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Human Resources Policy and Procedure



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FOREWORD

This HR Policy is developed with a view to bringing harmonization in the NCRO activities.

The manual is aimed at regulating the internal day-to-day affairs of NCRO and is not purported to address legal or other issues outside the organization. For issues outside the organization, reference to laws and regulations issued by government authorities should be made.

Besides the implementation of this manual, any law and regulation applicable to NCRO must be properly complied with and this is the responsibility of top management to ensure that nothing is being done in violation of government laws and regulations applicable to NCRO.

This updated version of the manual shall come into force w.e.f the date (1 July 2021) when the Board of Directors NCRO approves the updates of this manual. The scope of this manual extends to all activities.

All the staff members are responsible to make themselves familiar with its contents and for proper implementation of the same. Failure to comply with these regulations will be met with appropriate actions

The manual includes policies and procedures, while different standard formats are put as appendixes.

As the Board of Directors approves this manual, any future changes should also be approved by the Board of Directors before incorporating them into this manual.

This manual should be reviewed regularly to see if any updates are lagging or if any procedures should be changed.

NCRO Director





HUMAN RESOURCES POLICY AND PROCEDURE

1. INTRODUCTION

New Consultancy and Relief Organization Human Resources Policy and Procedure provide the policies and procedures for managing and developing staff. It also provides guidelines that NCRO in Afghanistan will use to administer these policies, with the correct procedure to follow. NCRO will keep HR policies current and relevant. Therefore, from time to time it will be necessary to modify and amend some sections of the policies and procedures, or to add new procedures.

This HR Manual and Procedures will be translated into local languages (Dari and Pashtu) for the purpose of providing information to employees. In case of dispute over the interpretation of these terms and conditions, a legal opinion will be sought. In any dispute as to the meaning, the decision of the Executive will be final.

NCRO employees are required to observe the principles described in this when performing their duties.

Any suggestions, recommendations or feedback on the policies and procedures specified in this document are welcome.

These policies and procedures apply to all employees working in different NCRO projects or activities in Afghanistan.

2. NCRO VALUES

2.1 Accountability:

We take personal responsibility for using our resources efficiently, achieving measurable results, and being accountable to supporters, partners and, most of all, to our beneficiaries.

2.2 Ambition:

We are demanding of ourselves and our colleagues, set high goals and are committed to improving the quality of everything we do for needy people of Afghanistan.

2.3 Creativity:

We are open to new ideas, embrace change, and take disciplined risks to develop sustainable solutions for and with needy people of Afghanistan.

2.4 Integrity:

We aspire to live to the highest standards of personal honesty and behavior; we never compromise our reputation and always act in the best interests of needy people of Afghanistan.



3. PERSONAL CONDUCT

3.1 General policy on personal conduct

NCRO expects its employees to maintain a high standard of conduct and work performance to make sure that all activities help maintain its good reputation with government, donors and beneficiaries. Good personal conduct contributes to a good work environment for all.

This involves all employees:

- Observing all policies and procedures
- Treating colleagues with courtesy and respect
- Treating beneficiaries, government and donors in a professional manner at all times
- Working safely at all times

3.2 Internet

This Policy applies to all employees of NCRO who have access to computers and the Internet to be used in the performance of their work. Use of the Internet by employees of NCRO is permitted and encouraged where such use supports the goals and objectives of the business. However, access to the Internet through NCRO is a privilege and all employees must adhere to the policies concerning Internet usage.

3.2.1 Internet usage:

- Employees are expected to use the Internet responsibly and productively. Internet access is limited to job-related activities only and personal use is not permitted
- Job-related activities include research and educational tasks that may be found via the Internet that would help in an employee's role
- The equipment, services and technology used to access the Internet are the property of NCRO and the NCRO reserves the right to monitor Internet traffic and access data that is composed, sent or received through its online connections

All terms and conditions as stated in this document are applicable to all users of NCRO network and Internet connection. All terms and conditions as stated in this document reflect an agreement of all parties and should be governed and interpreted in accordance with the policies and procedures mentioned above. Any user violating these policies is subject to disciplinary actions deemed appropriate by NCRO.

4. EFFORT REPORTING (TIMESHEETS)

All NCRO employees are required to fill out timesheets and submit them to their immediate supervisors for approval.



Coding: Timesheets must reflect the actual number of hours of worked in specific activities for each funding source to which the employee's compensation is charged.

Original timesheets are kept on file in the personnel office, and, quarterly, the finance team reviews actual effort against funding sources charged to ensure accuracy.

Effort Reporting Reconciliation: Reconciling effort reporting with payroll charges is done quarterly. After reconciliation, payroll charges are adjusted, if needed, per time reported by individual employees.

4.1 Timesheet Procedures

1. Each employee must submit accurate monthly timesheets to the immediate supervisor for approval on the last working day of the month.
2. The immediate supervisor or HR officer will advise each employee of the budget(s) to which their compensation is charged so s/he can complete the timesheet section re: funding source/grant number.
3. Supervisors must submit original approved timesheets to the HR officer by the last day of each month. The timesheet, as approved by the immediate supervisor, is the official document for hours worked. Any discrepancies between payroll and timesheets for any month will be corrected in the next month's payroll.
4. Employee or supervisor failure to submit timesheets on time will result in penalties which may include delayed or stopped salary payment.

All original timesheets for staff are filed in HR department in the Main Office.

5. STAFF RECRUITMENT POLICY

Staff recruitment is the process of hiring staff to carry out various activities in an organization. In NCROs, staff recruitment is mostly determined by the availability of ongoing projects and how they have been budgeted. Nevertheless, staff recruitment is essential because many donors seek to know what policies grantees have adopted in terms of hiring personnel for projects funded by them.

Recruitment can be done internally (through referrals or inventories) or externally (through open job advertisements or employment agencies). In both cases, it is necessary to specify that a policy is in place to manage these processes.

5.1 Personnel Recruitment

NCRO believes in equal employment opportunity to each individual, regardless of race, color, gender, religion, age, sexual orientation, national or ethnic origin, disability, marital status, veteran status, or any other occupationally irrelevant condition. This policy applies to recruitment and advertising; hiring and job assignment; promotion, demotion and termination; rates of pay and benefits; and the provision of any other human resources service.



5.1.1 Notice of Vacant or New Position

It is the responsibility of the board of directors to fill vacant positions as well as new regular positions and new temporary positions of a duration exceeding more than six months. The Board must make sure that the positions can be filled under the organizational budget.

For all new positions, a job description shall be established and include the following elements:

- position summary
- description of duties and responsibilities
- conditions of work
- qualifications

Notice of a new or vacant position must be approved by the board before it is released publicly.

Recruitment for a new or vacant position can be opened to internal and external competition.

5.1.2 Interview and selection

As a general rule, a selection committee comprising of, at least two members shall be assembled for filling all positions.

The committee will go through the applications received, retaining those that show the best qualifications. It will evaluate each candidate's application with the help of an evaluation form created beforehand, containing well-defined criteria.

A list of the candidates chosen to be interviewed will be shortlisted by the Selection Committee. The interviews will serve to make a final choice and also to establish a database of potential future candidates.

5.1.3 Gender Balance:

NCRO is intending to meet its gender policy requirement, therefore it gives priority to women candidates, and all future vacancy announcements will encourage women to apply. After appointment required capacity building activities will be provided to women candidates aiming to keep the performance with the specified standard.

5.1.4 Staff Development:

The aim is to keep the performance of staff continuously improved and consequently increase the effectiveness and efficiency of the services provided to the beneficiaries, therefore part of NCRO's human resource management is to develop staff capacities.

Performance Monitoring and Management discusses about how to assess staff performance and follow up action.

Training Need Assessment:

NCRO annually conducts training need assessment for its staff. The head of departments with collaboration of staff conduct the need assessment. This is part of the annual staff performance review process. The need for training will be planned to meet the current job requirements also future developments.

Short term trainings expenses will be covered by the organization itself and long term trainings depends, NCRO may look out for any possible scholarship and also the staff may accept to pay a percentage of the expenses.



Staff capacity building may be conducted through working with other NGOs and mentoring and exchange of knowledge and experience with other relevant stakeholders. Some of the training will be coordinated with ACBAR and Twinning Program trainings and some will be provided by the organization itself.

6. PURPOSE AND CATEGORIES OF PERSONNEL

6.1 Purpose

The purpose of the Personnel Policy is to set the policies, conditions, rights and obligations of NCRO employees subject to their performing of the duties and responsibilities in their respective job descriptions.

From the time of hiring, each employee will have access to this policy, so that he/she can adhere to it with full knowledge and information.

The policies described below may at any time be subject to modification if the Board of Directors of NCRO deems it necessary. In such cases, employees will be fully informed of the changes made.

6.2 Categories of Personnel

All personnel working for NCRO are classified into following types

6.2.1 Employees

Employees designate salaried individuals who, after a probationary period, are given ongoing assignments, either part-time or full-time, and are paid on monthly basis. They will be contracted on long-term basis subject to periodic evaluations and performance assessments. They will have the responsibility towards the day to day functioning and/or in any one of more ongoing/prospective projects of the organization.

All the employees of the organization are classified into categories. These categories are as follows:

1. Management Category:
 - a. Executive Director

Other managers like, project, departments etc. correlate these categories with the Salary Scale

2. Professional Category:
 - a. Program Officer
 - b. Researcher
 - c. Finance Officer
3. Support Category:
 - a. Administrative Assistant
 - b. supporting staff



6.2.2 Consultants

Consultants are professional experts hired by NCRO on short-term basis only for the completion of specific tasks and assignments related to NCRO or one or more of its projects. Separate and limited contracts, defining their job description, timeline, deliverables, reporting procedures and payment details will be issued to consultants. They will be paid on daily/monthly/weekly basis depending upon the nature of their assignment. They will not be considered as full-time or part-time employees of the organization.

7. APPOINTMENT LETTER AND STAFF ORIENTATION

7.1 Appointment Letter

Any personnel employed with NCRO will be issued an appointment letter prior to his/her employment by NCRO. The appointment letter will officially announce his/her position within the organization, the place of assignment and the effective date of employment. The appointment letter will carry annexes, specifying the employee's job description, terms of reference, salary and benefits and other relevant terms of employment.

7.2 Probationary Period

A probation period of three months shall apply to all new employees from the date of hire. Exceptionally, the probation period may be extended to six months. In case, if a new employee fails to perform in accordance to expectations of NCRO staff/board, he/she will be given a notice, terminating the contract at the end of the probationary period.

7.3 Staff orientation

All new employees will get an orientation about the organization's mission and strategies, its structure and the staff within it, the policies and conditions of employment, the internal rules and regulations, etc. Declaration of understanding and following relevant policies contents

7.4 Remuneration

NCRO believes in attracting and retaining a qualified and effective workforce through a system of payment that is both appealing and fair. All employees of NCRO are entitled to a basic salary, depending upon their skills, qualification and experience. The basic salary will be mentioned in the appointment letter.



8. EMPLOYEE SALARY AND BENEFITS

8.1 Salary Benefits (Salary Scale)

NCRO Basic Salary Scales/Range in USD (Equivalent of AFN).

Position	Grade/ Steps	1	2	3	4	5	Remarks
Director	A	\$1000	\$1500	\$2000	\$2500	\$3000	Minimum 8 years Relevant Experience and Bachelor Degree.
Higher Management	B	\$800	\$1200	\$1600	\$2000	\$2500	Minimum 6 years Relevant Experience and Bachelor Degree.
Technical Staff	C	\$400	\$500	\$600	\$700	\$800	Minimum 5 Years Relevant Experience and Bachelor Degree.
Projects manager	D	\$800	\$1250	\$1500	\$1750	\$2000	Minimum 5 Years Relevant experience and Project Relevant degree.
Senior Officers	E	\$500	\$625	\$750	\$875	\$1000	Minimum 4 Years Relevant Experience and Position Relevant Degree.
Officers	F	\$300	\$400	\$500	\$600	\$700	Minimum 3 Years Relevant experience and 12 class degree.
Support Staff	G	\$100	\$150	\$200	\$250	\$350	Minimum 3 years Relevant experience.
Trainees (Full time or Part time)	H	\$100	\$125	\$150	\$175	\$200	Minimum Bachelor degree.

Note: Step increases are awarded annually from the starting date of contract.

Positions Included in Each Grade:

- A. Director= NCRO Director.
- B. Higher Managements= Admin/HR Manager, Finance Manager, Logistics Manager, M&E Manager, Program manager.
- C. Technical Staff= Trainee, Legal Advisor etc.
- D. Senior Officers = Senior Finance Officer, Senior Admin/HR Officer, Senior IT Officer, Senior Logistic officer, S.M&E Officer, etc.
- E. Officer = Finance Officer, Logistic/Procurements officer, IT officer, M&E officer, etc.
- F. Support Staff= Driver, Cleaner, Guards, Cook etc.

Note: project based staff salaries are paid based on the project budget approved by the donors. The government income tax rules are applicable to those who receive monthly salaries.

8.2 Compensation against Accident of the staff during Service

In the event that the staff succumbs to an accident while working for NCRO, i.e. during the office hours or during field trips, he/she is entitled to receive compensation amounting to a maximum of two-month salary of the individual to cover the medical expenses.



8.3 Working Days and Hours

8.3.1 Working Days

NCRO will follow a 6 days a week working schedule from Saturday to Thursday. Fridays are considered non-working days.

Unless otherwise specified, NCRO will observe the same public holidays as those prescribed by the Government not exceeding 20 days a year. The Executive Director will prepare a calendar of public holidays not exceeding 20 calendar days at the beginning of each fiscal year and circulate it to all staff.

8.3.2 Office Hours

The office shall open from 07.30 am in the morning till 04.30 in the evening. All employees are expected to complete 8 working hours daily. There will be one hour lunch-break. In any case the maximum weekly working hours will not exceed 40 hours.

During the winter season, the office hours will be from 8 am to 4 pm including an hour lunch break.

8.3.3 Overtime

Various factors, such as workloads, operational efficiency, and staffing needs, may require variations in an employee's total hours worked each day. In such circumstances, the employee may have to work beyond the scheduled office hours.

Under such circumstances, the staff working overtime is entitled to payment for working overtime and is authorized by its immediate supervisor for the same. However, no overtime compensation will be provided for staff during field trips. The overtime rate will be paid on hourly basis and will be calculated on the basis of the basic salary.

Allowance

- Maternity leave
- Paternity leave
- Haj leave
- Ramzan month observation
- Marriage
- Bereavements

9. TRAVEL RULES & REGULATIONS

9.1 Travel

Staff members may be asked to travel away from their usual workplaces on authorized missions. The policy on payment of travel allowances adopted NCRO applies to all employees regardless of job category or status. It also applies to the consultants, when mentioned in their agreement.

After reimbursable expenses are made, the person making an expense claim shall use the appropriate forms available.



The expenses will not be reimbursed if proper justifying documents (original receipts) are not attached except for per diem. Eligible expenses include:

9.1.1 Per-diem

All employees and consultants are provided per diem at the applicable rate set by the government of Afghanistan or equivalent to the staff expenditure as per need of his/her travel and market price.

9.1.2 Accommodation

All employees and consultants are entitled to claim expenses incurred for accommodation for official trips outside Nangarhar Province. Maximum claims for accommodation shall not exceed \$20. Claim for accommodation will be reimbursed upon submission of bills/receipts.

9.2 Mode of Transport

NCRO will pay only surface transport as far as possible, i.e. bus. If any individual is using personal vehicle for NCRO related work, they can be reimbursed the actual fuel cost based upon the mileage. Some maintenance will also be awarded if required. However, the private transport must be shared by more than one NCRO member or employee.

10. LEAVE AND HOLIDAYS

10.1 Holidays

All employees are entitled to 16 days of paid leave due to public holidays. Public holidays are specified in advance by the Executive Director in consultation with staff members.

Employees who are required to work on public holidays are entitled to compensatory day off. NCRO will keep records of number of hours/days worked by its employees on public holidays. Request for compensatory leave shall be substantiated with this record and approved in advance by the Executive Director.

In the event that a public holiday is declared by the Government on a certain day without prior notice, NCRO staff cannot consider it a holiday until and unless notified by the Executive Director or the Board. All public holidays are subject to the approval of the Executive Director or the Board.

10.2 Leave without Pay

1. Leave without pay may be granted to employees up to 36 days per year.
2. Leave without pay that is taken for a month or more shall not be counted as time worked, hence no benefits shall accrue to the employees during such period.
3. Employees on probation are not entitled to leave with or without pay but can accrue such leave during the probationary period.
4. Leave without pay is applicable when the employee has exhausted all his annual and sick leave.

10.3 Absences

1. An employee who is unable to come to the office is required to notify the office of the reason for his/her absence.
2. Unauthorized absences are grounds for disciplinary action. The following procedures shall apply:



- i. An employee that has been absent for two consecutive working days without notice or explanation shall be personally sought of by the Executive Director. He/she shall be asked to put in writing the reason(s) for his/her absence.
- ii. If, after seven consecutive days of absence, the employee continues to fail to give any explanation of the cause of his/her absence, the employee will be considered to have resigned from his/her position.
- iii. In cases where the employee cannot give any satisfactory answer to the cause of his/her absences, in the judgment of the Executive Director, the employee may be subjected to disciplinary action.

11. STAFF MOVEMENT

11.1 Assignments and Transfers

According to project needs, any employee can be transferred temporarily or permanently to any location where NCRO conducts its activities. The transfer may be the result of a promotion, a change in role due to service requirements or other reasons.

A permanent transfer to a new place of work that includes a new job mandate shall result in a contract renewal. In addition, the employee concerned shall be notified one month in advance of his change in situation.

11.2 Interim positions and promotions

An employee may be called on to temporarily perform a job in a higher category. That does not automatically give him the right to the salary and benefits of this position. However, after a reasonable amount of time, NCRO shall reclassify the employee in the category of the new job or return him/her to his/her former duties.

An employee who receives a promotion can be required to complete a trial period in the new position. If the trial period is successfully concluded, the employee will be reclassified in the new job category and at a salary scale level higher than his former position. If the trial period is not satisfactorily completed, the employee will be reinstated in a position at the same level as his former position.

11.3 Prohibition on Outside Employment and/or Engagement

Full-time regular employees of NCRO are not allowed to undertake outside employment.

12. TERMINATION OF EMPLOYMENT

12.1 Conditions for Termination

Employees shall lose their jobs under any of the following conditions:



12.1.1 Voluntary Resignation

- i. Personnel wishing to resign from post may do so by giving a resignation letter to the Executive Director stating the reasons for resignation and effective date of the same. One month of prior notice is required for such resignations.
- ii. The date in which the resignation letter is received at the NCRO office is considered the date on which notice of resignation is given. Failure to provide sufficient notice may be ground for forfeiture of all accrued employee benefits.

12.1.2 Redundancy of the Position

Depending on the nature and volume of its operation, NCRO may declare certain positions redundant. Persons occupying those positions will therefore be forced to be separated from NCRO with proper notice. While doing so, NCRO will give at least 2 months' notice in advance.

12.1.3 Termination with Cause Grounds:

Termination with Cause Grounds for employee termination is the following:

- i. Continuing inefficiency and gross negligence of duty.
- ii. Fund embezzlement
- iii. Misuse of office equipment, and other properties.
- iv. Repeated unauthorized absences and leaves
- v. intoxication while on official business or within office premises
- vi. Unauthorized disclosure of official information

12.1.4 Death

When an employee dies, his/her salary and benefits will automatically be paid to his/her legal heirs.

12.2 Procedures for Termination and/or Disciplinary Action

- i. NCRO will ask the employee for a written explanation on the offense deemed committed by the employee concerned, identifying the charges against him/her and the particulars of the facts relied upon to support it.
- ii. The employee is given 3 working days to submit his/her explanations.
- iii. Based on the written explanations submitted by the employee concerned and the strength of evidence presented, NCRO may choose to decide on the charges or pursue further investigation of the case.
- iv. NCRO can, shall it feel necessary to, suspend the employee in question from duty during the period of investigation subject to the following conditions:
 - a. If the employee be in a position to tamper with the evidence against him/her.
 - b. If the employee's continuing presence in the organization be deemed inimical to the interest of the organization.



13. CONFLICT MANAGEMENT POLICY

13.1 Conflict

13.1.1 Conflict Resolution

Whenever a dispute arises among the NCRO staff, it shall be resolved in a constructive manner, i.e. the solutions shall lead to positive changes. Employees who feel unfairly treated or who have complaints about a situation or about working conditions should notify the Executive Director immediately.

13.1.2 Staff Behavior

NCRO expects its employees to adopt attitudes and behavior that maintain the good image of the organization. NCRO employees shall display an exemplary level of professionalism and integrity.

Furthermore, besides the usual rules every good employee needs to follow (respect, courtesy, punctuality), there are particular procedures of conduct for members of the organization which must be observed.

13.1.2.1 Political Activities

Since NCRO is a non-political organization, employees shall not participate in activities of a purely political nature on work premises or during working hours. It is also prohibited to use the organization's materials for these purposes.

13.1.2.2 Discrimination and Harassment

Under the principles established by NCRO, no employee, man or woman, has the right to put pressure on another, make intimate advances, give preferential treatment or show sexual favoritism at work.

13.1.2.3 Conflict of Interest

To avoid putting themselves in a conflict of interest with the objectives and operations pursued by NCRO, employees shall respect the following guidelines:

- It is prohibited to use NCRO property for illegal or unauthorized purposes.
- It is prohibited for any NCRO employee having confidential information to disclose it without express authorization beforehand.
- Employees cannot at any time accept a job from another employer if this job interferes with their work schedule and their duties and responsibilities.
- Employees shall avoid putting themselves in situations where they may gain profit or derive direct or indirect interest by influencing a contract award.
- Employees cannot solicit or accept tips, gifts, favors or other forms of gratuities for services rendered or required to be rendered in performing their duties within the organization.

14. SETTling GRIEVANCE

14.1 Grievances

If an employee feels unfairly treated by circumstances that infringe on his/her rights or change his/her employment conditions, he/she should discuss the situation with his/her immediate supervisor. If, after the matter has been discussed and corrective measures taken, an employee feels it has not been satisfactorily settled, he/she can submit a grievance to the Executive Director, who will discuss and provide appropriate solution. All grievances shall be handled internally because there is no recourse to external mediation or arbitration.

14.2 Performance Evaluation and Skill Training

14.2.1 Performance Evaluation System

The performance evaluation system is a means by which NCRO can increase its efficiency and that of its employees. The purpose of the system is for the organization to fulfill its mission by attaining its objectives and for employees to grow and feel fulfilled through proactive performance supervision.

The system enables, among other things, the harmonizing of individual employee objectives with those of the organization, the measuring of employee potential and work performance and the support of employee improvement by working with them on their development needs.

The annual performance evaluation seeks specifically to:

- promote communication between employees and their supervisors;
- clarify expectations concerning objectives and performance;
- improve employee performance through on-going monitoring and feedback;
- assess and reward individual performance;
- allow employees to express their career aspirations;

The performance evaluation focuses on the individual employee in relation to the tasks and responsibilities assigned to him. It is not necessarily a comparison of one employee's performance with that of another. Thus, the employee's work performance is to be assessed in relation to absolute procedures, that is, according to the evaluator's performance criteria and not according to relative procedures.

The performance evaluation also allows NCRO to assess the quality of human resources in their department or organization, note important information concerning expectations and needs and clarify decisions concerning transfers or work assignments.

14.3 Elements of the Performance Evaluation System

A performance evaluation system is composed of three main stages that generally take place over a period of a year:

14.3.1 Performance planning

The performance planning stage enables employees and supervisors to come to an agreement on what is to be accomplished during the year and how it will be carried out. The following procedures and tools are used to facilitate this stage:



14.3.1.a Job description or list of duties

Each employee must have an up-to-date job description defining the purpose of the work and the responsibilities involved.

14.3.1.b Setting of objectives

For each key responsibility associated with a position, at least one objective should be established for a particular period. The objectives should be clear and quantifiable, and the assessment criteria should be mentioned.

14.3.1.c Individual action plan

The individual action plan is a planning tool used to specify the steps to be taken to achieve the objectives set beforehand. The action plan should be prepared jointly with the immediate supervisor. It may also involve new initiatives facilitating improved productivity or personal capacity development.

14.3.2 Performance Monitoring and Management

Staff performance and productivity should be managed on an on-going basis throughout the year. The following elements, among others, are involved:

14.3.2.a On-going Supervision

This means taking the time to observe, examine sources of difficulty and seek solutions.

14.3.2.b Regular Communication

This involves regular exchanges so that employees can receive feedback about their performance and receive the necessary supervision.

14.3.2.c Periodic Evaluation

This involves formal, scheduled meetings between an employee and supervisor to discuss activities carried out, end results and the adjustment of the action plan and objectives, if necessary. A minimum of one meeting every six months is suggested to ensure satisfactory results.

14.3.3 Annual Performance Evaluation

The annual performance evaluation is the analysis, based on documentation from previous stages of the process, of an employee's work record. The evaluation addresses two fundamental questions. The first relates to the past and involves verifying what was accomplished qualitatively and quantitatively during the year. The second relates to the future and consists of identifying means to be considered to ensure the employee continues to grow and develop.

The performance evaluation form should include all the sections needed for the evaluation. This includes a section relating to performance evaluation in relation to the objectives established at the outset and in relation to the responsibilities of the position, a section that specifies or targets what is needed for the employee's development and finally a section allowing the employee and the evaluator to express their comments and affix their respective signatures. The form should also include a performance level classification and a definition of each of these levels.

The annual performance evaluation does not have any financial impact on salaries. It is first and foremost a tool to evaluate the employee's performance and take remedial action if necessary.



14.4 Skill Training and Professional Development

Depending on available funds, NCRO should foster the professional development of its employees in order to be as effective as possible in its activities. The training programs chosen should address the actual needs identified and expressed during performance evaluation sessions. Please see section 16 as well.

14.5 Bond

As part of the staff and organizational development activities, NCRO may at times decide to send a designated staff person for trainings and/or further studies both abroad as well as at local level. NCRO will bear the full/partial costs of the trainings/studies for this. However, the designated staff sponsored for the trainings/studies is required to sign a bond with NCRO that requires him/her to complete the full tenure of working with the organization.

15. STAFF APPRAISAL FORM

15.1 Staff Capacity Building

- Employees are a key determinant of an organization's success and are often the "face" of the agency to customers and stakeholders. Maintaining a well-trained, well-qualified workforce is a critical function of both individual managers and public agencies as a whole. The consultants can help managers get the best from their employees through these types of activities:
 - Analysis of team dynamics and employee work performance challenges;
 - Individual coaching and consultation to enhance leadership capacity to identify, address, and deal with group and individual performance challenges;
 - Creation of clear and succinct position descriptions that clarify work responsibilities, provide the foundation for performance discussions, and facilitate effective hiring;
 - Assessment of individual and group strengths, competencies, and challenges; and
 - Development and implementation of intervention strategies to improve employee and team performance.
- Conduct the staff appraisal to find the area of improvement.
- Provide training for improvement of staff skills in his relevant working field.

15.2 Employee Performance Review Form

بررسی اجراءات

EMPLPOYEE NAME	اسم کارمند	
DATE OF HIRE	تاریخ استخدام	
DATE OF REVIEW	تاریخ بررسی	
DEPARTMENT	بخش	
SUPERVISOR	سوپروایزر	
TYPE OF REVIEW	نوع بررسی	<input type="checkbox"/> 3 month <input type="checkbox"/> Annual

Description of Ratings

(تشریحات جزوار)

1	Unacceptable performance	۱	قابل قبول نمیباشد
2	Fair	۲	مناسب است
3	Good	۳	خوب است
4	Very good	۴	بسیار خوب است
5	Excellent	۵	عالی است

Performance Factors

(عوامل اجراءات)

1. Quality of Work (Accuracy, attention to detail, task completion, organizational skills)

1. کیفیت کار (دقت, توجه به جزئیات, تکمیل وظایف, مهارت های کاری (اداری)).

1 2 3 4 5

اظهار نظر (تبصره): *Comments:*

.....

.....

.....



2. Quantity of Work (Meets productivity standard)

2. کمیت کاری (وسعت استقامت کاری از لحاظ دست آورد سودمند معیاری)

1 2 3 4 5

Comments: تبصره

.....
.....
.....

3. Job Knowledge (Job performance reflects understanding of elements of position)

3. دانش کاری (اجرات کاری فهم جزیات سمت را منعکس میسازد).

1 2 3 4 5

Comments: تبصره

.....
.....
.....

4. Motivation/Initiative (Demonstrates interest of position, seeks additional work, is a self-starter)

4. علاقمندی و ابتکار (علاقمندی به مقام، جستجوی کار های اضافی، خودکفایی)

1 2 3 4 5

Comments: تبصره

.....
.....
.....

5. Interpersonal/Communication (Deals with management, internal and external customers and colleagues in a tactful and cooperative manner. Reacts positively to suggestions/instructions from supervisor)

5. افهام و تفهیم با همکاران (برخورد با مسئولین اداره، مشتریان داخلی/ خارجی و همکاران از نظر ادبی و همکاری، عکس العمل مثبت به پیشنهادات و هدایات سوپر وایزر)



1

2

3

4

5

Comments: تبصره

6. Reliability/Flexibility (Works well under pressure, accepts unexpected assignments, meets deadlines, is responsive to change)
6. قابلیت اعتماد و انعطاف پذیری (اجرای کار تحت فشار زیاد ، قبول وظایف خارج از استقامت کاری و دلدن وقت معین این چیز های حساس مثبت بودن در تغیر پذیری).

1

2

3

4

5

Comments: تبصره

7. Professionalism (Absenteeism, punctuality, goes the extra mile to complete a project/task Confidential, discreet, professional representative of NCRO).

1

2

3

4

5

Comments: تبصره

8. Planning and Organization Judgment (Exercises sound reasoning in solving work related problems) .8
پلان گذاری و سازماندهی- قضاوت (به کاربردن استدلال سالم در حل و فصل مسایل کاری) .

1

2

3

4

5

Comments: تبصره



9. Management skills of work and employees.

9. مهارت‌های اداری کار و کارمندان .

1

2

3

4

5

Comments: تبصره:

.....
.....
.....

10. Effective Use of Time (Gets maximum benefit of his/her time while at work to achieve task assigned)

10. استفاده مؤثر از وقت (استفاده درست از وقت خود برای اجرای وظایف)

1

2

3

4

5

Comment: تبصره:

.....
.....
.....

SECTION 2: Review of Performance Objectives

RATING Range (5-10)

Performance Objectives (And Standards)	Results and Comments	Rating
1.		
2.		
3.		
4.		
5.		
Average		

SECTION 3: Development Plan (to address performance areas where rating is below “met standard” or to define a plan for career growth etc)



The following actions/objectives have been agreed to:

- 1.
- 2.
- 3.
- 4.

SECTION 4: Development Opportunities (Please choose one or more of options below that you would be interested in)

- 1. General Management.....
- 2. Time Management.....
- 3. Office Management.....
- 4. Communication Skills for Manager.....
- 5. Conduct Effective Meeting.....
- 6. Writing for Business.....
- 7. Strategic Planning.....
- 8. Report Writing.....
- 9. Team Management.....
- 10. Business Communication.....

If any other training please specify below:

- 1. _____
- 2. _____
- 3. _____
- 4. _____



SECTION 5: Employee Comments (Optional)

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Signature of Employee
امضا کارمند

Title

وظیفه

Date

تاریخ

Signature of Supervisor
امضا سوپروایزر

Title

وظیفه

Date

تاریخ

0 - 20 Points	21- 40 Points	41- 60 points
0%	1% - 5%	6% - 10%

This part to be filled by HR/Department and approved by Director of NCRO

Employee Name:	
Total Points Received:	
Percentage of salary Increase:	
Amount of Increase:	
Total Amount of Salary:	
Effective Date:	
Comments	

Reviewed By HR Department

Date

Signature

Approved By Director

Date

Signature

16. Staff Capacity Building through Organizing Training Programme:

Capacity building is an important component of human resource development in an organization. By developing the capacities of human resources, the organizations as well as the employees make progress.

However capacity building is not as simple as it appears at first instance.

It demands a systematic planning much ahead of the actual training starts.

Especially in the backdrop of the kind of work NCRO is involved with and the resources we have, it becomes all the more important to adopt a systematic approach towards capacity building or training so that the desired results may be achieved.

Given the importance of capacity building, many of the projects also do involve the component of capacity building these days.

In such cases we think of training as just a project activity and most of the time get entangled in hardware aspects as making logistic arrangements, engaging a trainer or facilitator etc. and do not focus on software aspect which is the soul of bringing the social change we are aiming at.

Hence, to develop the employees through their capacity building or to bring about a positive change in the society at large through training as a project activity, we must follow a systematic path as follows:

16.1 Identify the training needs through training need assessment:

First of all we need to know the gap areas where the training is needed. To identify these gaps a systematic analysis is required. This involves finding answers to questions whether training is actually needed or which are the areas that need an improvement through training. There are several methods which may be used for training need assessment such as Staff appraisal, questionnaires or focused group discussions etc. Based on the target group we should choose the method for need assessment.

16.2 Set the objectives of training:

Once training needs get identified, we need to set the objective of our training programme to fulfill these needs.

16.3 Finalize the contents or topics for the training:

Based on the need areas and objectives, we need to finalize the contents of the training as what we are going to make participants learn in the training programme.

16.4 Prepare a training design:

After the objectives are set, we need to prepare a training design or outline as how the training programme will run.

This is one of the most crucial stages of organizing a training programme as the success of training depends much on the fact that how cautiously we have drawn the outline of the training.

Concerning the objectives and available resources and time we have, we need to put the contents of the training in a time frame.

At this stage only we need to choose our methodologies for the training.

It should be noted that methodologies must be according to the content, target group and the objective of the training.

You may opt for different methodologies for different topics or sessions.



Simultaneously you need to foresee the logistic requirement for taking up the session at this stage only and you should write it down in your training design so that you may arrange them beforehand. Thus your training design should include:

- What contents will be taken up in the training and their time limit
- What methodologies will be adopted for the contents
- What materials will be needed

16.5 Develop a module for the training:

Based on your design, develop a module for the whole training programme.

The module should include each and every step of each and every session you are taking up in the training.

In short it should have a session by session description of how to proceed.

It will guide as how to move a session smoothly.

Try to include the basic reference material also in your module or refer to other available references for a fuller understanding of the topic you are going to take up.

Do not forget to discuss the module with other trainers or facilitators if you are engaging someone else for the training.

This will make the sessions go smoother and will also wash of confusions earlier.

16.6 Organize the training:

Finishing the above tasks you may proceed with the organizing training programme as per your training module.

16.7 Evaluation of the training:

Evaluation of training is very important to measure whether the objectives of training are fulfilled. Hence do not forget to evaluate your training programme. You may go for the mid-term evaluation if it's a long term training programme to judge whether it's going in the right direction and mend it if required. A participatory evaluation is always more beneficial.

End