

HUMAN RESOURCES POLICY

INTRODUCTION

Seeds Of Peace Africa International (SOPA) welcomes you as a new employee. As an employee, you will be contributing to and sharing in our efforts to provide the highest standards of service to our esteemed clients. Seeds Of Peace Africa International is a Kenyan registered Non-governmental Organization with the NGO Board in the Ministry of National Heritage & Cultural Affairs.

This manual is designed to help you fit in quickly into your work and as a reference to any Human Resources issue while in employment with us. SOPA is committed to ensuring proper stewardship and accountability over the resources entrusted to us. Please understand that this manual only highlights SOPA's policies, practices, and benefits for your personal understanding and cannot, therefore, be construed as a legal document.

From time to time this manual will be updated with information regarding changes in SOPA's policy. Notification of any change, addition or deletion of our policy will be communicated to you. It will be your responsibility to review this change in this employee manual and to seek clarifications where the policy provisions are not clear to you.

SOPA values you and we hope you will find your employment both a happy and rewarding experience.

HUMAN RESOURCES POLICY

TABLE OF CONTENTS

INTRODUCTION	1
TABLE OF CONTENTS	2
TITLES AND DEFINITIONS.....	
STATEMENT OF EXPECTATION	
EMPLOYMENT POLICY	4
LEAVE MANAGEMENT POLICY	9
CHRONIC ILLNESS POLICY	11
PERFORMANCE MANAGEMENT POLICY	12
TRAINING AND DEVELOPMENT POLICY	13
PROMOTION POLICY	14
DISCIPLINE POLICY.....	15.
TRANSFER POLICY.....	16.
PUBLIC RELATIONS	14
CERTIFICATE OF SERVICE	
EXIT INTERVIEW	
RE-EMPLOYMENT	

HUMAN RESOURCES POLICY

MISSION STATEMENT

To facilitate the empowerment of children and youth through conflict transformation, peace building, alternative livelihoods, development of institution and promotion of value based sports

HUMAN RESOURCES POLICY

EMPLOYMENT POLICY

Employment Applications

We rely upon the accuracy of information contained in the employment application and the accuracy of other data presented throughout the hiring process and employment. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

Personnel Files

Employee personnel files include the following: job application, job description, résumé, records of participation in training events, salary history, records of disciplinary action and documents related to employee performance reviews, coaching, and mentoring. Personnel files are the property of SOPA, and access to the information is restricted. Employees who wish to review their own file should contact their Supervisor. However, copies of all the contents of an employee's file will be availed to the employee at the time of issue unless the documents have originated from the employee.

It is the responsibility of each employee to promptly notify his or her supervisor of any changes in personnel data such as mailing address, telephone numbers, training certificates, marital status, name and number of dependents, and individuals to be contacted in the event of an emergency. An employee's personnel data should be accurate and current at all times.

Conflict of Interest

SOPA's expects its employees to exercise the utmost good faith in the performance of their duties. Employees have the obligation to avoid any business interest or relationship, financial or otherwise that might adversely affect or influence their judgment in the

HUMAN RESOURCES POLICY

performance of any of our services. Employees are personally responsible to avoid the improper use of the SOPA's property and/or equipment that could result in questionable or illegal payments, gifts, or offers of anything of value.

Employees must not compromise the integrity of their positions by offering , soliciting or accepting gifts, benefits, compensation or consideration that could reasonably be expected to compromise their own or another 's independence and objectivity.

Equal opportunity

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at SOPA will be based on merit, qualifications, and abilities. SOPA does not discriminate in employment opportunities or practices because of race, color, religion, sex, national origin, age, disability or other forms of discrimination thereof.

In this regard, all vacant positions will be made public and competitively filed.

Recruitment Process

All recruitments will be guided by the approved establishment. SOPA will endeavor as much as possible to fill vacant position from within. Where this is not possible however, SOPA will recruit externally. All vacancies will be approved by the Board.

Short listing and interviews will be carried out by the Board . The successful candidate will be given an appointment letter stipulating all the conditions of employment stated in the employment Act. The effective date of appointment unless otherwise stated will be the date of assumption of duty.

Job description

Every employee shall be issued with a detailed job description to facilitate their task and responsibility requirements and expectations.

HUMAN RESOURCES POLICY

Probation period

The probationary period is three months from date of hire. During this time, employees have the opportunity to evaluate SOPA as a place to work and management has its first opportunity to evaluate the employee. The employees undergo an in-house orientation before they begin their proper tasks in the field and or organizational representation. During this introductory period, both the employee and have the right to terminate employment on a one month notice or payment of one month's salary in lieu of notice.

Upon satisfactory completion of the probationary period, a performance review will be carried out by the immediate supervisor and a decision taken to confirm, extend or terminate the engagement. An employee's probation period can be extended to give the employee the opportunity to improve in any respect in which his work or conduct has been adversely reported on. An extension of probation period cannot exceed one month. The Supervisor recommending a probation extension must provide an improvement plan discussed and agreed with the employee. Termination of employment contract will be done for employees whose work performance falls way below the expected standards and where the supervisor is convinced beyond reasonable doubt that more time will make no difference in the employee's performance.

Workday Hours

All employees must observe punctuality to their work with reporting times for Monday to Friday being 8.00 a.m. and ending at 5.00 p.m. with a one hour lunch break between 1p.m. and 2 p.m. These start and end times are only guidelines, and employees may be required to be present for work during odd hours when duty calls.

Absence from work is not tolerated by SOPA . Should you be away from the office for one reason or another, ensure your supervisor is notified within the same day.

HUMAN RESOURCES POLICY

If you expect to be absent from the job for an approved reason (e.g., paid time off or a leave of absence), you should notify your supervisor of your upcoming absence as far in advance as possible. If you unexpectedly need to be absent from or late to work, you must notify your supervisor prior to the start of your scheduled workday that you will be late or absent and provide the reason for that absence.

Staff orientation

An orientation program for a new employee, a promoted employee or a transferred employee will be carried out to facilitate the employee's settling down to their job as quickly as possible. The program will include but not limited to the history of SOPA , objectives and key activities. Senior staff orientation program will include a period of familiarization of various activities in order to gain insight into the operations of SOPA .

REMUNERATION POLICY

Pay Period and Payday

A full time employee shall be paid full salary from the date of assumption of duty. Payment shall be made in single monthly installments by the 30th of every month. A pay slip will be given to each employee at the end of every month. All employee mandatory deductions will be made as they fall due.

Salary increments

Salary increments will be done at the discretion of SOPA management based on the cost of living indices and the SOPA ability to pay. These increments will be based on the outcomes of performance evaluation. Salary increments will be carried out on 1st of January every year after reviews and approval by the Board and when incomes of a programmatic nature have been realised to warrant such increments

HUMAN RESOURCES POLICY

Point of entry

Salaries paid to the employees shall be in accordance with the salary scales in operation. The point of entry in a salary scale for a newly appointed employee will be determined in consideration of previous experience.

Salary Advance

SOPA is sensitive to employee needs and maintains a policy to support them in times of genuine need. Employees are however encouraged to exercise prudent management of their earnings in order to avoid over-reliance on advances. Salary advance of not more than one month's gross salary may be granted payable within six months. An employee cannot be given / awarded an advance before the previous advance is fully paid. Salary advance must be approved by the Regional Development Manager.

Personal Property

SOPA is not liable for lost, misplaced or stolen property. You should take all precautions necessary to safeguard your personal possessions. Work stations and work areas are to be kept neat and as organized as possible.

Employee Safety

SOPA believes in maintaining safe and healthy working conditions for our employees. However, to achieve our goal of providing a safe workplace, each employee must be safety conscious. We have established the following policies and procedures that allow us to provide safe and healthy working conditions. We expect each employee to follow these policies and procedures, to act safely, and to report unsafe conditions to his or her supervisor in a timely manner.

HUMAN RESOURCES POLICY

Reporting Unsafe Conditions or Practices

Employees are expected to continually be on the lookout for unsafe working conditions or practices. If you observe an unsafe condition, you should warn others, if possible, and report that condition to your supervisor immediately. If you have a question regarding the safety of your workplace and practices, ask your supervisor for clarification. If you observe a coworker using an unsafe practice, you are expected to mention this to the coworker and to your supervisor. Likewise, if a coworker brings to your attention an unsafe practice you may be using, please thank the coworker and make any necessary adjustments to what you are doing. Safety at work is a team effort.

Medical allowance

SOPA operates a medical assistant program to assist employees towards the cost of medical expenses incurred. Consult the Regional Development Manager for possible assistance.

National Social Security Fund

This program provides a base for retirement income and other benefits for all eligible participants. Both employer and employees finance it. The required contribution depends upon a formula prescribed by law and subject to change.

LEAVE MANAGEMENT POLICY

Holidays

SOPA observes all gazetted public holidays in addition to Christian holidays and other days of obligation. If a paid holiday falls within an employee's vacation period, the holiday will not be counted as a vacation day. On the other hand, if an employee works within a holiday day, he/she will be compensated through equivalent rest days.

Annual Leave

Every employee is entitled to 21 leave days exclusive of weekends and public holidays. An employee earns leave with each completed month of service. An employee is entitled to take

HUMAN RESOURCES POLICY

leave, subject to agreement with their supervisor at any time during the year and with a varying number of days. New employees may start taking leave after a minimum of three months probation period. Annual leave should not be accumulated and must be taken when due otherwise it will be forfeited. An employee can take ten days to the next leave circle but only in extremely important circumstances and with approval from the management. Annual leave roster will be published at the beginning of a new calendar year.

Compassionate Leave

In the event of death in employee's immediate family, the employee is entitled up to ten (10) days off, with pay, to handle family affairs and attend the funeral. Immediate family is defined as: father, mother, brother, sister, spouse and child (own or legally adopted.) at the discretion of the management, compassionate leave may be granted upon the death of other close relatives for a maximum of seven (7) days.

In the event of own / legally adopted child's wedding or on loss of spouse, legal child or a parent (biological/ adoptive father or mother), the employee will be granted up to five (5) working days as compassionate leave.

Maternity Leave

A female staff member is entitled to three months maternity leave. Maternity leave is exclusive of Annual Leave.

Paternity leave

Fourteen (14) working days are awarded for paternity leave exclusive of annual leave for the year the paternity leave is taken. This leave will be awarded once within a calendar year

Study Leave

Where an employee wishes to pursue further studies relevant to his duties, the employee may be granted study leave not exceeding a period of twelve (12) months. Such leave will

HUMAN RESOURCES POLICY

be subject to exigencies of service. An employee on study leave will not be entitled to annual leave.

Sick/Convalescent Leave

Sick leave will be granted to an employee who falls sick and is unable to perform duties, upon recommendation by an approved medical practitioner. An employee who falls sick must seek medical treatment and obtain a medical certificate from a recognized medical practitioner covering his absence from duty due to sickness.

Sick off is administered as follows;

1 st Three months	-	Full pay
Next Three months	-	Half pay
Next three months	-	nil pay

Thereafter, a decision on the employee's retention in SOPA will be made in consultation with the Board.

Unpaid leave

SOPA employees may apply through their supervisor for unpaid leave for emergencies not covered by compassionate leave. The considered leave should not exceed the annual leave entitlement

CHRONIC ILLNESS POLICY

SOPA is committed to maintaining a safe and healthy work environment for all employees. It recognizes that a supportive and caring response from managers and co-workers is an important factor in maintaining the quality of life for an employee with a chronic or life threatening illness. Supervisors should be sensitive to the special needs of employees and assist them by demonstrating personal support, referring them to counseling services and arranging for benefits counseling as necessary.

HUMAN RESOURCES POLICY

With specific reference to HIV/AIDS, Coworkers are expected to continue working relationships with any employee who has HIV infection or AIDS. Co-workers, who refuse to work with, withhold services from, harass or otherwise discriminate against an employee with HIV infection or AIDS will be subject to the same disciplinary procedures that apply to other policy violations.

Information about an employee's medical condition is private and must be treated in a confidential manner. In most cases, only managers directly involved in providing a reasonable accommodation or arranging benefits may need to know an employee's diagnosis. Others, who may acquire such information, even if obtained personally from the individual, should respect the confidentiality of the medical information.

PERFORMANCE MANAGEMENT POLICY

SOPA believes that the process of employee performance management is an important way to improve the effectiveness of the organization through the best possible personnel. The policy applies to all categories of employees.

The purpose of the performance

Performance Management system is to ensure that:

- i. The work performed by employees accomplishes SOPA's objectives
- ii. Employees have a clear understanding of the quality and quantity of work output expected from them;
- iii. Employees receive feedback on their actual output versus expected output
- iv. Opportunities for employee training and development are identified; and
- v. Employee performance that does not meet expectations is addressed.

Probation period

HUMAN RESOURCES POLICY

The performance of new employees will be reviewed after three months after the date of hiring. The purpose of this review will be to determine whether the employee has been able to perform his/her duties satisfactorily and whether he/she should be confirmed to employment.

TRAINING AND DEVELOPMENT POLICY

SOPA is fully committed to the continuous development of its staff, in the same ways as we continuously develop our service provision. This will be achieved by helping all staff identify and meet their own job and business related development needs. This policy will ensure that we have the adaptability and flexibility to thrive and succeed in the implementation of our objectives. To do this, all line managers, through the Performance Review process, will:

- ❖ Ensure that staff have a level of knowledge and skill to fully perform their role
- ❖ Encourage staff to develop within their current role
- ❖ Look for potential, and find ways for staff to demonstrate potential
- ❖ Recognize and reward staff development (utilizing it wherever possible) and
- ❖ Create a learning culture by providing opportunities for learning

Supervisors shall work with employees to identify their strengths and weaknesses and, if appropriate, to help them prepare an individual development plan. Individual development plans will be incorporated into the Training Needs identified from the performance evaluation and will form part of the annual corporate training initiatives.

Harassment, including Sexual Harassment

SOPA is committed to providing a work environment that is free of discrimination and unlawful harassment. Actions, words, jokes, or comments based on an individual's sex, race, ethnicity, age, religion, sexual orientation or any other legally protected characteristic will not be tolerated.

HUMAN RESOURCES POLICY

If you believe you have been the victim of harassment, or know of another employee who has, report it immediately. Employees can raise concerns and make reports without fear of reprisal. All forms of harassment should be reported to the supervisor. Once it is established beyond doubt that this policy has been violated an appropriate action will be taken. Failure to report any type of harassment will be considered by Management to indicate an acceptable relationship or that the incidents do not create unreasonable working conditions. Any employee who becomes aware of possible harassment should promptly advise their supervisor or the Principal who will handle the matter in a timely and confidential manner.

Sexual Harassment

Sexual Harassment refers to sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when such conduct:

- Is made explicitly or implicitly a term or condition of employment
- Is used as a basis for employment decisions
- is exhibited on a subordinate forcefully and
- Has the purpose or effect of interfering with work performance or creating an intimidating, hostile, or otherwise offensive working environment.

False accusations of harassment can have serious effects upon the accused. Therefore, any false accusations may result in the same disciplinary action applicable to one found guilty of harassment, up to and including termination.

HUMAN RESOURCES POLICY

PUBLIC RELATIONS

HUMAN RESOURCES POLICY

The management acknowledges that effective public relations are carried out by SOPA's employees as they are all representatives of SOPA to the outside world. This means therefore that all that employees get engaged in and say within and without the SOPA's premises is wisely chosen and professionally handled.

Public statements can only be issued by the management. Other cadres of employees should not disclose, furnish or give any information and or document in their knowledge or possession in and after their employment with SOPA. All information requests should be forwarded to the management. All visitors should report to the reception

ICT POLICY

Employees are expected to exhibit the same high level of ethical and business standards when using ICT as they do with other SOPA resources. Computers, computer systems and electronic media equipment (including computer accounts, voice mail, laptop computers, printers, networks, software, electronic mail, Internet and World Wide Web access connections) at SOPA are provided for the use of employees for the SOPA's business-related use. Personal use is not prohibited but should be kept to a minimum. It is the responsibility of employees to see that these information systems are used in an efficient, ethical and lawful manner.

Internet Use

SOPA has no control over information accessed through the Internet and therefore cannot be held responsible for its content. SOPA however expects all employees to only access appropriate sites. The Internet may not be used for criminal or illegal purposes. Other unacceptable uses include, but are not limited to:

- Harassment of other users
- Libeling or slandering other users
- visiting pornographic sites

HUMAN RESOURCES POLICY

- Destruction of or damage to equipment, software, data belonging to SOPA or other users
- Disruption or unauthorized monitoring of electronic communications
- Unauthorized copying of copyright-protected or licensed material.

EMPLOYEE SEPARATION POLICY

Separation of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Employment may be terminated in the following ways:

- ❖ **Resignation**-Voluntary employment termination initiated by the employee
- ❖ **Discharge**- Involuntary employment termination initiated by SOPA
- ❖ **Retirement**- Termination of employment at the attainment of the mandatory retirement age. Retirement age will be as per the current employee's Act.
- ❖ **Layoff/ redundancy** – involuntary employment termination initiated by SOPA for non-disciplinary reasons.

Since employment with SOPA is based on mutual consent, both the employee and SOPA have the right to terminate employment at will, with or without cause during the Probationary Period for new employees.

Any employee whose employment contract is discontinued by SOPA for whatever reason shall return all files, records, keys, and any other materials that are property of SOPA. No final settlement of an employee's pay will be made until all items are returned in appropriate condition. The cost of replacing non-returned items will be deducted from the employee's final paycheck. Furthermore, any outstanding financial obligations owed to SOPA will also be deducted from the employee's final pay.

HUMAN RESOURCES POLICY

Responsibilities

With regard to separation, it is the responsibility of Management to ensure that:

- ❖ all required documentation is completed and returned
- ❖ the employee is treated fairly during the period of notice;
- ❖ All company property is accounted for at the completion of the notice period
- ❖ all cases of resignation are reviewed to ensure all beneficial learning is achieved and appropriate action is taken as a result of the learning;
- ❖ where appropriate, resignations are accompanied by an exit interview;
- ❖ All paperwork and documentation is completed to ensure terminated employees receive their correct entitlements as soon as possible after the termination has taken place.
- ❖ With regard to separation, it is the responsibility of the employee to ensure that the required notice provisions and procedures relating to resignation are complied with.