



# Human Resources Policy Templates

These templates comprise basic human resources (HR) policies and guidelines for a growing organization to help build a stable foundation.

They need to be customised according to local context. If adopted, they should be understood and followed by all staff and volunteers.

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## Human Resources Policy



### Overview

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2. Guiding Principles
3. Human Resource Management Team
4. Recruitment
5. Competence framework for job requirements
6. Staff performance appraisal
7. Staff Benefits
8. Terms of Accomplishment and Resignation
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### Objectives for the Human Resource Policy

- Maintain consistency and predictability in decision-making.
- Ensure transparency and accountability in human resources management and development.
- Maintain quality standards in the management of human resources.
- Provide guidelines to be followed in recruitment and selection of suitable candidates, and in the management of staff mobility (e.g. redeployment, promotion, demotion, and transfer of staff).
- Promote fairness, equity and transparency in the selection of candidates, especially equal opportunities for the candidates and staff members.

### Guiding Principles

- The recruitment process shall be equitable and aligned to the government's HR policies.
- The recruitment and selection process shall be ethical, professional and will respect a candidate's inalienable right to privacy and confidentiality.
- Prospective employees shall have an equal opportunity to apply for and be selected to positions for which they qualify.
- Positions will be advertised internally and externally through circular notices and media before being filled.
- Job requirements shall serve as criteria for selection to ensure job applicants will not be discriminated against.
- All recruitment and selection activities and decisions should be documented and stored securely for five years.
- The various assessment tools used for selection shall be applied on the basis of job requirements.
- The recruitment, selection and placement of officers shall be a shared responsibility between the HR officer and the related line management.

### Human Resource Management Team

The Human Resource Management Team is composed of 3 - 5 members, including the Core Team members: Deputy Director, HR Officer and Program Manager. They will manage and ensure getting the right person, in the right place and at the right time.

- All staff members, except directors, are appointed based on project duration.
- Volunteers are recruited by the Project Officer or Facilitator.
- All staff are contracted staff.

## Recruitment

Employment is based on the needs and requirements of the organization. The organization recruits candidates based on an applicant's work knowledge, skill competencies and experience. Recruitment is normally a seven-step process:

1. Advertising
2. Screening
3. Interviews
4. Reference checks
5. Job offer/appointment
6. Job placement and induction
7. Probation followed by confirmation or termination

To begin, a needs analysis for the job will be completed by the related program manager with support from HR. A job description will be completed according to the standard template outlined below.

### Advertising

- All positions shall be advertised internally and externally using circular notices and media.
- HR shall compile the advertisement in consultation with related line manager.
- The job description shall be used to compose the advertisements. The advertisements shall be formulated in such manner that it does not allow direct and indirect discrimination.
- Advertisements should indicate:
  - The job title.
  - The job reporting lines.
  - The location of the job.
  - The responsibilities of the job.
  - Duties and task as contained in the job description.
  - Competencies required.
  - Terms of appointment.
  - Contact person.
  - Notice on the applications, which shall be tendered in a relevant application form.
  - Where application forms can be obtained.
  - Closing date.
- A database of all advertisements and applications shall be kept safely by HR

### Screening

- Screening of applications is in the responsibility of HR and the related line manager.
- The job requirements as contained in the advertisement shall be the criteria for including or excluding candidates on the candidate screening list.
- Screening shall be done by two or more people, minimum one from HR and one being the related line manager.
- In the case of scarce skills where suitable candidates could not be identified through screening, head hunting and referrals shall be used to source candidates.

### **Interviews**

- All candidates on the candidate screening list shall be subjected to preliminary interviews.
- Where applicable, candidates who meet job requirements in specific areas shall undergo auditions.
- Each applicant on the interview list shall be informed about the selection process.
- The candidate's responses during the interview shall be documented.
- All questions must be based on the job requirements, as defined in the "Needs analysis for establishment of requirements," see Chapter a).
- A minimum of two to a maximum of four candidates shall be interviewed per position.
- The HR officer shall guide the panel members in the interview process.
- All candidates should response to the same set of interview questions which will be determined in advance. Additional questions may be formulated to clarify and elicit more information after a response from the candidate.
- Weak and sore points in the candidate's presentation and answers, which are crucial for the job, shall have a special focus in the interview.

### **Reference Checks**

- Reference checks shall be conducted for the potential candidates.
- A list of reference questions, prepared by the HR officer, shall be used in reference checking. The questions shall be based on the requirements of the job. A telephonic interview shall be conducted with the candidates' referees and/or previous employer.
- If concerns are identified during the reference check, the HR officer shall consider other options, such as additional reference checks.
- All information obtained in the reference check shall be documented.
- When a decision is made not to offer a candidate a job based on the outcome of the reference check, the basis of the decision shall be documented.

### **Job Offer/Appointment**

Appointment shall be on either of the following terms:

- Permanent
- Consultant
- Volunteer
- Internship

The job offer is only done once the process of selection has been concluded. Therefore, an offer of employment, verbally or otherwise, before the selection process is concluded, is unethical and therefore not permitted.

In case of selection of an internal candidate (negotiating release):

- Once the most suitable candidate for an internal position has been identified and before the job offer is made, HR shall inform the candidate's current manager and discuss the date of release.
- When determining the date of release, the interest of the candidate and the employer shall be jointly considered.
- The negotiated release date will not exceed two weeks from the date the job offer is made unless reasonable justification can be made for the extended period and is authorized by the related Line manager.

- Once the successful candidate accepts the offer, HR shall issue a letter of appointment.
- HR, in consultation with the related line manager, shall ensure that all logistical arrangements regarding the date of assumption of duty, time, location, office, furniture, stationery, etc. are in place.

### **Job Placement and Induction**

Newly appointed applicants shall be oriented by HR and the related line manager within the first two to four weeks after appointment. The content for the generic induction programme shall include the complete Policy Handbook with a focus on:

- Organizational vision, mission, values and objectives
- Organizational structure
- Compliance policy
- Human resources policy
- Procurement and logistics policy
- Finance policy
- Safety and security
- Compliance policies

### **Probation Followed by Confirmation or Termination**

Probation is a period of review and appraisal to ensure that the organization and the new Staff Member are satisfied with each other's expectations and performance. Ongoing permanent employment is provided only when the Staff Member satisfactorily completes the probation period. Upon hiring, new Staff Members enter a probation period of three months. If the new staff does not satisfy the work tasks, performance, skills and attitude expectations, the contract with the new staff will be terminated during the probation period. Reviewing the new staff probation is in the responsibility of the line manager.

HR should process confirmation for the staff upon his/her satisfactory completion of the 3 months' probation period of service. After successful completion of the probation period, the work contract shall be signed.

### **Competence Framework for Job Requirements**

In order to catch all relevant requirements for the job, it is helpful to align the requirements in a competence framework. The framework seeks to define criteria in all relevant fields and not to omit areas which later could prove to be important for fulfilling the job. This framework is based on the one developed by United Nations Development Programme (UNDP):

- **Self-management:** Abilities required for awareness of multiple dimensions of self and making use of this to be effective in a specific role.
- **Relationship management:** Abilities enabling an effective engagement, collaboration and shaping of relations with people and environment.
- **Knowledge and methods:** Knowhow required for understanding and working within the changing dimensions of the cooperation landscape for achieving desired Outcomes.
- **Learning to transform:** Understanding individual learning styles, preferences and motivation to continuously upgrade one's own competencies for greater work effectiveness.

Derived from these four competence areas, the following key competences had been derived:

Competence level	Low	Medium	High
<b>Relationship management</b>			
Collaboration (Trust relationship, appreciation)	Individually working	Team player	Team leader
Communication (Convincingly presenting, active listening)	Listening	Active listening	Presenter
Organization and moderation of meetings	No skills required	Moderation abilities	Moderation skills
Ability to negotiate with suppliers and partners	No skills required	Negotiation abilities	Negotiation skills
Management (Delegation of tasks, decisions based on trust, respect, motivation, results oriented)	No skills required	Managing a medium sized team	Leading several teams
<b>Professional competence</b>			
Knowhow	Trainings	University degree	Master's degree
Ability to work in a structured and systematic way	Understands structures	Ability to work systematically	Skills to develop structures
Experience	No experience required	2 years	5 years
Computer	Basic skills	Word processor and spreadsheet skills	Skills with a wide range of programs and cloud computing
Languages	Basic X language	Good X language	Fluent X language
<b>Self-Management (Awareness, self-reflection)</b>			
Challenging and responsible task, risk of project success	No special task challenges	Challenging task, ownership required	Challenging task, high level of ownership required
Willingness to adapt to working environment	No specific requirement	Medium motivation to adapt to environment	High motivation, adapt to working conditions and

			travel required
Willingness and commitment to serve	No specific commitment	Willingness to serve	Commitment to serve
Resilient under stress	Moderate stress level	Robust under stress	Work under pressure
<b>Learning to transform (Motivation to upgrade knowhow for effectiveness)</b>			
Upgrade knowhow	Not required	Engagement	Initiative required
Upgrade personal soft skills	Not required	Engagement	Initiative required

## Staff Performance Appraisal

**Peer appraisal:** Staff performance is monitored by a Peer Appraisal System. The system is designed to monitor and improve the job performance. It is done by all Staff Members and Managers and Directors are included in the process. As a part of the appraisal process, a Staff Member is assessed based on the feedback given by the colleagues. This feedback is anonymous.

Once a year, all Staff Members complete an Appraisal Form, giving feedback on their peer Staff Members. The completed forms are submitted to the HR Officer, who reviews the results. He/she gives report in the HR Core Management Team, especially when questions of development of personnel are discussed. The Superior gives feed-back to the Subordinate based on the peer review.

Agenda for the Appraisal Meeting:

- Greeting
- Superior gives the appraisal on job performance, relationship capacity, knowledge, self-management and learning to transform.
- Review and agree on objectives for the following 12 months
- Subordinate gives feedback to Superior especially regarding leadership and stimulation
- Wrap-up by Superior recalling agreed actions and notetaking if requested
- Appreciation

## Staff Benefits

A Staff Member is provided with a level of salary that is consistent with the organization's vision and mission. Staff Members are granted other benefits with the approval of PFX SMT for the following:

- PFX pays external consultants and resource persons an honorarium for official activities when specified in the organizations, or in a specific projects budget.
- Leave: Any leave has to be requested by Staff Members to the line manager. Staff Members can request to take leave for the reason of health, education, family. With the approval of line manager, short leave (less than one week) can be approved and long leave (more than one week) have to be approved by Management Team.
- Paid Leave:
  - Maternity / Paternity: XX days (Office Open Day)
  - Annual: XX days
- The Total Leave which can be taken is (X) days per year.  
Leave taking general procedure:
  - 2 days in advance request for 1 - 2 days leave
  - 5 days in advance request for 3 - 4 days leave
  - 1 month in advance request for more than 5 days leave
- Note regarding Leave:
  - In the emergency or sickness case the Staff member will contact his line Manager and ask for approval of leave taking. Leave can be taken from annual leave as casual leave by approval of line manager.
  - Without leave request, leave days or non-attendance office days outside of the PFX official leave, will be not be paid.

- Taking leave over a month (except maternity) shall be without pay. Every leave record shall affect the salary payment.
- Leave shall not be carried over into the next year.
- Holidays: Staff Members have holidays according to PFX official Holidays and the National Holiday. In case of emergency, if needed, Staff Members must be available to work.
- Medical Support: All PFX Staff Members with a full-time employment contract are eligible to the benefits of this plan. The health care plan covers to XX% expenses of in- and outpatient treatments in hospitals and clinics in Myanmar during the staffing period including staff giving birth to children. Normal delivery will be covered by \$XX.xx  
However, a chronic medical condition, illness, or injury (dental, eye. etc.) for which medical treatment was received or which was known to the employee before start working with PFX, will not be covered.
- Special Activities: Invitation letters of social activities or special occasions named shall be provided, the participation is allowed after approval of the invitation letters by the Director.
- Trainings:
  - Staff Members shall have the opportunity to participate in training or workshops invited by other organizations, when approved by the Deputy Director.
  - Staff Members shall attend all staff capacity building training organized by PFX.
  - After Staff Members serve faithfully and accomplish the term at PFX, he/she shall have an opportunity to be supported for a scholarship, when applied for and approved by the PFX Committee.
- General Note: All Staff Members are granted the same benefits within PFX.

Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5
A	Executive Director	\$	\$	\$	\$	\$
B	Program Director	\$	\$	\$	\$	\$
C	Manager	\$	\$	\$	\$	\$
D	Coordinator	\$	\$	\$	\$	\$
E	Officer	\$	\$	\$	\$	\$

## Terms of Accomplishment and Resignation

Resignation can be done by any staff upon their dissatisfaction about working with PFX, upon their preparation for academic or other reasons and upon the accomplishment of activities as well as the termination of the project.

For resignation, the following procedures should be processed officially:

- **Notice Period:** A Resignation Letter must be submitted to the Director with copies to the related supervisors a minimum of thirty (30) calendar days for junior Staff Members and a minimum of sixty (60) calendar days for Senior Staff Members prior to the planned departure date.
- **Exit Interview:** An exit interview is requested to learn more about the reasons for a staff member's resignation as well as their impressions of the organization. This exit interview is not mandatory and is held only with the consent of the resigning staff member. Exit interviews shall be conducted by the Human Resources Officer for permanent staff at the termination of employment. The data collected from the exit interviews shall be analysed, documented and used to inform the Management and to improve the conditions of service, see also Chapter "Continuous Improvement Process" under Business Processes.
- **Approval on Resignation Letter:** The Staff resignation letter for individuals is reviewed by the Line Manager and is approved on the resignation letter, for Staff Members involved in project or field implementation. If further discussion is necessary, it is required to submit the process to the PFX XX meeting, which will seek further suggestions or approvals.
- **Letter of Recommendation:** Departing or resigning staff members shall receive a Service Letter of Recommendation upon request, provided the termination is not due to a case of non-compliance or violation of the Office Rules or Compliance Policy Guideline. This letter should at a minimum indicate the staff member's length of service, the positions held, and an overall evaluation of their work-related performance.
- Staff members, who have served over 2 years, shall be provided the work certificate.

## Sanctions

If a disciplinary enquiry proves that the Staff Member has committed misconduct, a sanction including, but not limited to the following, may be imposed against him/her. The process of disciplinary measures is described in the Chapter "Consequences of non-compliance" under Compliance Policy Guideline.

The Dismissal of the Staff Member may be considered appropriate under the following circumstances:

Where other forms of discipline have been applied to the Staff Member, but he/she does not correct his/her behaviour. Where the Staff Member has already received a final written warning and commits a similar misconduct and no other disciplinary sanction appears to be appropriate. Where the misconduct is of very serious nature and of such gravity that it makes a continued employment relationship intolerable.

## Agreement Termination

PFX has the right to terminate or suspend the contract if:

- Staff Members fail to comply with any of the terms of this agreement or term and condition
- Funding agencies suspend the grant immediately for the agreed period or Project end.