerned.
- c. The Head of the Department will submit to the Executive Director through Finance Officer who will examine the issue and review it.
- d. The employee is also entitled to receive accommodation cost during his/her travel. This cost will be processed after having gone through the above system of payment.

5.2.4. Leaves: AADS will apply the following leaves:

- a. Annual Leave
- b. Sick Leave
- c. Maternity Leave
- d. Holiday Leave

5.2. 4.1 Annual Leave

- a. Employee will be entitled vacation leave after having submitted a request letter to the Human Resource officer and after being approved by Executive Director.
- b. The National Official Holidays are not counted as a vacation leave. The employee will also be entitled to have an accumulated annual leave of thirty days (one month) once a year.
- c. If the employee doesn't get chance to his/her annual leave because of his/her job is needed, the employee will be entitled to receive substitute money for leave.

5.2.4.2 Sick Leave

- a. If the employee is unable to perform the work because of sickness will be entitled to receive sick leave with a payment not more than 3 months. The sick employee will submit a Medical

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Doctor's prescription to his/her Department transferred to the human resource officer stating the temporary disability leave. The next 3 months, the e

- b. The Organization will terminate the employee with continuous health problem who is not able to work regularly.

5.2.4.3 Maternity Leaves

- a. The pregnant mother will submit maternity leave request supported with medical prescription stating the expected delivery date to her department.
- b. The pregnant mother will be supposed to have four months starting the 9th month, 1 month before delivery and 3 months during peripheries.
- d. The lactating mother will be entitled to work only 6 hours a day.
- e. Maternity leave will not count as a vacation leave.

5.2.4.4 Holiday Leaves

AADS will agree to close all offices for recognized country official holidays, such as

- | | |
|--------------------------|-----------------------|
| a. Eid Ul-Fitri | 2days |
| b. Ed Ul-Ad ha | 3 days |
| c. 1 st July | 1 day (South Somalia) |
| d. 26 June | 1 day |
| e. 18 May | 2 days (Somaliland) |
| f. Islamic Calendar Year | 1 day |
| g. Happy New Year | 1 day |

- | | |
|---------------------------------|---|
| 5.3. Circulation list | Executive Director, Human resource officer & recruitment committee |
| 5.4. Templates Developed | leave requisition form, , peridium form & travel authorization form |
| 5.5. References | Standard Human resource employees welfare manual |



6.0 Occupational Health and Safety

6.1. Purpose:

To improve the occupational Health and safety of AADS staff members

6.2. Policies

- 6.2.1 AADS recognizes the importance of the safety and occupational Health of the employee. In this respect, AADS shall maintain the working area of the Organization in a perfect safety and hygiene condition to avoid any risk of accident that may damage the Health of the staff.
- 6.2.2. AADS shall build, equip and install electricity; water etc and any other facilities that may help protect any possible risk to the employees during the period in the office.
- 6.2.3. AADS shall take necessary action to any staff member that possesses unauthorized weapons in the workplace rather than the security point (designated area).
- 6.2.4. AADS should pay medical expenses incurred by any employee injured in working place during the working hours.
- 4.2.5. AADS goal is to provide safe work areas, equipment and material to protect themselves and other's safety. All employees are expected to observe safety rules and report unsafe conditions to the administration department before any thing bad occurs or situation deteriorates.

6.3 Procedure Steps:

6.3.1 Occupational Health and safety:

AADS will create Health and Safety system of the employee.

- a. AADS will establish and maintain working area in hygienic & safe standard including provision of proper ventilation, water and light in order to make the working environment conducive.
- b. AADS will provide an environment reasonably free of Health hazards and contaminants, which may adversely affect the safety and the Health of AADS personnel and visitors.
- c. AADS will prohibit smoking habit in the offices and all working areas of the Organization.
- d. AADS will record any staff got injured or damaged in one way or the other during working hours.
- e. AADS will take care of the Medical Expenses of an employee who gets injured during working hours. This will be based on doctor's prescription.
- f. All the working places of the organization will have sufficient and suitable toilets, while male and female toilets will be separated.
- g. All the building must have running water for washing and adequate potable water accessible to all workers

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6.3.2 Security of all Staff and Visitors:

- a. AADS will provide a very professional and reliable security staff for all working places to protect the employee and property of the Organization.
- b. AADS will ensure the security and the safety of the staff by keeping away all kinds of weapons from the working environment.
- c. AADS will provide all coming visitors and its guests with safety and security.
- d. The security personnel are not allowed access to the offices, and gathering/meeting venues with weapons.

6.4. Circulation list Executive Director, Human resource officer & recruitment committee

6.5. Templates Developed Security forms, hygiene & sanitation system, visitors book

6.5. References Standard Human resource occupational Health and safety manual



7. 0. Staff Resignation and Termination Policy

7.1 Purpose:

To develop a clear and transparent job termination process to ensure fairness and justice to all the staff of the organization.

7.2. Definitions of Terms

Voluntary Termination: is a termination that is not initiated by AADS. The AADS recognizes three types of voluntary termination: Resignation, Retirement or Death of an Employee.

Involuntary Termination: is a termination that is initiated by AADS. The AADS recognizes two types of Involuntary Termination: Redundancy and Dismissal.

Drug: Any kind of substance used by people that may affect human being mentally and physically socially and working environment

Qat: It is green leaves chewed by most of Somali people for wasting their time, affecting economically, socially and in Health wise.

7.3. Policies:

7.3.1. Both AADS and the employee have a right and may initiate the termination at any time.

7.3.2. The employee who wants to terminate voluntarily will submit an advance notice to his/her department officer within 30 days.

7.3.3. AADS will have a right terminate with notice of 30 days any employee if he/she showed discrepancy performance during the probation period.

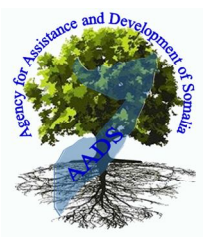
7.3.4. AADS may dismiss any employee involved in the following misconduct during the working hours without notice:

- Use Drug, alcohol and Qat inside the working area and outside the working environment if it is affecting the performance of the staff.
- Falsification of AADS documents, Dishonesty on the job, Possession of deadly weapons (Gun, Pistols, Knife, and Grenades etc.) in the working environment other than by employee authorized to possess it.
- Violation of AADS Policies & Procedures, rules and regulations:

7.3.5. AADS may dismiss any employee characterized by the following:

- i. Unable or refuse to perform the assigned duties.
- ii. Incapable to perform the assigned duties.
- iii. Excessive absence or tardiness

7.3.6. In the case of dismissal due to gross misconduct, a period of notice will not provided and the staff member will be automatically terminated. In this respect, the employee will not be entitled to



receive annual benefits payments. The employee in question must hand over to AADS when collecting final payment, all documents attesting to the employee's association with AADS. The same will apply to any AADS furniture, fixtures, publications and equipment in the employee's possession.

7.3.7. AADS depends on client funding for its activities, and donors for any reason, may cancel or stop funding. AADS will therefore the right to dismiss the employee working for the specific project.

- If Employee shows discrepancies or misconduct, he/she will be dismissed, and besides his due salary, a one-month salary will be paid.
- AADS Executive Director will approve the termination sheet of any condition of the employee.

7.4 Procedure Steps

7.4.1. Voluntary Termination:

7.4.1.1 Resignation: The resignation of employment is at the discretion of the employee. The employee has the responsibility to provide a written notification (based on their notice period e.g. 30 days) to his/her head of department.

- a. The employee who initiates to resign from the employment on his/her own will is required to submit the resignation letter to the immediate supervisor in 30 working days before the effective date.
- b. The resignation letter will be submitted to the Admin Officer who will refer to the personnel file and reconcile any outstanding issue/payments.
- c. The Admin Officer will issue a letter, which will be signed by the Executive Director.
- d. The resigned staff will sign the letter to acknowledge receipt and accept conditions stated.
- e. The original copy of resignation letter will be retained or kept by the resigned person while a copy of the letter will be filed in personnel file.

7.4.1.2 Retirement: The retirement of an employee may occur at the age of 65 years (or any age agreed or stated in the constitution). The retired employee will be entitled to the following:

- a. Payment of salary through the last day of employment.
- b. Payment in lieu of annual leave accrued but not taken to the last day of employment.
- c. Payment of Medical benefit earned but not paid

7.4.1.3 Death of an Employee: Following the death of an employee, his/her recognized heir or immediate beneficiaries will be entitled to:

- a. Payment of salary through the last day of employment.
- b. Payment of annual leave accrued but not taken to the last day of employment.



- c. In the event of a death of an employee, final payments will be paid to the recognized heir or beneficiary of the employee's state. Sufficient documentation must be presented in order for the final payment to be provided to their heir or beneficiary.

7.4.1.4. Involuntary Termination Initiated from employer (Redundancy & dismissal):

7.4.1.4.1 Dismissal

- a. AADS will terminate staff member who commits minor offences and misconducts after going through the following steps:
- ❖ Firstly, an oral warning will be given to the staff member concerned.
 - ❖ Secondly, a written warning will be given.
 - ❖ Thirdly, a termination letter will be given.
- b. If the termination is initiated by AADS, the concerned Department will prepare a letter of termination containing the reasons of termination, and the starting date. This may include disciplinary issues, non-performance or gross misconduct from the employee.

7.4.1.4.2 Redundancy

- a. It is the responsibility of AADS Director to provide written notification of the redundancy to the employee (based on the line manager recommendation). The employee will receive the appropriate period of notice i.e. 30 days. In both cases (dismissal & redundancy), AADS shall take the following steps:
- i. The immediate supervisor will send a termination letter to the Admin/Finance Officer.
 - ii. The termination letter will be required to be signed by the resigning employee and by the Director.

7.4.1.4.3. Filing and reconciling

A copy of the termination letter (voluntary and involuntary) will be submitted to the Human Resources Officer to keep in the personnel file and another one to the Accountant to remove from the resigning or terminated person from the payroll, another copy will be forwarded to employee and fourth copy will be retained in the last working department.

- 7.5. Circulation list** Executive Director, Human resource officer & recruitment committee
- 7.6. Templates Developed** Resignation forms, warning forms
- 7.7. References** Standard Human resource resignation & termination manual



8.0 Achieving a Conducive Work Organization Policy

8.1. Purpose:

To create a conducive environment which can motivate people to achieve higher performance.

8.2. Definitions Terms:

- **Conducive environment:** Is the environment that supports providing the right conditions for something good to happen or exist:
- **Motivation:** is a theoretical construct used to explain behavior. It gives the reasons for people's actions, desires, and needs.

8.3. Policies:

8.3.1. Aside from the job scope itself, one factor that significantly influences how employees feel about work is the environment. AADS will establish everything that forms part of employees' involvement with the work itself, such as the relationship with co-workers and supervisors, organizational culture, room for personal development, etc.

8.3.2. A positive work environment makes employees feel good about coming to work, and this provides the motivation to sustain them throughout the day.

8.3.3. The organization recognizes team working as a significant factor that can play an effective role in promoting both the image and operations of the organization.

8.3.4. The Board of Directors of AADS recognizes the importance of conducting regular staff meetings.

8.4. Scope:

The scope will cover the following areas:

- a. Work environment
- b. Team Work
- c. Staff Meeting

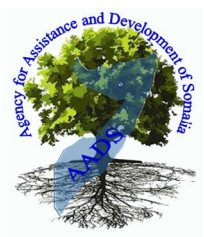
8.5. Procedure Steps:

8.5.1 Work environment

AADS encourages work environment should be conducive that has the following facilities & characteristics:

- a) **Transparent & Open Communication:** In essence, a transparent and open form of communication addresses the employee's need to feel that what they have to say has value. It is what makes employees feel that they belong in the organization. Work then becomes meaningful because the employees know that what they contribute affects the organization that they are affiliated with. It is thus essential for staff to discuss the

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organization's philosophy, mission and values, from time to time during retreats, meetings, etc to ensure that everyone knows what they're working for other than their paychecks.

- b) **Employee involvement:** Having open discussions get people involved and allow them to share their views and perspectives on how to achieve organization goals. After which, the management side will give their own perspectives on how to fulfill the organization's mission. This facilitates two-way communication in give and take. Such two-way open communication will eventually break down the hurdles present in hierarchical or bureaucratic organizations. At the end of it all, it promotes trust in day-to-day interactions between co-workers, as well as between subordinates and supervisors. Everyone becomes more united with the organization's mission in his or her mind. There is mutual respect among all employees, regardless of their official statuses.
- c) **Work-Life Balance:** There has to be some sort of balance between work and personal life. In general, having that sense of balance will improve job satisfaction among employees because they will feel that they're not overlooking the other areas of their lives that are, if not more, important to them than work. 'Good' employees or workers are often defined as those who put in loads of effort and sacrificed their personal time in order to perform well in their work. Some employees are simply workaholics who would rather neglect other aspects of their life for work.
- d) **Training & Development-Focused:** AADS will apply training and development focused in a time when change is more rampant than ever before, it is necessary for organizations to be keep abreast with the changes and train their employees accordingly. For instance, technology is evolving so rapidly that what organizations commonly used ten years ago could be made obsolete today (e.g. wireless internet, dial-up modems, etc).
- e) **Recognition for Hard Work:** Rewards are necessary to encourage certain behaviors in persons. This is known as positive reinforcement under operant conditioning in the field of psychology. It is used in organizational behavior management as well: by rewarding employees who put in effort for their work, this will promote similar behaviors in the future.

8.5.2. Team Work

- a) **Strong Team Spirit:** AADS affiliates team spirit as social beings; AADS naturally seek support from our peers and seek to belong to a group. Come tough times, the team should come together to deal with whatever problems are out there. This is where a sense of unity is evoked in the team and employees will no longer just feel that they're working for themselves. They are now working towards something bigger than themselves, and as a team.
- b) AADS Board of Directors will assign some tasks to be performed by teams to practice working together works and more productive.
- c) The senior management of the organization and the Board of Directors of AADS will form teams to fulfill effectively and efficiently roles to motivate teamwork.
- d) The team shall consist of any number agreed depending on the scope of work assignment to be fulfilled.

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- e) The organization shall appraise the activities of the team and reward to those staff that have done excellent job.
- f) Teams shall submit reports upon completion of their tasks.

8. 5.3 Staff Meeting

- a) The organization shall conduct weekly staff meetings on regular basis.
- b) Meeting Agenda's shall be distributed in advance.
- c) Agenda contributions shall be accepted from other staff/participants during the meeting kick-off.
- d) Participants shall be written down and absentees noted.
- e) Meeting minutes shall be recorded, distributed to the participant and a copy of the meeting minutes shall be put in the meeting file.
- f) All AADS employees shall attend meetings if there is no proper means that justifies his/her absence.
- g) Staff members shall be encouraged to take initiative and be self motivated.

- 8.6. Circulation list Executive Director, Human resource officer & recruitment committee
- 8.7. Templates Developed Meeting minutes format
- 8.8. References Standard Human resource conducive working environment manual

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ANNEXES

Annex 1: Appraisal Form

Employee Name.....			
Position.....			
1. The employee is motivated to work here	P	F	G
2. The employee is prepared and organized for work.			
3. The employee has knowledge and skills corresponding with his responsibility			
4. The employee is open to colleagues views an opinions			
5. The employee is readily available when need comes			
6. The employee makes helpful comments and suggestions.			
Additional comments			
Evaluated by----- Date-----			
Employee's comments			
Employee's signature----- Date-----			
Human Resource comments			
Name:-----			
Signature----- Date-----			

P: Poor
F: Fair
G: Good

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Annex 2: Leave Approval Form

Employee Name.....

Number of Days.....

Period of leave: from..... To:.....

Reason:
.....
.....
.....
.....

Address while on leave.....
.....

Employee signature.....Date:.....

Supervisor.....

To Be Completed By Supervisor

Number of leave days available as at:.....

Substitute Required Yes No.

Date Employed.....

Last leave: From:..... To:.....

Balance of leave days after deduction of current application.....
.....

Approval:.....Date:.....

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Annex 3: Employees Payroll Register

No	Employee Name	No. Of Months	Monthly rate	Total amount	Deduction				Net pay	Employee signature
					Advances	Loans	Others	Total		
	Total Net pay									

Prepared by:

Reviewed by:

Approved by:

Prepared date:

Reviewed date:

Approved date:

Prepared by:
AADS with GCG Management team
Prepared Date
30/5/2005

Reviewed by
AADS team
Date of Third Review
10/01/2017

Approved by
BOD Chairman
Approved Date
20/01/2017

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Annex 4: Personnel Action Form

Employee Name-----

Current position -----

Previous position-----

Basic Salary-----

Current.....

Previous.....

Reasons:

Status:

Newly employed

Promoted

Terminated

Prepared by: -----

Reviewed by: ----- Date: -----

Approved by: -----

Prepared by:
AADS with GCG Management team
Prepared Date
30/5/2005

Reviewed by
AADS team
Date of Third Review
10/01/2017

Approved by
BOD Chairman
Approved Date
20/01/2017

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Annex 5: Quit Claim Form

AADS Employee – QUIT CLAIM FORM	
Name of Employee	
Position	
No of Years Employee	
Reason for Leaving:	
I hereby declare that I have received all the benefits that I am entitled to for leaving AADS.	
Name of Employee	Date:
Signature	
Name of supervisor	Date:
Signature	
Comments:	
Annex 6: AADS Monthly Attendance Sheet	

Prepared by:
AADS with GCG Management team
Prepared Date
30/5/2005

Reviewed by
AADS team
Date of Third Review
10/01/2017

Approved by
BOD Chairman
Approved Date
20/01/2017

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UPDATED IN 2017**



Prepared by:
AADS with GCG Management team
Prepared Date
30/5/2005

Reviewed by
AADS team
Date of Third Review
10/01/2017

Approved by
BOD Chairman
Approved Date
20/01/2017

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AADS HQ Office

Staff Attendance Sheet

Employee Name: _____

Month _____

Year: _____

Supervisor's Name: _____

Location: _____

Date	Time In	Signature	Time Out	Signature	Hours Worked/Day	Remarks

DO=Day Off, EML= Emergency Leave, H = Holiday, L=On leave, WSH= workshop, ML= Maternity Leave

SL=Sick leave

FD= field Duty, ESL=Exam Study Leave

Total Hours Worked/Month

Date

Employee Signature

Date

Supervisor's Signature

Prepared by:
AADS with GCG Management team
Prepared Date
30/5/2005

Reviewed by
AADS team
Date of Third Review
10/01/2017

Approved by
BOD Chairman
Approved Date
20/01/2017