



# **HUMAN RESOURCES POLICY**

**\*April 2020\***

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Title:

**Human Resources Policy**

*and other Guidelines, codes for members of staff.*

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**FOREWORD**

DNCR is a non-governmental non-profit Organization, which is non-denominational and independent, and provides aid and development assistance.

Our members of staff play a fundamental role in the fight against poverty, promote equal access to education, promote gender equality to mention but a few. Their skills and commitment are vital to our success.

DNCR aim is to set common standards in the management of its Human Resources, in order to develop skill sets and a shared mentality, promoting the collaboration and participation, leadership, responsibility and growth of its staff.

DNCR has developed these Policies to set down principles and guidelines to which all employees must adhere, which are binding and perfectly in line with the vision and mission of our Organization.

**Mission**

De – Nazarin Community Relief aims at working with the community, with the support of our partners, we create a community spirit and a sense of shared purpose, through our variety of programs which include access to education, promote gender equality, end violence against women and girls, access to Information/ technology, clean water, sanitation and improved health, we strive to safeguard, support and promote to fulfill the needs of the less privileged within the community.

## **Vision**

De – Nazarin Community Relief supports and advocates for a community where women and young people's social welfare, child rights, economic empowerment and rights is supported and promoted among others.

## **PURPOSE of the POLICY**

This Policy aims to provide DNCR with a useful guide which is standardized and equitable for management of the personnel working for the Organization.

DNCR's goal is to define working conditions that are recognized as impartial and that encourage staff to demonstrate a sincere sense of interest and pride in the Organization and its work program, and to use their best skill sets to fulfil the role assigned to them.

## **READING GUIDE**

This publication consists of two parts. The **first part**, drafted by DNCR, contains the main guidelines regarding **the Human Resources (HR) policies and management**.

The documents assembled in the first part are the result of a process of analysis and proposals regarding human resources management methods pertinent to DNCR since 2019, the year in which the construction of a HR Policy began.

The various different activities concerning the management of human resources have been analyzed in order to identify critical points, improvements and areas of excellence within the human resources methods of management, formalized as operating standards for the Organization.

The *General Human Resources (HR) Policy and Procedure* document is the main result of this process, which has been directly inspired by the standards of the Core Humanitarian Standard on Quality and Accountability) – formerly People in Aid, drawing on its fundamental principles, defining the various operational objectives adapted to DNCR, accompanied by certain performance indicators and by the description of specific actions and tools, managers and reporting methods.

In support of these general HR Guidelines, other support tools have also been developed during the same process for an effective/efficient, transparent and fair human resources management. Some have been outlined in this publication, and of interest to who care about for raising management quality standards within co-operative organizations developing humanitarian aid.

All the documents assembled in the first part have been in the DNA of the Organization for many years. They are, therefore, periodically revised and updated alongside all the other tools that are not available for public view here due to their overly technical nature.

DNCR is committed to the continuous improvement and regular updating of the organization's human resource management methods.

The **second part**, on the other hand, covers the **external codes to which DNCR has chosen to adhere**.

In this case, these are well-known guiding principles and ethical standards, which are summarized and published here for the benefit of all those who hold roles and enter into a working relationship with DNCR, whether as partners, operators, volunteers, donors, or recipients of the cooperation for development, education, advocacy and humanitarian aid promoted by the NGO worldwide, wherever it is needed.

1 These last two aspects are not covered in this document, not only so as not to make the reading of the publication unwieldy, but also due to their prevalently operational-technical and non-political quality and their general purpose.

## **First Part: Human Resources Guidelines.**

### **1. Human Resources Policy and General Procedures**

#### **Introduction to the HR Policy and General Procedures**

DNCR considers its members of staff to be its most important asset. The attitude taken by the personnel working for DNCR is fundamental to the organization achieving its mission. The people who work for DNCR are respected and valued, and appropriately received. The effectiveness and success of development initiatives and humanitarian aid are dependent on the contribution of every staff member – regardless of whether they are an employee, a collaborator, an intern or a volunteer.

For this reason, DNCR has been working for years to ensure that its Policies and procedures enable the full application of national and international standards of efficiency and transparency in the management of its human resources. This commitment resulted in adhering to People in Aid in 2019 – and subsequent certification in 2019 – and to adhering to CHS standards from 2015.

The primary objective is always that of guaranteeing that the communities and people affected by crisis or in situations of need receive the assistance they need from competent and adequately managed employees and volunteers.

The policies and practices in the management of human resources summarized in the following principles form a single set of guidelines that organically protect and promote human resources as an integral and fundamental part of DNCR's Mission.

The *Human Resources Policy and general procedures* applies to all DNCR staff members as detailed and set out below.

#### **Principle One: Human Resources Strategy**

**Statement: Human resources are an integral part of our operational and strategic plans.**

Our human resources strategy, whether applied to expatriates or local staff, is at the core of our organizational strategy; it is long term and encompasses all the different components of the organization. Our policies guarantee the effectiveness of our actions, the quality of life in the workplace and high ethical standards. The well-being of our staff, understood as a condition for professional and personal satisfaction, is an integral part of our human resources strategy.

#### ***SPECIFIC OBJECTIVES***

##### **1.**

**DNCR has adopted a long-term HR strategy**

##### ***Indicators***

- There is a long-term strategic analysis and proposal document.

2 DNCR is aiming to achieve a full application of Core Humanitarian Standard.

##### ***Implementation procedures and tools.***

The document is drawn up at least every 4/5 years by the Head of the Human Resources Department, the Head Program and Operations Manager and the Executive Director.

## **Categories of personnel.**

All personnel working for De Nazarin Community Relief are classified into the following types.

**Employees:** Employees designate salaried individuals, who after a probationary period are entitled to ongoing assignments, either full-time or part-time, and will be paid on a monthly basis. They will be contracted on a long-term basis subject to periodic evaluations and performance assessments.

The employees 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 must be classified into categories; these categories are as follows:

1. Management Category:
  - a. Executive Director
1. Professional Category:
  - a. Program officer
  - b. Researcher
  - c. Finance officer
2. Support category:
  - a. Administrative Assistant
  - b. Office attendant

**Consultants:** Consultants are professionals, who will be hired by the organization on short-term basis only for the completion of specific tasks and assignments related to the organization 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 the consultants.

They will be paid on daily/monthly/weekly basis depending on the nature of their assignment.

The consultant will not be considered as full-time or part-time employee of the organization.

## **2**

### **The annual planning and the Annual Report explicitly recognize the contribution made by the staff in achieving the objectives of the NGO**

#### *Indicators*

- There is an annual HR report.
- There is a chapter devoted to HR in the annual report.

#### *Implementation procedures and tools*

**By 31st May every year, the HR officer drafts an Annual HR Report, a summary of which will be included in the Final Annual Report.**

General contents of the HR Annual Report:

- updates of the HR long-term strategy adopted by DNCR.
- forecast and analysis of available resources to implement the aforementioned strategy.
- updates in HR management policies and practices
- update of selection processes.
- report on previously carried out and planned training activities.

**3. DNCR recognizes the importance of strategic planning of human resources in order to achieve the expected results in an effective and qualitative manner.**

*Indicators:*

- There is an annual turnover analysis.
- During the preparation of the head office human resources' budget, a careful analysis of personnel needs for the following year is carried out.
- Ongoing updates exist between the HR Department and the Programs Department regarding the evolution of human resources' requirements necessary for implementing projects.
- In each office, the plans for personnel requirements are presented annually, with periodic updates.

*Implementation procedures and tools:*

By 31st December every year, the HR Contact person calculates staff turnover and provides this information.

Subject to discussion with and approval by the Executive Director, the Department Heads provide the HR manager with the plans relating to their professional needs for the following year, indicating the professional profiles required.

At the same time as a new project proposal is sent, the desk officer will inform the HR officer of any requirements for additional human resources. The HR function is then activated and will run a check against the existing personnel available and, as necessary, will prepare a recruitment plan for the approved project.

**Principle Two: Staff policies and practices.**

**Statement: Our human resources policies aim to be effective, coherent, fair, non-discriminatory and transparent.**

Our policies guarantee effective actions, a good quality of life in the workplace and strong ethical standards; they go above and beyond simple compliance with the minimum legal and working requirements and meet the expectations of both donors and beneficiaries. International labor protection standards are both recognized and accepted.

*SPECIFIC OBJECTIVES*

*1.*

***All HR policies and practices are known.***

*Indicators*

- Collaborative practices are stated in writing.
- All members of staff are aware of the policies that concern them.
- Remuneration and benefits, in addition to reflecting the specific policies introduced within the organization (eg. Remuneration policies), are defined according merit and objective criteria.
- A DNCR staff *Code of conduct* exists, and a copy is given to each member of staff.

### *Implementation procedures and tools*

All documents relating to the human resources policies are handed to the member of staff at the start of the collaboration and specific training is given on this subject.

Every individual has the right to obtain a written contract before the collaboration commences and whether it refers to expatriate or local staff, employees, casual labor or volunteers.

Every local office may prepare its own specific rules of conduct that are appropriate to the local context and in line with the principles, contents and specific objectives of this document.

Regulations are shared with the head office representatives.

The presentation of the Staff *Code of conduct* is an integral part of general training.

Salary levels are defined by the NGOs' Framework Agreement, for both employees, collaborators, reference in general by the DNCR salary grids. The calculation methods are defined using the specific DNCR salary structure tables. Any exception to these procedures must be authorized by the Department Heads (for collaborators), and the ED (for employees).

DNCR prepares salary structures that are in line with local legislation and practices, established using a benchmark and with other NGOs in their Country.

## **2.**

**The policies and practices are periodically reviewed in order to take into account legislative changes and make improvements that might increase their effectiveness, fairness and transparency.**

### *Indicators*

- The most relevant updates are communicated to the staff members in writing.
- Human Resources policies and practices are periodically reviewed.
- The applicable national labor laws are known and respected.

### *Implementation procedures and tools*

The most relevant updates are communicated to the staff members.

This document and the following related documents: *Staff Code of conduct*; *Selection and start of collaboration policy*, *Transparent handling of complaints, grievances and disagreements*, are subject to periodic review and verification at least every five years.

## **Principle Three: Staff Management.**

**Statement: Effective support, management and staff development is fundamental for the effectiveness of the Organization as a whole.**

DNCR staff members, whatever type of contract they have with the Organization, have the right to be properly prepared to conduct their job effectively, so that DNCR can achieve its own Mission. The management policies, procedures and training offered by the Organization enable managers to prepare and support their staff in efficiently carrying out their activities efficiently, developing their potential and encouraging and recognizing good performance, which will subsequently be evaluated in terms of responsibility and merit

## *SPECIFIC OBJECTIVES*

### **1.**

**The managers are given all the necessary training, compatible with available resources, to be able to fulfil their responsibilities.**

#### *Indicators*

- At the HQ: training sessions are regularly offered, aimed at enhancing managerial skills.
- In the field: special training sessions can be scheduled, taking into account logistical difficulties and costs.

#### *Implementation procedures and tools*

Annual training courses. Ad hoc training sessions.

Further training according to specific needs may also be organized in the field, if deficiencies are identified once the collaboration has started.

### **2.**

**All personnel are clearly informed of the professional objectives and performance standards required; every member of staff knows who to refer to and what management support they can depend upon.**

#### *Indicators*

- Staff members are aware of their mandate and the values of the organization, and work coherently with them;
- Labor contracts clearly indicate the collaborator's position, from both a legal and an organizational standpoint;
- Labor contracts clearly indicate the contact person(s) for each operator.

#### *Implementation procedures and tools*

All responsibilities, Contact persons<sup>3</sup>, professional objectives, and any operational and representative delegations are clearly stated in the work contract and Job Description (JD). Labor contracts clearly indicate the contact person(s) for each operator.

### **3.**

**All personnel are aware of the relevant Policies and procedures for executing their duties, and of the disciplinary procedures applicable in the event of these rules being violated, as well as the practices for reporting complaints or grievances.**

#### *Indicators*

- The staff receives appropriate information concerning the relevant Policies and procedures for carrying out their duties, including the Code of Conduct;
- The procedure for the *Transparent handling of complaints* is given to the staff member at the time of the collaboration agreement being stipulated.

#### *Implementation procedures and tools*

Every member of staff is duty bound to carry out their duties within the legal, mandate and values limits of the Organization, about which they should receive appropriate information, and therefore accept the consequences of violating them.



DNCR gives everyone the possibility of expressing their own opinion or reporting complaints or grievances, namely:

- with regards to his/her working relationship with DNCR: the issue is defined according to national agreements (NGO Framework Agreement) – when applicable - and according to the current policy in the *Transparent handling of complaints* section;
- regarding the alleged violation of the Policies, Codes or alleged illegal, irregular or ethically incorrect conduct as established internally by the organization, via the Whistleblowing Policy applicable to the HR department, and also to donors, project recipients and other interested parties in contact with the NGO.

<sup>3</sup>The name of the contact person to whom the staff member must refer during the course of the collaboration is indicated in the work contract or JD.

#### **4.**

**Every member of staff knows that his/her work and behavior is subject to periodic evaluation.**

*Indicators*

- A periodic performance evaluation mechanism exists which is based on criteria of responsibility and merit.

*Implementation procedures and tools*

In addition to a general understanding of one's role and the organization's *modus operandi*, each individual collaborator and his/her managers agree on the personal objectives and expected performance on the basis of which his/her work will be evaluated. In assessing performance, the managers exclusively follow the evaluation criteria adopted by the Organization.

### **Principle Four: Consultation and communication.**

**Statement: Dialogue with staff about issues that may affect their work enhances the quality and effectiveness of the organization's policies and practices. This kind of dialogue is strongly encouraged.**

We recognize that the effective development, implementation and monitoring of policies and practices in human resources rely on appropriate consultation and communication with the people who work with us. We aim to include all members of staff in these processes, whether they be employees, collaborators, interns, expatriate or local staff.

*SPECIFIC OBJECTIVES*

#### **1.**

**Personnel are notified and appropriately consulted every time policies or practices concerning human resources and directly regarding them are developed or revised.**

*Indicators*

- Time is allocated and tools exist for communication between and with staff regarding HR issues.

*Implementation procedures and tools*

**The NGO Framework Agreement - Syndicates** for staff with a semi-subordinate contract, as well as applied to employees, provides for specific consultation times when the Staff can freely organize meetings.

## 2.

**Communication between similar staff groups (horizontal communication) and between staff with different degrees of responsibility is encouraged.**

### *Indicators*

- Specific occasions for communication between groups of workers and between staff and managers are provided.
- Personal debriefing time at the end of any collaboration is guaranteed.
- Interviews with a member of the HR department is offered regarding job opportunities, and with a consultant psychologist upon request.
- The head office, (field office) offers open opportunities to the staff for exchanging and sharing information. The methods and criteria are defined according to requirement.

### *Implementation procedures and tools*

Opportunities for the staff to exchange and share information are provided in every Department. Participation procedures and criteria are defined on a case by case basis, as required.

Every member of staff has the right and duty to be *debriefed* at the end of the assignment with the person to whom he/she answers directly, as indicated in the contract. Records of this interview are signed by both attendees and are archived in the staff member's contract folder.

An interview with the HR manager always takes place at the end of the collaboration.

An interview with a psychologist is however only granted at the request of the person concerned.

## 3.

### **Confidentiality**

#### *Indicators*

- Data and information regarding personal communication is treated as confidential.

#### *Implementation procedures and tools*

Anything regarding personal consultation or communication is treated confidentially and solely by the staff member concerned, as specified in the collaboration contract. DNCR treats all information in its possession in a confidential manner, in accordance with the regulations.

## **Principle Five: Selection and start of collaboration**

**Statement: Our personnel management policies and practices aim to attract and select the greatest number of candidates with the profiles, skills and competences best suited to meet our needs.**

Our selection process and collaboration methods require us to inform candidates about the nature of our organization. Staff selection methods and the way a collaboration begins have a major influence on the degree of effectiveness with which our objectives are met.

### *SPECIFIC OBJECTIVES*

#### 1.

**DNCR discloses and implements its selection policy and procedures in order to guarantee the collaboration of individuals able to supply the greatest professional contribution possible, with respect to the organization's *Mission*.**

#### *Indicators*

- Formal policies and procedures outline the key selection and collaboration methods of staff in our organization.

- Recruiting methods aim to attract the largest number of candidates possessing the necessary qualifications for specific positions. Wherever possible, DNCR aims for continuity with collaborators who have already been trained.
- The selection methods are aimed at identifying, in a fair and functional way, the most suitable collaborators who can meet the needs of the Organization in terms of their skills and abilities.

#### *Implementation procedures and tools*

Staff selection and collaboration procedures are formalized in the «*Selection and start of collaboration*» section.

The consolidated practices summarized in this document are also guidelines for the recruitment of interns and volunteers.

#### ❖ *Selection of Interns and Volunteers.*

A simplified procedure along the lines of the ones described above is carried out for interns and volunteers; in particular, the candidates are interviewed, and feedback is given to everyone at the outcome of the selection, the volunteer or intern will be assigned tasks from time to time as deemed by the necessary management. the organization will have a limited contract with the volunteers and will not provide any compensation except under special conditions. They will not be considered as full- time or part-time employees of the organization.

**Personnel Recruitment:** DNCR believes in equal employment opportunity to each individual, regardless of the religion, color, gender, race, sexual orientation, national, ethnic origin, disability, marital status or any other occupationally irrelevant conditions.

This policy applies to the recruitment and advertising, hiring, job assignment, promotions, demotion, transfer, termination, rates of pay, benefits, selection for training and the provision of any other human resource services.

**Notice of Vacant or a New Position:** It's the responsibility of the Board of Members to fill the vacant positions among their committee and the new regular positions, new temporary positions with a duration exceeding more than six months, above or less, shall be filled by the human resource.

The Board must make sure that the positions to be filled fit under the organizational budget and for the new positions, the job description shall be established and included in the following elements:

- a. The qualifications.
- b. The position summary.
- c. The description of duties and responsibilities.
- d. The working conditions.

Notice of a new or vacant position must be approved by the Executive Director before it is advertised either internal or publicly.

The recruitment for a new or vacant positions shall be open to internal and external competition, for external recruitment, positions in the professional category can be advertised publicly through newspapers if they are a limited tendering process for consultation.

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

The organization committee will go through the applications received, retaining those with the best qualifications, the committee shall evaluate each candidate's application with the help of an evaluation form created beforehand, containing well-defined criteria, a list of selected candidates to be interviewed will be shortlisted by the selection committee, the interviews will server to make a final choice and also to establish a database of potential future candidates.

***Appointment letter and staff orientation at the organization:***

***Appointment Letter:*** Any employed personnel at DNCR shall be entitled to an appointment letter prior to his/her employment by the organization.

The appointment letter will officially announce his/her position within the organization, the place of assignment and the effective dates of employment. The appointment letter will carry annexes, specifying the employee's job description, terms of reference, salary, benefits and other relevant terms of employment (Refer 1.4 Employment).

***Probationary Period:*** A probation period of three months shall apply to all the 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 the organization's board/staff, he/she will be given a notice before terminating the contract at the end of the probationary period.

***Staff Orientation:*** All the 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 the employment, the internal rules and regulations.

***Remuneration:*** DNCR believes in attracting and retaining qualified and effective workforce through a system of payment that is both appealing and fair, all the employees of the organization are entitled to a basic salary, depending on their skills, qualifications and experience. The basic salary will be mentioned in the appointment letter.

***Salary Increment:*** The salary increment will be based upon an employee's position and performance, increment will be provided to employees on annual basis after their performance evaluation, the salary increment is calculated on the basis of the basic salary of the employee.

***Salary and Benefits: Bonus:*** All employees shall receive an annual bonus equal to one month's basic salary. The bonus will be included in the monthly salary payment of the month.

However, the new staff shall not receive any annual bonus until the completion of the six-month probationary period.

***Provident Fund:*** All the regular employees are expected to contribute are 5% off their gross monthly pay, the organization will contribute the 10% amount on a monthly basis to his/her provident fund, both the employee and the organization's contribution totaling 15% percent will be deposited in a savings account under the employee's names in the National Social Security fund (NSSF) as per the rules and regulations by the government of Uganda.

***Pay as You Earn:*** All the regular employees of the organization shall be entitled to a charge on their monthly salary/income as per the Income Tax Act 1997 by the government of Uganda, all staff monthly income shall be deducted a percentage in regard to their wage amount of pay. Full and detailed information shall always be included in the appointment letter or contract of each staff.

***Compensation against Accident of the staff during Service:*** In the event that the staff succumbs to an accident while working for the organization, for example 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.

Assignments and transfers: According to the project needs, any employee can be transferred temporarily or permanently to any location where the organization conducts its activities. the transfer may be the result of a promotion, a change in roles due to services and 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 in one month in advance of his change in situation.

Interim positions and promotions.

An employee may be called 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, the organization 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.

Prohibition on outside employment and or engagement.

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

**Termination of Employment.**

*Conditions for termination:* Employees shall lose their jobs under any of the following conditions:

Voluntary Resignation:

- 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.
- The date in which the resignation letter is received by the organization's 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.

Redundancy of the Position.

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

**Termination with cause ground for employee termination are the following:**

- Continuing inefficiency and gross negligence of duty.
- Embezzlement of funds.
- Misuse of office equipment, and other properties.
- Repeated unauthorized absence and leaves.
- Intoxication while on official business or within office premises.
- Unauthorized disclosure of premises.
- Unauthorized disclosure of official information.

**Retirement:** When an employee reaches the age of retirement, according to the country's law, the employment relationship comes to an end. The organization shall notify the employee by letter, stating the date the employment terminates.

The retiring employee shall receive salary up-to the date of departure and other allowances such as the provident fund, as specified in his/her agreement.

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

**Procedures for Termination and/or Disciplinary Action.**

The organization 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.

The employee is given 3 working days to submit his/her explanations.

Based on the written explanation submitted by the strength of evidence presented, the organization may choose to decide on the charges or pursue further investigation of the case.

The organization can, shall it feel necessary to, suspend the employee in question from duty during the period of investigation subject to the following conditions:

Should the employee be in a position to tamper with the evidence against him/her.

Should the employee's continuing presence in the organization be deemed inimical to the interest of the organization.

2.

**Our policies are based on standards of fairness, consistency and practicality.**

*Indicators*

Our selection process is fair, transparent and consistent.

The organization selects and hires its employees and collaborators based on the correlation between their professional profiles and the needs and requirements of the organization, with respect to the equal opportunities of all those concerned and in accordance with the Code of Ethics.

*Implementation procedures and tools*

The *Recruitment and Selection Procedures* (Annex A) clearly explains DNCR's commitment to a fair and transparent selection process.

Please note that all interested parties (including current and former DNCR collaborators) are required to apply through the official channels of the Organization's website in order to be considered for the selection process. DNCR's objective is to try to give precedence to collaborators who are already known to the company and have been trained.

Feedback is given to all candidates who reach at least the first stage of selection (interview with an HR manager).

3.

**Our procedures are monitored in order to guarantee fairness and raise effectiveness levels.**

*Indicators*

- DNCR preserves adequate documentation and offers candidates feedback regarding the selection outcome.

#### *Implementation procedures and tools*

The HR manager keeps an archive of all open positions, applications received and research results. Detailed feedback on the result of the selection is only given to candidates who were received for interview.

#### **4.**

#### **The start of a collaboration is based on essential and transparent procedures.**

##### *Indicators.*

- The new member of staff is informed in advance of the formal steps necessary to start the collaboration.

#### *Implementation procedures and tools.*

Please see the *Recruitment and Selection Procedures* for operational details.

### **Principle Six: Learning, training and development**

*“If you think training costs too much, where does that leave ignorance...?” People in Aid*

**Statement: Learning, training and staff development are promoted throughout the entire organization.**

We recognize the importance of supporting staff through acquiring, reinforcing and employing the personal, technical and managerial skills they need to effectively carry out their jobs. We therefore propose and direct our staff towards appropriate opportunities for training, development and learning, both professionally and personally. Our aim is to instill a culture of continuous learning in the organization, so that members of staff and the organization can develop together.

#### *SPECIFIC OBJECTIVES*

#### **1.**

#### **Collaborators are sufficiently prepared and can develop their own professional skill sets.**

##### *Indicators*

- Every member of staff receives an adequate induction program and precise instructions concerning their role within the company.
- Internal training appropriate to their role is offered within the organization.
- Training and development are linked to external training qualifications, where relevant.

#### *Implementation procedures and tools*

Head Office staff, expatriates, interns and local employees receive useful information regarding the activities pertaining to their role. Interns and volunteers are always accompanied by a manager.

Staff participate in various training sessions held at the headquarters regarding the NGO's organizational and operational tools.

Training and updates on any new procedures/regulations/practices adopted by DNCR is included in the annual program for Head Office staff.

Training is organized for expatriate staff departing on a mission. All pre-departure trainees are given specific training material, in addition to related soft copies. Further specific training opportunities may be provided for in the annual planning, budget permitting.

At the start of the mission, each collaborator will receive suitable training for the tasks and roles to be covered.

As a rule, the trainers are extremely competent DNCR collaborators in the different fields they cover. The staff can consult the contact person or manager of other specific functions at Head Office at any given time for any clarification needed. Whenever possible, training in special technical subjects will be carried out by expert external trainers.

After due assessment by the department managers, staff participation in conferences and training courses organized by third parties is encouraged.

**2.**

**Training and personal growth are encouraged.**

*Indicators*

- DNCR encourages personal growth in the staff and for them to take an interest in issues not strictly related to their own area of professional expertise.

*Implementation procedures and tools*

Training sessions are set up concerning issues different to those related to the Organization's operations and closer to the staff's cultural and personal interests.

Staff may participate in seminars and meetings on various subjects that are organized at the Head Office.

**3.**

**DNCR promotes the professional and personal training of young people by involving them directly in its operations.**

*Indicators*

- DNCR organizes a number of internships and opportunities for volunteer work every year, both in the Head Office and abroad.
- DNCR participates and promotes the national and international Voluntary Service.

*Implementation procedures and tools*

There is a list of current collaborations with City authorities, Municipalities, Universities, Research Centers, Civil Service bodies etc.

In addition to accumulating skills while training on the job accompanied by a tutor or local project operator, interns and volunteers also participate in some of the training sessions provided for the rest of the staff.

**4.**

**Collaborators share the information acquired during external training.**

*Indicators*

- Participation in external training sessions is communicated to staff based at the same workplace.

*Implementation procedures and tools*

The material gathered during the external training sessions is made available to the staff, who will in turn be trained wherever possible by the colleagues who participated in the courses.

The theses and final dissertations written by interns and volunteers are available for consultation.

Expatriate staff regularly receive useful update material.

**5.**

**Key training sessions are programmed annually by DNCR.**

*Indicators*

- The Organization has adopted systems to identify training needs, based on the evaluation of staff performance.
- There is an annual outline plan and related budget.

*Implementation procedures and tools*

The HR manager consults with the heads of programs, then prepares the annual plan and relevant budget.

Wherever possible, the drafted plan includes ideas and suggestions from the staff.



**6.**  
**DNCR monitors and verifies the effectiveness of the training.**

*Indicators*

- Certain tools are used for checking effectiveness.

*Implementation procedures and tools*

An archive is kept of all training sessions effected by DNCR or third parties.

“Pre-departure” trainees participating in compulsory training fill in a course assessment sheet.

Assessment by the staff participating in external training sessions is gathered in order to identify the best external training agencies.

**Principle Seven: Health, safety and security**

**Statement: The security, health, well-being and safety of our staff are a fundamental responsibility of our organization.**

We recognize that the work of an organization that intervenes in emergency and development situations often imposes enormous pressure on its staff, who find themselves operating in complex and risky conditions. It is our responsibility to guarantee the physical and emotional well-being of our staff before, during and after completing a mission with DNCR. The well-being of our operators is a vital element of our interventions. Our entire Human Resources policy revolves around ensuring this well-being, a fundamental aspect of which is to guarantee the safety, health and security of our members of staff. We understand how important the relationships we establish with the communities where we operate are. Our staff members are the prime protagonists in forming these relationships. Safety, security and satisfaction, together with a positive work atmosphere, are key factors for the success of our organization. Consideration of the potential risks run by our staff forms part of the guiding criteria for our assessment of whether or not to open a field office in a risky area.

*SPECIFIC OBJECTIVES*

**1.**  
**The policies and procedures guaranteeing the health, safety and security of staff are known.**

*Indicators*

- Consistent with the objectives and dimensions of the NGO, DNCR has adopted tools and resources known to its staff, and for its protection, wherever it operates.

*Implementation procedures and tools*

Our policies are available for consultation and are comprised of:

- *Security Policy*

- *Health and Safety Policy (Law 81/2008)*

- Departing staff and all field staff (including local staff) receive a *Security and Safety Handbook* and basic training appropriate to the country where they are working.

There are fire prevention officers, first aid officers and a Health and Safety Representative (RLS) at the Head Office, who have completed the appropriate courses specified by Law 81/2008, assisted by an external Health and Safety Manager (RSPP).

**2.**  
**Appropriate procedures have been set up for higher risk areas, proportional to their level of risk.**

### *Indicators*

Tools exist that allow us to indicate higher risk areas and methods for tackling the identified risks.

### *Implementation procedures and tools*

After due consultation of specialized websites, the *Security Advisor* prepares periodic Security Reports indicating the country most at risk areas. A specific *Country security organization* is designated for these areas and a specific *Country Security Plan* is drawn up.

The list of higher risk areas is regularly revised and communicated to the desk officers, who pass the information on to all staff in the field or going to the field.

All on-site members of staff in loco are required to understand and respect the specific *Country Security Plan*. If necessary, *ad hoc Procedures and Recommendations* can also be prepared. DNCR collaborates with the security organizations in accordance with methods agreed with other NGOs.

### **3.**

**DNCR protects its staff members with regard to health, insurance and pension schemes.**

### *Indicators*

- Before starting a collaboration, all expatriate and head office staff undergo a medical check-up to verify their suitability for the destined country and assigned duties. Some compulsory vaccinations are foreseen.
- DNCR fulfils all pension and/or social security obligations provided for by law for all collaborators, in accordance with the contractual requirements of the country of employment.
- All employees are insured against accident at work.
- All employees working abroad (regardless of the type of contract) are insured against accident, illness, third-party liability and medical repatriation.
- All local staff are insured against accident and receive social security and/or benefits in accordance with national law.

### *Implementation procedures and tools*

- Before starting a mission, each member of staff undergoes a medical examination and, where necessary, receives a recommendation letter from the health advisor.
- The staff member receives the insurance handbook, information regarding the limits of insurance liability and risks covered in the policies at the time of signing the work contract.
- Interns and volunteers are not insured by the organizations.
- The insurance handbook is available for consultation.
- There is a full list of stipulated insurance policies.

Every member of staff, volunteer and intern is required to undergo a medical visit before work commences to verify their suitability from a psychological and physical point of view and with regard to the duties assigned to them (Law 81/2008).

An appropriate budget must be provided for all projects and programs, so that all the local staff are insured against accident and covered as regulated.

### **4.**

**DNCR protects and ensures the implementation of travel rules and regulations.**

### *Indicators*

- **Travel:** Staff members may be asked to travel away from their usual workplaces on authorized missions. The policy on payment of travel allowances adopted by De Nazarin Community Relief applies to all employees regardless of their 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 for example the original receipts are not attached except for per diem. Eligible expenses include.

- **Per diem:** All employees and volunteers are provided per diem for breakfast, lunch, dinner to cover the cost of food for each night spent outside the city as approved by the organization.
- **Accommodation:** All employees and volunteers are entitled to claim expenses incurred for accommodation for official trips upcountry. Maximum claims for accommodation shall not exceed huge sums of money. Claims for accommodation will be reimbursed upon submission of bills/receipts.
- **Mode of Transport:** The organization will pay only surface transport as far as possible, for example public transport. If any individual is using personal vehicle for the organization related work, they can be reimbursed the actual fuel cost based upon the mileage, some maintenance will also be awarded if required and however the private transport must be shared by more than one organization's member or employee

#### *Implementation procedures and tools*

Before starting a mission, each member of staff performing their duties which require traveling, shall be entitled to the above list of facilitation so as to enable them carry out their duties as regulated by the organization.

#### **5.**

#### **Adequate psychophysical recuperation is guaranteed.**

#### *Indicators.*

- Employment contracts include rest periods.

#### *Implementation procedures and tools.*

**Working Days:** The organization will follow a 5 days working schedule from Monday to Friday, then Saturday and Sunday are considered non-working days.

Unless otherwise specified, the organization will observe the same public holidays as those prescribed by the government not exceeding 14 days a year.

The Executive Director will prepare a calendar of public holidays not exceeding 14 calendar days at the beginning of each fiscal year and circulate it to all staff members.

**Office Hours:** De Nazarin Community Relief offices shall be open from 8.30 am in the morning till 4.00 pm in the evening. All employees are expected to complete 8 working hours daily.

There will be a one hour's lunch break.

**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.

**Leave:** All the organization employees are entitled to the following leave with pay.

**Annual Leave:** All the employees of the organization are entitled to 18 working days off as paid leave per year, this leave is accrued monthly at the rate of 1.5 working days.

**Sick Leave:** All the employees are entitled to 12 working days of sick leave with pay per calendar year. Sick leave is accumulated at the rate of 1 day for every full month worked. Employees have to present a medical certificate to substantiate claims for the sick leave with pay for absences exceeding two successive days.

**Maternity Leave:** All female employees are entitled to maternity leave of 93 fully paid calendar days.

**Paternity Leave:** All Male employees are entitled to a paternity leave of 7 fully paid calendar days.

**Mourning Leave:** In case of death of a parent, child or spouse, the employee be given mourning leave of 10 days each.

**Emergency leave:** Emergency leave is granted to employees for any serious illness of a parent, child or spouse and/or personal 1 Emergencies. A total of 7 days per year can be allowed for emergency leave.

**Holidays:** All organization employees are entitled to a 14 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 a compensatory day off. The organization will keep records of the 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, the organization 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.

**Leave without Pay:** 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.

Leave without pay may be granted to employees up to 31 days per year.

Employees on probation are not entitled to leave with or without pay but can accrue such leave during the probationary period.

Leave without pay is applicable when the employee has exhausted all his annual and sick leave.

**Absences:** Organization employees who are unable to come to office is required to notify at office of the reason for his/her absence.

Unauthorized absences are grounds for disciplinary action. The following procedures shall apply:

Any employee who has been absent for two consecutive working days without notice nor explanation shall be personally sought of by the Executive Director. He/ She shall be asked to put in writing the reasons for his/her absence.

If, after seven consecutive days of absence, the employee continues to fails to give any explanation of the cause of his/her absence, the employee will be considered to have resigned from his/her position.

In case 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.

## **6.**

**Members of staff are guaranteed discussion and support during the work assignment and after it is completed.**

*Indicators*

- Specific office is available for the staff concerning personal or professional matters pertaining to safety and security:

*All staff:* contact person indicated on the contract; Executive Director, where foreseen;  
*DNCR Personnel.*

*Implementation procedures and tools*

The head of Programs or executive director is available to support staff in dealing with security and safety issues.

The head of Programs or executive director may be contacted before, during and after carrying out an activity.

## **7.**

**A positive and open work environment is present in all places of work.**

*Indicators*

- Special times and opportunities exist for facilitating the creation of a harmonious, open and constructive work environment.

*Implementation procedures and tools*

A positive work atmosphere is created by:

- offering personal training opportunities;
- creating an informal work atmosphere;
- developing everyone's individual areas of interest and motivation.

## **8.**

**DNCR monitors and checks how its security and staff protection policies are applied.**

*Indicators*

- Registers of work-related accidents, sicknesses, incidents and deaths are kept and monitored in order to help assess and reduce personnel risks in the future.

*Implementation procedures and tools*

A *security incident and accident* database exists which contains information about staff members.

The accident database information is kept up to date by the HR manager according to the data received by the staff.

Staff members are obliged to communicate the occurrence of any accident, illness or other incident that may seriously affect their work conditions in terms of their security and protection within 24 hours to the HR manager.

There is a **Workers' Health and Safety Representative** at the head office.

## **9.**

**Any action or conduct by any member of staff that may be determined an act of harassment or discrimination against colleagues or external persons will not be tolerated and will be punishable.**

### *Indicators*

- Any form of harassment, intimidation or discrimination may lead to disciplinary action as provided by the DNCR Code of Conduct.

### *Implementation procedures and tools*

Every member of staff receives a copy of the Policies adopted by the Organization at the start of the collaboration (including the Code of Conduct) and is required to endorse and respect its rules and regulations.

Any incidents related to unacceptable behavior connected to harassment will be immediately addressed and corrective action will be taken, as defined by the Code of Conduct, the HR Policies and current legislation.

### **Successive Revisions and checks.**

This document and those constituting the *Human Resources Policies and Procedures: The Code of conduct, Selection and start of collaboration, Transparent handling of complaints* and all other significant related documents are periodically reviewed and are checked at least once every 5 years.

### **Documents quoted.**

*The DNCR Mission, Vision, Values and Principles* in the *Annual & Financial Mission Report* (published and certified by an independent company every year since 2019).

*Framework Agreement for the regulation of staff relations*, stipulated by the government of Uganda.

*Workplace Safety Policy (Law 81/2008)*

## **2. TRASPARENT MANAGEMENT OF COMPLAINTS**

Procedure for handling complaints and resolving grievances in the area of Human Resources management.

### *Introduction/*

DNCR's goal is to allow everyone the possibility of establishing and maintaining a happy working relationship with the organization, and it is of primary importance that all members of staff feel they are treated in a fair and equitable manner.

It is also true that operational stress caused by difficulties encountered in the areas where DNCR acts, or even purely the normal relationship problems that can arise in the work situation may often be the source of serious problems if not promptly addressed and quickly resolved.

In this kind of situation, it is important that the collaborator has the appropriate opportunities and tools to be able to be heard. DNCR offers opportunities for the exchange of communication and discussion between members of staff and managers within the different Human Resources contexts.

The time slots and opportunities identified for this situation (for example, *debriefing*, organizing a meeting with a manager, etc.) are the best suited for tackling problems and pre-empting any divergences of opinion. Should this not be possible for any reason, however, it is advisable to follow the procedure indicated below in order to guarantee every individual the possibility of drawing attention to any situations of distress, complaint or potential conflict before they become unmanageable, regardless of the type of employment contract established with DNCR.

Furthermore, the objective is to define general procedures in order to resolve any potential differences that may arise between members of staff, or between the staff and managers.

### **Inspiring principles.**

**Everyone is important.** Whether local employee, expatriate, consultant, volunteer etc., everyone is worthy of attention. His or her opinions have a right to be heard.

**Everyone has the right to know who to turn to in order to be heard.**

Every single person has the right to know who to refer to in order to state their opinions, complaints or requests.

**Everyone has the right to a reply.**

While precedence will be given to the most urgent requests, everyone has the right to receive a reply to their requests, available resources and operational priorities permitting. Should a reply not be possible, a reason must be provided.

**Human resources are the solution, not the problem.**

Any problem that is not addressed may get worse. Sharing problems, and suggesting strategies to tackle them, leads to identifying solutions more rapidly and result in everyone becoming stronger.

#### 1. Precedence given to internal grievance procedures.

Anyone with a claim or grievance, or who feels he/she has been damaged during the course of their relationship or professional service with DNCR, is strongly advised to find a way of resolving the conflict as quickly as possible in the following recommendations, before resorting to the procedures indicated in their employment Contract.

#### 2. Who to contact in the case of complaints or requests.

*DNCR staff in the field and staff working at the head office:* the contact person for every DNCR employee is clearly indicated in every employment contract. This is the person charged with receiving complaints, claims and requests.

If it is not possible to interact with this contact person for any reason (e.g. in the event that the problem has arisen in the relationship with the same contact), the Executive Director may be contacted, and he/she will manage the problem with the support of the HR office when needed. Where this may not be possible, the Human Resources department should be approached directly and they will, if deemed necessary, involve the ED and HOP. In these cases, only written requests forwarded in English, will be taken into consideration.

#### 3. Procedures for resolving disputes and handling complaints.

Verbal requests will be answered verbally; written requests will receive written replies.

The person charged with evaluating the report by the person concerned will proceed carefully and discreetly, but may also hear out the interested parties in an informal manner if appropriate.

Before any decision is taken, he/she will pursue all reasonable routes available at that time in order to resolve the conflict or satisfy the claim.

If significant actions result from this decision, for example; a modification of the employment contract or the interruption of a project, the interested parties have the right to be consulted again (including by telephone, email, etc.), before the decision is formalized.

Furthermore, in such cases, the ED's approval is required before proceeding with the formal decision.

#### 4. Revision of these procedures.

DNCR considers all Human Resources' procedures to be vital to the success of its development cooperation and humanitarian aid; its operations that can only be effective and efficient with everyone's contribution. Any suggestions regarding these procedures should be addressed to: [dreliefuganda@gmail.com](mailto:dreliefuganda@gmail.com). The procedures are subject to periodic review as part of the revision process of the entirety of the Human Resources' policies and procedures.

5. Non-application.

These procedures do not apply to relationships with clients and suppliers, whose specific contracts should be applied to.

3. *SELECTION AND START OF COLLABORATION*

**Recruitment & Selection**

*General principles*

**Statement: Our personnel management policies and practices aim to attract and select the greatest number of candidates with the profiles, skills and competences best suited to meet our needs.**

*DNCR's process of Recruitment & Selection (R&S), which presents our organization and the way we select our staff to candidates, significantly influences the effectiveness with which they will pursue our objectives.*

1. The policies and procedures expressed in this document define the selection criteria and methods used for beginning a collaboration with the Organization.
2. The selection process aims to be effective, fair and transparent.
3. In accordance with the Organization's Ethical Code, and based on the principles of *correctness* expressed within it, the selection process has been created to avoid any unauthorized discrimination based on age, gender, sexual orientation, health, race, nationality, political opinions and religious convictions.
4. The Organization selects and recruits' collaborators based on them corresponding to their professional profiles and the needs and requirements of the Organization, while nevertheless respecting the equal opportunities of all interested parties, avoiding unlawful favoritism and any form of cronyism.
5. The objective is to ensure that the people collaborating with DNCR are able to offer the best professional contribution possible, in accordance with the Organization's mission.
6. Staff will be selected according to their skills and merits, consistent with the requirements of the position they will occupy.
7. Our *recruiting* methods aim to involve the greatest number of candidates who possess the necessary professional prerequisites. The *selection* methods and tools are compatible with the economic and human resources available.
8. DNCR favors candidates who have already worked or are currently working with the Organization. In this way, we aim to foster continuity with existing employees and reward the loyalty of those who have provided professional services consistent with the standards required by DNCR and donors.
9. Feedback about the outcome of the application is given to those candidates who have been interviewed.
10. DNCR retains adequate formal documentation (published job openings, dates of publication, applications received, etc.) in order to monitor and improve the effectiveness and fairness of the process. The documentation is confidential and preserved in accordance with legislative Regulations.
11. All the Organization's informative materials and advertisement appearing in the various channels shall highlight the NGO's commitment against all forms of discrimination.

Please refer to Annex A (Recruitment and Selection Procedures) of this Policy for all aspects relating to the operational steps of the selection process.



## **Second Part: External Codes to which DNCR adheres.**

### **1. *People in Aid* code and Core Humanitarian Standard**

All organizations operating in humanitarian aid or cooperation development have learned that having proper support and well managed staff is a key factor of success in delivering their mission. Any initiative that results in making employers clearer about their responsibilities will ultimately help them become better managers of people, and therefore better able to provide high quality assistance.

DNCR has formally adhered to the “*People in Aid* Code of good Practice” since February 2004, which was also the source of inspiration for the first approved version of its 2008 DNCR Human Resources Policy.

The *People In Aid* Code of good Practice lapsed in 2014, when it was absorbed by the Core Humanitarian Standard (CHS). CHS unites the HAP 2010 Accountability and Quality Management Standards, the *People in Aid* Code of good Practice and the SPHERE Core Standards section in one single code, thereby covering all areas of response management and humanitarian aid – including operative, financial, human resources etc.<sup>4</sup>

The CHS is divided into 9 areas of responsibility – called *commitments* – which the humanitarian organization sets out in order to guarantee that humanitarian assistance to the communities in need:

1. offers adequate and relevant assistance;
2. is made available at the time of need;
3. does not invalidate local capacities, but increases their resilience and skills;
4. provides for full and correct information and participation;
5. provides for safe and easily accessible systems for making a complaint;
6. is complementary to and well-coordinated with humanitarian bodies;
7. is the result of the elaboration and process of improvement undertaken by the humanitarian organization;
8. is guaranteed by competent employees and volunteers who are sufficiently well supported;
9. uses resources in an effective, efficient and ethical way.

To date, DNCR acknowledges and in reference to the CHS is actively working on implementing the standards set. In 2020, DNCR completed the internal process of checking the compliance of its own formal practices and provisions – Policies, codes, guidelines, etc – with the key actions and organizational responsibilities provided by the CHS.

With regard to the management of human resources, commitment 8 defines the key actions and organizational responsibilities as follows:

Commitment 8: communities and people affected by crisis receive assistance appropriate and relevant to their needs

Quality Criterion: staff are supported to do their job effectively, and are treated fairly and equitably.

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Quality Criterion: staff are supported to do their job effectively, and are treated fairly and equitably.

Key actions

8.1 Staff work according to the mandate and values of the organization and to agreed objectives and performance standards;

8.2 Staff adhere to the policies that are relevant to them and understand the consequences of not adhering to them;

8.3. Staff develop and use the necessary personal, technical and management competencies to fulfil their role and understand how the organization can support them to do this.

Organizational responsibilities

8.4 The organization has the management and staff capacity and capability to deliver its programs;

8.5 Staff policies and procedures are fair, transparent, non-discriminatory and compliant with local employment law;

8.6 Job descriptions, work objectives and feedback processes are in place so that staff have a clear understanding of what is required of them;

8.7 A code of conduct is in place that establishes, at a minimum, the obligation of staff not to exploit, abuse or otherwise discriminate against people;

8.8 Policies are in place to support staff to improve their skills and competencies;

8.9 Policies are in place for the security and the well-being of staff.

## ***2. Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief and the Sphere Project Humanitarian Charter and Minimum Standards in Relief Activities.***

Humanitarian aid is a fundamental expression of the universal value of solidarity between people and an ethical imperative.

Those carrying out a humanitarian role nowadays face a number of major challenges. There has been an increasing tendency for International Law, including International Humanitarian Law, Human Rights and Refugee Rights, to be ignored or blatantly violated.

The "humanitarian space" that is required to ensure access to vulnerable populations, and the safety and security of everyone working for humanitarian ends, must be maintained as essential preconditions for the delivery of humanitarian aid, and to enable humanitarian entities such as DNCR to be able to lend assistance and offer protection to the affected populations. The principles of **neutrality, impartiality, humanity and independence** of humanitarian action, as laid down by International Law and in particular International Humanitarian Law, must be respected.

In order to underline its commitment to these humanitarian principles, DNCR adheres to two fundamental international codes:

*The Code of Conduct for the International Red Cross and Red Crescent Movement, NGOs in Humanitarian Relief and the Sphere Project Humanitarian Charter and Minimum Standards in Disaster Relief.*

DNCR promotes the knowledge of these codes among its staff and advocates for the expansion of the "humanitarian space" for NGOs and their partners.

The Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief.

The Code was developed and approved by eight of the world's largest disaster response organizations in the summer of 1994, and represents a major leap forward in setting standards for disaster response.

The Code of Conduct, like most professional codes, is a voluntary one. It is applicable to every NGO, whether national or international, large or small. It lays down the 10 principle guidelines to which every NGO should adhere with regard to its humanitarian work, and goes on to describe the relations that implementing agencies should foster with donor governments, host governments and the United Nations system.

Compliance with the Code is the responsibility of every NGO. No single NGO may ever force another to act in a certain way, and currently no international NGO association for disaster/crisis response exists which possesses the authority to sanction its own members 13.

**Core principles:**

1. The humanitarian imperative comes first.
2. Aid is given regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone.
3. Aid will not be used to further a particular political or religious standpoint.
4. We shall endeavor not to act as instruments of government, foreign policy.
5. We shall respect culture and custom.
6. We shall attempt to build disaster response on local capacities.
7. Ways shall be found to involve program beneficiaries in the management of relief aid.
8. Relief aid must strive to reduce future vulnerabilities as well as meeting basic needs.
9. We hold ourselves accountable to both those we seek to assist and those from whom we accept resources.
10. In our information, publicity and advertising activities, we shall recognize effected victims as dignified human beings, not hopeless objects.

**Sphere**

The Sphere Project was launched in 1997 by a group of humanitarian NGOs and the Red Cross and Red Crescent Movement. Sphere is based on two fundamental beliefs: firstly, that everything possible should be done to alleviate human suffering caused by calamity and conflict, and secondly that those affected by disaster are entitled to a dignified existence, and to protection, security and full participation in decisions relating to their re-establishment. To this end, the project has developed several tools, the key one being the guidelines, which are periodically revised.

Sphere represents a unique voluntary body, whose initiative reflects a collective resolution and combines the experience of a wide range of humanitarian bodies.

### The Humanitarian Charter

The humanitarian agencies that adopt this Charter aim to achieve predefined levels of service for populations affected by calamity or armed conflict, and to promote and observe fundamental humanitarian principles.

The Humanitarian Charter expresses the agencies' commitment to these principles and to the achievement of Minimum Standards. This commitment is based on the agencies recognizing their ethical obligations, and reflects the rights and duties laid down by international law, for which states and other parties have pre-established obligations.

The Charter addresses the most basic requirements needed to sustain the lives and dignity of those who have been afflicted by catastrophe or conflict. Concurrently, the Minimum Standards, described in detail in the guidelines, aim to quantify the requirements with regard to people's need for water, sanitation, nutrition, food, shelter and medical care. Many converging issues are taken into consideration within the guidelines: protection, gender issues, children, the elderly, disabled people, HIV and AIDS and the environment. In their entirety, the Humanitarian Charter and Minimum Standards form an operational framework, resulting in more effective action during the course of humanitarian assistance efforts.

Website: [www.sphereproject.org](http://www.sphereproject.org)

### *Appendix.*

#### *Supervision and monitoring methods.*

Checking procedures.

DNCR believes it is necessary to carry out periodic checks to ensure that its operations adhere to the principles and procedures detailed in the Codes included in this publication.

The procedures described above already contain specific built-in monitoring systems according to their individual characteristics. However, DNCR conducts additional systematic, timely checks during the course of the year.

The ED assigns an Internal Audit at least once a year to verify that DNCR is in compliance with the Codes and practices, processes, projects and operations carried out, as described in this document. Depending on their significance, the results of these checks are presented and discussed internally and are summarized, if appropriate, in the Annual Mission Report for all interested parties to consult.

Attention shall be always paid to any critical issues that emerge from the office, in order to improve the compliance of DNCRs actions to the principles previously mentioned in the Codes as illustrated in this document.

### **ANNEX A**

#### **RECRUITMENT & SELECTION PROCESS**

##### *Definition*

The Recruitment & Selection process is based on the operations and tools used by DNC to look for and select members of staff to collaborate with the Organization.

Depending on the type of employee required, the different operational units at the head office and managers in the field are involved in the recruitment process, both in the early stage of defining the profile and in the final selection of the candidate.

##### *Functions involved and objectives.*

Recruiting manager: presides over and ensures compliance with the process.

Requestor: instructs the HR department to begin the search for a candidate once authorization has been given by the direct line manager, and takes the final decision about the new employee.

##### *Aims:*

The aim of the research is to select personnel for the following positions.

- DNCR Staff (head office and expatriate)

- Internships

- Local staff (N.B.: please see the section *Local staff recruitment procedure* for details of the methods employed for selecting local-based staff)

- External consultants (short-term missions)

The process should be conducted in such a way that the objectives expressed in DNCR's HR Policies are fully met.

#### *Operational criteria*

In order to guarantee the implementation of its principles, DNCR observes the following criteria:

1. All open positions are published on the Organization's website <http://denazarincommunityrelief.org> and remain there for the period of time established by the requesting officer or Recruiting manager, and for no less than 7 days.

2. All open positions are also published on external channels (websites operating in the same field, LinkedIn, etc).

3. Open positions can be published by the HR department on the intranet or shared via internal newsletters or by email.

4. All open positions refer to any qualified candidate; however, it should be noted that DNCR favors the continuity of continuing existing collaborations and rewarding staff loyalty, and will therefore have a tendency to extend service with staff already known, recruited and previously trained.

5. A preliminary selection of candidates will be carried out by the Recruiting officer.

6. All candidates who pass this first stage will be invited for one or more interviews, including the Recruiting manager, Executive Director, Head of programs, Country/Regional Manager, Duties managers and experts (Sectorial). The interviewers will provide a formal written assessment.

7. In order for the interviewers to assess the suitability of the professional profile for the open position:

a. each candidate shall receive a complete Job Description, information on the DNCR mission in the country of employment and the activities foreseen by the project shall be provided.

b. the requisites required for the job shall be those actually necessary for the position. Should it be impossible to update the job advertisement, any changes shall be communicated during the interview.

8. Financial retribution shall be calculated in compliance with salary policies and according to:

Role (autonomy and responsibility)

Experience and skills acquired

Available budget.

In the case of expatriate staff, the following shall also be taken into consideration:

Security risk in the relevant country

Conditions of greater or less hardship in the country where the mission will take place.

9. Interviewing staff shall be trained in order to ensure compliance with the organization's R&S policies and prevention of any form of discrimination.

It is not necessary to open a public recruitment search in the following instances:

- casual labor;

- in the case of the extension of a contract.

#### *Activities*

##### **Definition of candidates' requirements and profiles**

The Recruiting manager is the reference person who defines staffing requirements.

Notifications may arise from:

- unforeseen needs (eg. humanitarian emergencies or resignations)
- medium/long term planning needs.

In both cases the need for new openings is assessed.

### **New job openings**

New vacancies are formalized and the profile characteristics required are defined.

Profile details are gathered from information given by the requesting officer; the following elements are particularly necessary:

- ❖ Essential requirements
- ❖ Desirable requirements
- ❖ Job Description
- ❖ Conditions regarding the economic proposal (salary range) and benefits
- ❖ Information about the activities envisaged for the individual and organizational framework
- ❖ Information about DNCR's operations in the country of destination (expatriates)
- ❖ Place of work
- ❖ Date of start of collaboration.

The new job opening becomes official when notified by the Requesting officer. The monitoring of the search process begins at this stage.

The economic proposal (salary range) is established by the Committee on the basis of the salary grids, taking into account the available budget.

Any possible justified "deviations" from DNCR's established salary bands need to have been authorized by the Committee (for expatriate staff) or the Executive Director before any offer is made to the candidate.

### **Publication of advertisements**

The Recruiting Manager implements the job search using the following different channels:

- Publication on the DNCR website (<http://denazarincommunityrelief.org>), on the "Work with Us" page.
- Publication in the most suitable national and international job search channels, according to the required profile.
- Dispatch of a *Job Alert* newsletter with updates of new available job searches.

All open positions are published on the Organization's website to guarantee transparency and equal opportunities' criteria have been met.

Feedback is given to all candidates who reach at least the first stage of selection (interview with an HR manager). "Generic" candidates are invited to send in their applications for specific positions and to sign up to receive the "Job Alert" newsletter.

"Specific" candidates are those who apply for a specific position; "generic" refers to spontaneous and unsolicited applications.

### **CV screening**

CV screening is carried out by the Recruiting manager, who will assess the coherence of the CV with the defined job search profile. A shortlist (usually 3-5 candidates) will then be chosen for a second screening to be conducted with the Requesting officer.

### **Assessment of application and initial contact**

The Recruiting manager will make telephone contact with the persons selected for the previous shortlist with the objective of verifying serious interest in the job, clarifying aspects of his/her CV and setting a date for the interview.

### **Management of the interviews**

The Recruiting manager shall plan the interview time with the shortlisted candidates. Technical, linguistic and psycho-attitudinal tests may be used at this stage in order to gain further elements for assessment purposes.

Consistency with the desired profile is checked during the interview and previous work experiences are examined, as well as an understanding of the person, his/her motivation and technical aspects of the collaboration.

The interview ends with a presentation of the indicative time frame of the entire selection process, the start date of the collaboration and training.

5“Specific” candidates are those who apply for a specific position; “generic” refers to spontaneous and unsolicited applications.

The candidates whose interview with the recruiting manager has been positive will then continue in the selection process. One or several steps are then organized (according to the job function) with the different people involved in the procedure (principally with the direct line manager).

Depending on the technical skills and significance of the sought after employee, other in depth interviews, technical tests or involvement with technical experts may be envisaged for the recruitment.

Those involved in the recruitment shall provide a formal written assessment at the end of the interview, stating the candidate’s consistency with the desired profile and coherence with the Organization Mission’s profile.

The Recruiting manager checks the references provided.

Candidates who are not successful beyond the first phase of the selection process shall receive feedback from the HR manager, usually via email.

### **Selection of the candidate**

The responsibility for making the final decision on the choice of candidate lies with the Requestor, after consultation with the Recruiting manager. The decision is formalized when the reasons for the choice are reported on the Interview Assessment File.

The selection criteria shall take the following factors into consideration:

- consistency with the required profile
- outcome of the various interviews and tests undergone.

The salary offer estimated date of the start of the collaboration and training is communicated at the same time as the confirmation of the choice of candidate. Any final negotiations regarding the economic proposal is conducted directly with the candidate and the Recruiting manager, in coordination with the Requesting officer.

Whenever possible, the job offer is made orally; where this is not possible the candidate shall be sent an email containing the details of the proposal. Once the oral offer has been made to the candidate, the Recruiting manager shall formalize the proposal, by sending all the written documentation including the draft of the job contract, the Framework Agreement regulating the collaboration and the DNCR policies in order to guarantee that the process can be tracked consistently and in a formal manner.

Internal candidates shall initially be informed of the results of the selection orally (if possible). Following this verbal communication, he/she shall receive a written confirmation of the outcome of the selection.

### **Training & Briefing Planning**

Pre-departure training illustrates the vision, mission and values of the organization, the program’s objectives, and its Policies and principal codes, as well as demonstrating the expected behavior standards of every member of staff, Once the offer has been accepted, the Recruiting manager and the Requesting officer shall define the Training and Briefing program at the start of the collaboration.

**Closure and reporting of the filled position.**

The Recruiting manager declares the vacancy filled and retains a synthetic report of the statistics concerning the selection. Once the opening position has been filled, he/she shall archive the candidates' documentation (including the CV or staff files), in accordance with the legislation of the treatment of personal data.

**Medical check-up**

Before commencing work, the collaborator needs to undergo a medical examination by a registered health advisor, it's are Consolidated Safety Procedure in order to ascertain his/her psychophysical fitness for the duties to be carried out. Compulsory vaccinations and blood tests are foreseen for all joining collaborators.

**Start of the collaboration**

The new collaborator is informed in advance of the formal steps necessary for the start of the collaboration. The Recruiting manager receives the completed personal data information from the collaborator, who is then informed about the processing of his/her personal data and receives an appointment letter and contract, together with a copy of the regulatory principle code. The Executive Director completes the contractual documents signature and forwards it to the HR Officer, who then follows the entire contract-signing process (which may also take place by electronic mail if necessary) and who communicates the official start of the collaboration to the necessary bodies.

**Exceptions to the selection procedure regarding external consultants**

In the specific case of a search for consultants with technical expertise and a high degree of professional specialization, it may be necessary to select such persons through "direct" means.

In these exceptional cases, the following procedure is to be foreseen:

1. The Requesting officer sends a request for a waiver to the standard procedures to the Executive Director and the HR Manager for their approval;
2. The Requesting officer sends a written, formal letter explaining the reason for the request to waive the standard procedure.







