Advocacy Center
for Democratic Culture

HUMAN RESOURCES MANAGEMENT

Cika Jovina 3, North City Center, North Mitrovica
+381 (0) 64 1177871, +383 (0) 44 539 852
www.acdc-kosovo.org; office@acdc-kosovo.org

TABLE OF CONTENTS

SECTION 1 RECRUITMENT PROCESS

1.1 Introduction

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

Phase	Maximum duration	By
Vacancy identification	-	Program Manager
Preparation job description	1 week	Program Manager
Internal recruitment (if applicable)		
Preparation application form (external)	1 weeks	Financial Manager
Vacancy announcement		Financial Assistant
Application period	3 weeks	Financial Assistant
Selection for interviews	1 week	Financial Assistant
Interviews	2 weeks	Financial Manager / Program Manager
Second round interviews (if applicable)	1-2 weeks after first round	Financial Manager / Program Manager
Selection of successful candidate(s)	Immediately	Financial Manager / Program Manager
Appointment procedure and signing of contract	Depends on planning	Financial Assistant

1.2 Vacancy identification

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

1.3 Preparation job description

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

1.4 Internal recruitment

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

If the organization decides to advertise internally, it is done by an announcement on office notice board to the employees. Brief details of the minimum requirements for the application and the job are given. The employee who wishes to be considered for the position will contact the Financial Assistant to obtain an application form. This form is to inform the Program Manager in which the employee at that moment works about the application. At the same time it will be used as an official application for the job. Under no circumstances will the Program Manager in which the vacancy exists be contacted directly.

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

1.5 Preparation Application Form

The job descriptions form the basis of the application forms to be prepared by the Financial Assistant. A lay-out of a standard application forms for standard jobs are to be developed and included in Annex 1.1.
NGO ACDC adopted the standardize Application form EU Pass (here link).

1.6 External vacancy announcement

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

An external vacancy announcement should be done by cost-effective advertising, for instance by using organization website and social media resources, local radio announcements etc.

Sometimes the post is of such nature that the vacancy needs to be advertised nationally in the national newspaper(s) or on national radio. Every announcement should clearly indicate the application procedure and closing date.

1.7 Application period

People who wish to apply for positions advertised externally can do so only by filling in an application form or send the standardized CV if not specified otherwise.

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

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

The Financial Assistant forwards the filled-in application forms to the relevant Program Manager of the vacant post, including all incomplete forms. The relevant Program Manager selects from the application forms a maximum of 6 candidates within 1 week after receiving the forms. In case there are 2 similar posts vacant, a total maximum of 10 candidates is selected while for 3 similar vacant posts only 12 candidates are selected. The details of the selected candidates are proposed to the Program Manager and Financial Assistant who will study them. If all agree, the selected candidates will be invited to attend an interview. The Program Manager will send regret letters to all not selected candidates.

For vacancies at management level the selection of candidates is done by the Program Manager, the Financial Manager and at least one of the members of the Board of Directors. They will receive all filled-in application forms for the vacant post from the Financial Assistant.

1.8 Interviews

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

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

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

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

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

For candidates living far away it is advisable to plan their interview at a convenient time to enable such candidates to reach the office where the interview takes place and to be able to leave in time. Any candidate coming from outside the district (and thus incurring travel costs) will be reimbursed traveling expenses (against public transport rate) directly after the interview. Candidate residents outside of the country of operation will be offered with on-line interview using some of existing video-data transfer platforms.

1.9 Second round of interviews

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

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

For a second round of interviews the interview panel may consist of more panel members than in the first round if believed necessary. The extra members may for instance consist of specialists or other key persons who may be important for reaching a more balanced and better decision. During the second interview usually more in depth questions are asked.

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

1.10 Appointment procedure and signing of contract

After final selection of a candidate, the Financial Assistant, with permission from the relevant Program Manager will write and send to the candidate's postal address (or submitted email address) a job offer letter. The candidate will have to react to the job offer letter within two weeks. If the candidate shows interest in the job offer, an appointment will be made by the Financial Assistant to (further) discuss the terms and conditions of employment and if he/she accepts, to sign the employment contract, code of conduct and job description. In some cases it may be required to have a second meeting to further discuss the terms and conditions of employment before signing these documents.

1.11 Working Permits

If necessary, each employee is obliged to identify and fulfil all requirements set in applicable law for working Permits of foreign citizens.

SECTION 2 STARTING ON THE JOB

2.1 First working day

On the first working day the targets for the probation period are discussed with the probationer[1] by the Financial Assistant. This includes a clear explanation about what is expected of the employee. The probationer is introduced to the organization.

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

The supervisor is appointed by the Financial Assistant in conjunction with the relevant Program Manager.

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

2.1.1 Tasks of the Financial Assistant

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

2.2 Probation period

The goal of a probation period is:
a) To test the ability of the probationer to perform well on the job
b) To test the suitability of the probationer's character to fit into the organization

Beside training and supporting the probationer, the probationer's supervisor also monitors the probationer during the probation period and fills in the Probation Monitoring Form (see Annex 1.3) on a monthly basis. This information written in this Form is not accessible to the probationer.

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

In continuation of the probation period, a panel (usually consisting of the Financial Assistant, the relevant Program Manager, and the probationer's supervisor) evaluates the performance of the probationer three months after the probationer started with the probation period. During the evaluation the Probation Monitoring Form and the observations of the panel members are used as a basis for the recommendation of the panel to confirm the employment of the probationer, to

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

extend the probation period, to dismiss the probationer, or to transfer him/her to another position in the organization (either his/her former position in case of an internal probationer or to another position). After approval by the Program Manager the recommendation becomes a decision of the organization. The decision is notified to the probationer during a probation evaluation meeting. During this meeting the probationer will be given a Probation Evaluation Report (see Annex 1.4 for a lay-out of such a report) that contains the decision in writing plus the arguments for the decision. During this meeting the probationer is also given oral explanation and he/she is able to ask questions about the decision and will then be given answers.

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

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

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

2.3 Notice of termination of contract or resignation

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

- During probation: 7 days in advance
- Employees up to one year employed: 20 days in advance.
- Employees longer than 1 year employed: 30 days in advance.

The organization may revoke these conditions on the basis of:

1. Provisions within disciplinary procedures. Immediate dismissal can be given in case of insubordination, absenteeism, lack of performance, lack of co-operation and theft. **The procedures to be followed in any such case should follow the labor laws of the country.**
2. The employee has been certified permanently unable to work by a medical practitioner (consult the Labor Law of the country to know and follow the exact rules on this!).
3. The employee has been imprisoned or convicted of an offense.

2.3.1 Tasks of the Financial Assistant

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

2.4 Re-employment

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

SECTION 3 PAYMENT POLICIES AND PROCEDURES

3.1 Salary and wages

Salary means payment for work, made to an employee with an employment contract, usually done in the form of monthly cash or cheque payment. Wages means remuneration or earnings, capable of being expressed in terms of money, which are payable to an employee under a contract of service and includes cost of living allowance paid to an employee. The salary/wage system of the organization is bound to nationally agreed hard currency and is to be followed by the organization. The currency used by NGO ACDC is Euro (€). Should funds available to particular project are given in any other currency, the amount determine by project for the staff salaries will be converted to EURO based on official currency rate on the day the transfer of funds in finalized.

3.2 Salary and wages payment

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

The organization shall pay PAY As You Earn (PAYE) or any other similar wage tax for each employee. The organization will also pay other obligatory taxes and insurances or include the amount allocated for this purpose in gross salary specifying the obligation of the employee to make a tax and insurance payment.

All obligatory tax and insurance payments by the organization shall follow exactly the rules of payment as set by the involved authorities the country of operation.

In case of external recruitment (out of the country of operation) employees will be expected to pay their government graduated or any other tax they are obliged to pay, according to the law of the respective country. It is not the responsibility of the employer to pay this tax or to remind the employee to pay.

3.3 Change to another position

If an employee takes up another position in the organization his/her salary will be according to the grading level of the new position, starting as if the employee was newly employed .

3.4 Acting allowance

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

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

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

3.5 Medical care

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

3.6 Insurances

The organization will have for each employee and probationer a liability and an accident insurance.

SECTION 4 STAFF DEVELOPMENT POLICIES

4.1 Introduction

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

4.2 Employee performance appraisal

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

4.2.1 Objectives of performance appraisal

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

4.2.2 Performance appraisal process

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

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

4.3 Training

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

Employees who purse courses sponsored by the organization, and whose total cost exceed 300 EURO (including allowances), are obliged to serve the organization for a minimum of 1 or 2 years (depending on the amount) after training before they can resign/retire from the organization. They will have to sign an agreement under this arrangement.

4.4 Transfers

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

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

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

4.5 Use of notice board

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

LEAVE POLICY

4.6 Introduction

Employees serving under the organization's Terms and Conditions of Service will be entitled to an annual leave totaling 24 working days for each year of service. Employees may opt to take their leave in one single block or sets of blocks. Leaves have to be agreed by the Financial Assistant. For each agreed leave the Program Manager is informed by the Financial Assistant.
Staff members with the permanent residence out of the country of operation are entitled for 1 (one) additional per year of service (except for Serbia). Staff with permanent residence in another continent are entitled for 2 (two) additional per year of service. This allowance is accumulated jointly with regular annual leave entitlement and is subjected to regular annual leave policy arrangements.

4.6.1 Planning of leave
A leave calendar draft plan should be drawn at the beginning of the year and agreed upon by each Program Manager which is then forwarded to the Financial Assistant. Each Program Manager is responsible for inquiring with his/her section about the leave plans of employees working in the Section.

4.6.2 Requests and authorization procedures
Amendment to the schedule will be at the discretion of the immediate supervisor in consultation with the Financial Manager and Financial Assistant. For each scheduled leave period, the employee will submit a leave form (see Annex 1.6) to the Financial Assistant and Financial Manager after agreement by the immediate supervisor (who signs the form for approval). This will be done at least two weeks in advance (except for sick leave and compassionate leave). Depending on the circumstances, the immediate supervisor may reschedule the leave (in consultation with the concerned employee). The Financial Assistant will verify the leave record (see Annex 1.8) and sign the leave form for approval. Final leave approval is done by the Financial Assistant with copies sent to the Program Manager who may sometimes reverse the leave schedule if certain circumstances may warrant this to happen. The Financial Assistant informs the employee about (non-) approval.

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

4.7 Paid leave

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

1 Employee is not on temporary terms of service, under APW (Agreement per Performance of work) contract or on induction/probation.
2 Paid leave will accrue from the date of full-time engagement. The employee can never take more than the total contract lasting leave entitlement. For example, a full-time service of 8 months will give the employee an entitlement of 16 leave days maximum.
3 Employee must apply for leave at least two weeks in advance.

Leave not taken within the contractual year can be transferred to the next contractual year with maximum 5 days. Annual leave entitlement beyond 5 transferable days will expire and cannot be cashed in. In case there is no automatic contract extension all accumulated annual leave days need to be used at least 15 working days before date set as end of the contract.

4.8 Compassionate leave

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

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

4.9 Maternity and paternity leave

A female employee shall be entitled to number of weeks as per local law maternity leave on full pay. During probation and under temporary terms of service, there are no provisions for maternity and paternity leave.

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

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

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

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

4.10 Sick leave

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

Employees are entitled to a maximum of 30 days of certified sick leave days in year. This paid sickness benefit may be extended at management’s discretion by another 60 days if employee is

hospitalized. After the 90 days the case will be reviewed and the management will take a decision about termination of employment. Cases of misused sick leave will be subject to disciplinary action. This entitlement applies only if employee is on permanent employment contract and not on probation or on temporary terms of service.
Employees are additionally entitled to total 6 days of uncertified sick leave during one year. This uncertified sick leave does not oblige an employee to deliver medical certification of illness as long as employee use maximum two days in a raw. If the illness related absence continues to the third day, the absence will be treated as generally granted sick leave and medical certification will be required. If the uncertified sick leave is claimed on first and/or last day of working week, the weekend days will be added as consecutive sick leave days.

4.11 Public holidays

The organization respects the public holidays as defined by the national authorities of the country. In the event of obligating employees to work on such holidays and other declared holidays, the organization will compensate these days in time or money. The Financial Manager and Financial Assistant, Program Manager in consultation with immediate supervisor will be expected to amend the leave schedules of the involved employees in such cases. Public holidays falling within an employee's leave are not counted as leave days and as such are not deducted from the employee's leave record. Financial Manager is obliged to determine and display the public holidays schedule on the official notification board at the beginning of each calendar year.

4.12 Leave without pay

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

SECTION 5 DISCIPLINARY PROCEDURES

5.1 Introduction

The organization has developed a Code of Conduct for the employees (see Annex 1.9). Every employee upon acceptance of a position with the organization signs the Code of Conduct at the same day the employment contract is signed. The Code of Conduct comprises the rules to which all employees should comply.

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

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

Disciplinary actions should comply fully with the Labor laws of the country and with the procedures and protocols of the Labor Office in the respective area. Especially for the more serious disciplinary actions (suspension and dismissal) it is important that these follow exactly the Labor Laws and are fully coordinated with the Labor Office in the area before imposing them on the involved employee(s). If there is a discrepancy between the Labor Laws and the advice of the Labor Office it is important to discuss this matter and find a solution together. Then, be sure that the Labor Office signs a protocol about the disciplinary actions with your organization so that you can always proof that they have officially agreed with the disciplinary actions used in your organization.

The Program Manager will institute the disciplinary action procedures (examples of those are written out in the following paragraphs). Disciplinary tools adopted in NGO ACDC are:

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

5.2 Procedures to be followed

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

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

Verbal warning	Program Manager
Warning letters	Program Manager (in consultations with the Labor Office)
Suspension	Program Manager and Board of Directors (in consultation with the Labor Office)
Dismissal	Program Manager and Board of Directors (always in consultation with the Labor Office)

The table below shows a guideline for how to handle offenses (important: this is an example only; your office should develop its own procedures together with the Labor Office and in accordance with the Labor Laws of the country).

Type of offence	**Minor**	**Major**
Willful failure to obey legitimate instruction	Warning letter (level 2)	Warning letter (level 3)
Willful loss, misuse, damage, theft, unauthorized use of organization's property	Warning letter (2)	Warning letter (3), suspension or dismissal
Improper publicity of organization's image	Warning letter (3)	Warning letter (3)
Absenteeism	Verbal warning / Warning letter (1)	Warning letter (2,3), dismissal
Lateness or leaving work without permission	Verbal warning / Warning letter (1)	Warning letter (2)
Failure to co-operate with other employees	Verbal warning / Warning letter (1)	Warning letter (2,3)
Gossip among and about colleagues within/outside the organization	Verbal warning	Warning letter (1,2)
Reporting on duty under the influence of alcohol/narcotics	Suspension	Dismissal
Breach of safety rules	Warning letter (1,2)	Warning letter (3), suspension, dismissal
Careless or neglect of work	Warning letter (1)	Warning letter (2)
Fighting at workplace	Dismissal	Dismissal
Threatening behavior towards another worker	Warning letter (1,2)	Warning letter (3), suspension, dismissal
Having private business with suppliers of the organization on organization's deals	Warning letter (3)	Suspension, dismissal
Claiming expenses from the organization which are higher than the actual expenditure or which do not exist	Warning letter (2,3)	Suspension, dismissal

Any other offence not stated above	Verbal warning, Warning letter (1,2,3)	Suspension, dismissal

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

The disciplined employee must countersign all disciplinary letters or minutes of the proceedings of the disciplinary interviews. If the offenses add up to 4 or more, the Program Manager can request whenever he feels this is necessary, the Financial Assistant and Financial Manager to execute the required action in accordance with the procedures described in table above.

5.3 Appeals

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

5.4 Grievance handling procedures

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

5.4.1 Grievances against employees

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

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

SECTION 6 TEMPORARY APPOINTMENTS

6.1 Introduction

Temporary appointments means: employees on temporary contracts, employees with Agreement per Performance of Work (APW) contracts, trainees on graduate work experience program, and consultants. Any extensions of temporary appointments will be effectuated on approval of the head of Section after a performance appraisal exercise. Temporary appointments can only be renewed twice and should not exceed a total period of one year.

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

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

6.2 Piecework employment

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

6.3 Trainee programs

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

6.4 Consultancy services

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

6.5 Part-time employment

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

SECTION 7 EMPLOYEE WELFARE

7.1 Leisure

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

7.2 Allowances / per diem

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

- Transport: at public rate
- Lunch: 10 Euro
- Breakfast: 5 Euro
- Dinner: 10 Euro

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

7.3 Work facilitation

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

Stationary can be used in normal quantities as required by the work. Employees can request for equipment or items needed to be able to perform duties. These can be granted at the discretion of the management.

7.4 Insurances

All employees (except piece workers) are insured for bodily or material damage they cause to a third party while being on duty. This means they can't be sued by a third party on personal level, provided the damage was not caused willfully or by negligence.

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

SECTION 8 GENERAL POLICY GUIDELINES

8.1 Identity cards

All employees are provided with identity cards, except piece workers. Those on temporary appointment get temporary documents, while those on permanent appointment will acquire sealed identity cards. These remain the property of the organization and must be returned on termination of appointment before terminal benefits are paid.

8.2 Personal files

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

- Program Manager (without permission)
- Financial Assistant (without permission)
- Other members of the management team (with permission of the Program Manager).

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

8.3 Politics and religion

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

8.4 Loss or damage of organization property

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

8.5 Working hours or days

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

Monday-Friday working hours 09.00-17.00 (with half an hour break)

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

8.6 Expense claim policy and procedure

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

Claims for reimbursement must be made on the appropriate form, signed by individual and authorized by Program Manager prior to submission to the Financial Assistant.
As a general rule all claims must be supported by receipts, if possible VAT receipts. However, it is recognized that certain items of expenditure e.g. some public transport fares cannot be supported by documentary evidence. In such cases the claim form must include details of the reason of expenditure.

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

Annex 1: Forms

A 1.1 Application form

Application form
(to be developed)

Name probationer
Internal/external application:

A 1.2 **Interview form**

Advocacy Center
for Democratic Culture

Cika Jovina 3, North City Center, North Mitrovica
+381 (0) 64 1177871, +383 (0) 44 539 852
www.acdc-kosovo.org; office@acdc-kosovo.org

Interview Information

Applicant Name: **Interview Date:**

Position: **Salary Requested:**

Interviewer: **Date Available:**

Evaluation	Excellent	Good	Fair	Poor	Notes
Enthusiasm					
Work Experience					
Education					
Required Skills					
Attitude					
Communications Skills					

Comments

Recommendations

Interviewers Signature		Date

A 1.3 Probation Monitoring Form

Probation Monitoring Form

(to be filled in by the supervisor of the probationer[1])

Name probationer: Function:

Date start probation period: Month[2]:

Name supervisor:

Training and supervision activities undertaken:

Performance of probationer[3]:

Conduct of probationer:

Recommendations for additional training/support:

Other recommendations[4]

[1] If there is not enough space on the form, continue on the back of the form or add separate papers.
[2] Fill in the month number (1st, 2nd, 3rd, 4th, 5th or 6th month).
[3] At all places where you are asked to comment on the performance of the probationer distinguish between strong and weak points!
[4] You may want to include comments on how suitable you feel the person is for the function, whether and how to continue with this person, etc.

A 1.4 Probation Evaluation Report

Probation Evaluation Report

Name probationer: Function:

Date: Date start probation period:

Name supervisor:

Names panel members:

Recommendation
(tick the possibility the panel finds most appropriate)

- ❑ Employment in current position
- ❑ Dismissal
- ❑ Transfer to other position, namely:
- ❑ Extension of probation period (only applicable after 4 months)

Arguments for the recommendation chosen

Signatures for approval by the panel members

Signature for approval by the Program Manager

A 1.5 Mid-month Salary Advance Request Form

PRDO

REQUEST FOR A MID-MONTH SALARY PAYMENT

Date:

Name:

Employee number:

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

Requested amount:

Employee signature:

____

Administration

Authorization signature:

____

Processed by:

____

A 1.6 Leave Form

Advocacy Center for Democratic Culture

Cika Jovina 3, North City Center, North Mitrovica
+381 (0) 64 1177871, +383 (0) 44 539 852
www.acdc-kosovo.org; office@acdc-kosovo.org

LEAVE FORM

PART 1 (Employee)

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

Employee signature **Date**

PART 2 (Immediate supervisor)

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

Immediate supervisor (name) **Signature** **Date**

PART 3 (Administrator)

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

	Annual Leave	**Rewarded days**	**Individual Holiday**
Days before leave request			
Day/s taken			
Leave balance			

Signature of Administrator **Date**

PART 4 (Program Manager)

Leave is approved ☐

Not approved ☐

Signature of Program Manager **Date**

A 1.7 Performance Evaluation Report

Advocacy Center for Democratic Culture

Cika Jovina 3, North City Center, North Mitrovica
+381 (0) 64 1177871, +383 (0) 44 539 852
www.acdc-kosovo.org; office@acdc-kosovo.org

PERFORMANCE EVALUATION REPORT (PER)(2/2)

STAFF MEMBER INFORMATION	
Name	
Title	
Unit	
Date of Entry	
Performance Period	

SUPERVISOR'S REVIEW(accounted in the final review)				
CORE VALUES AND COMPETENCES	Unsatisfactory (1)	Developing (2)	Fully Competent (3)	Outstanding (4)
Professionalism	**(tick as appropriate)**			
Competence in project matters				
Quality of work				
Quantity of work accomplished				
Planning and organizing skills				
Initiative				
Reporting skills				
Language skills				
IT skills				
Leadership skills				
Communication (presentation) skills				
Decision-making skills				
Creativity				
Interpersonal skills				
Teamwork skills				
Follow the internal administrative, financial and programmatic regulations				
Analytical thinking				
Attention to details				
Punctuality (coming on time + respect for deadlines)				
Integrity (impartiality, fairness, honesty and truthfulness in daily activities and behaviors)	Unsatisfactory (1)	Developing (2)	Fully Competent (3)	Outstanding (4)

Respect for NGO ACDC 's code of conduct, internal regulations and property				
Persistence when faced with challenges (work under pressure)				
Readiness to assume the tasks beyond assigned project				
Vision/contribution to program development (new project proposals development)				
Support to outreach and promotion of activities				
Commitment to continuous learning				
Readiness to work extra hours				
Networking with communities and other CSOs				
Sense of responsibility				
Adopt the inputs (programmatic, working ethnics, procedures) from senior management				
Contributing to NGO ACDC 's overall image				
Respect for diversity	Unsatisfactory (1)	Developing (2)	Fully Competent (3)	Outstanding (4)
Treats all people with dignity and respect regardless of gender, ethnicity, race, religious or political views				
Expresses understanding for cultural differences				
Shows respect for and understanding of diverse points of view				

OVERALL RATING:	**Bellow 6.0 contract termination (optional reevaluation in 3 months)** **Between 6.0-7.0 Required improvements (midyear re-evaluation)** **Between 7.0 – 8.0 Fitting the job expectations** **Above 8.0 Excellent performance** **Above 9.0 Promotion**

SUPERVISOR'S COMMENTS

Note: This performance report is the culminating point of a continuous period of appraisal. Core values and competences' score gives the overall rating, while the performance skills are discussed with the staff member. Has such a discussion taken place? **Yes** ☐ **No** ☐

Date:_______________________

Staff Member Signature: ___________________________

Supervisor's Signature: ____________________________

A 1.8 Employee leave record

Advocacy Center for Democratic Culture

Cika Jovina 3, North City Center, North Mitrovica
+381 (0) 64 1177871, +383 (0) 44 539 852
www.acdc-kosovo.org; office@acdc-kosovo.org

Employee leave balance

	Month 1	Month 2	Month 3	Month 4	Month 5…	Leave day used	Leave days entitled	Leave days remaining
Annual leave								
Ind.cultural and reglig. holiday								
Rewarded days								
Sick leave uncert.								

Sick leave certifi.

A 1.9 NGO ACDC: Code of Conduct

CODES OF CONDUCT
This is summary of the main PRDO rules

1. Work honestly and carefully at all times.
2. Must not be absent from work, arrive late or leave work early without permission.
3. Always use your safety belts whenever driving or being driven for work related purposes.
4. Follow all organization health and safety rules.
5. Do not drink alcohol or consume narcotics during working hours.
6. Do not fight assault or abuse a staff member or visitor.
7. Do not use organization property in a careless or neglect way.
8. During working hours you must not do any business except that for which the organization pays you.

You will be disciplined for any of the following offences.

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

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

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

I have read, understood and accept the above rules of conduct and agree these rules being a condition of employment by NGO ACDC.

Employee name: ______________________________

Employee No: ________________________________

Employee Signature: ___________________________

Place and date: _______________________________

NGO ACDC: Time sheet form

Advocacy Center for Democratic Culture

NGO "Advocacy Center for Democratic Culture", čika Jovina 3, TC North City, Mitrovica, www.acdc-kosovo.org

NGO Advocacy Center for Democratic Culture (ACDC) FINANCE AND ADMINISTRATION OFFICE

TIMESHEET

Employee Name:

Surname:

Month / Year:

Position: Consultant

STAFF PERSONNEL ACTIVITY REPORT

Date------------->	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTAL	Percent
Project assigned to																																	
	0	0			0	0	0	0	0			0	0	0	0	0			0	0	0	0	0			0	0	0	0	0		0	0%
Total Hours:	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
TIME OFF:																																	
Holiday																																0	
Annual leave																																0	
Sick (uncertified)																																0	
Sick (certified)																																0	
Bussines related leave																																	
Other:																																0	
Total Time Off:	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

NOTES:

Maximum Days Accrued Vacation Permitted

XX

**Calculated days may not exceed maximum accrual*

ACCRUED TIME OFF	Vacatio	Sick Leav
Days Beginning of Month		
+days earned during month		
- days taken during month		
Days at End of Month*		

Employee Signature: ______________________ Date: __________

Supervisor Signature: ______________________ Date: __________