

Community Links and Human Empowerment Initiative



HUMAN RESOURCE POLICY

Document Status: Draft or Final	Final
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Approved by:	Community Links and Human Empowerment Initiatives Board of Directors/Management
Scheduled Review Date:	December 2020
Target audience:	Board of Directors, Staff Volunteers/Interns

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18/12/2020

SECTION ONE:

1.1 ORGANIZATIONAL HISTORY

Community links and human empowerment initiative (CLHEI) is a non-political, non-religious and non- governmental organisation founded in 2005 with the vision to totally empower all groups to explore their inner resources, with an aim of realising their full potentials holistically. The organisation is incorporated by corporate affairs commission with registration number 41255.

1.2 OUR MISSION, VISION, CORE VALUES & MOTTO

Mission statement

- To work with the vulnerable towards advancing, exploring and maximizing their ability and capabilities for sustainable self-reliance.

Vision Statement:

- A self-reliant society where individuals and groups explore their inner resources, realizing their innate potentials for total well-being and a just society.

Values:

- **Timeliness:** we are committed to being punctual with agreed timelines, and prompt in responding to requests.
- **Equality:** we believe all human beings, notwithstanding status, ethnic, religion, political affiliation, sex and orientation should be treated equally with dignity and love.
- **Integrity:** we remain upright, open, transparent and accountable in our dealings internally and externally.
- **Excellence:** we prioritise excellent delivery of our work in responding to and meeting the needs of the people we serve.

Motto: Planting Hope, changing lives

1.3 PURPOSE OF THE POLICY

This Policy aims to provide CLHEI with a useful guide which is standardized and equitable for management of the personnel working for the Organization. CLHEI'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 fulfill the role assigned to them. In this regard, this policy has a binding force on all board members, staff and volunteers/Interns of CLHEI.

1.4 HUMAN RESOURCE GUIDELINES.

Human Resources Policy and General Procedures

Introduction to the HR Policy and General Procedures; CLHEI considers its members of staff to be its most important asset. The attitude taken by the personnel working for CLHEI is fundamental to the organization achieving its mission. The people who work for CLHEI are respected and valued, and appropriately received. The effectiveness and success of CLHEI in achieving its mission is 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, CLHEI has been working for years to ensure that its Policies and procedures enable the full application of international standards of efficiency and transparency in the management of its human resources.

The policies and practices in the management of human resources summarize a single set of guidelines that organically protect and promote human resources as an integral and fundamental part of CLHEI's Mission.

The Human Resources Policy and general procedures applies to all CLHEI board members, staff, volunteers, and interns.

1.5 HUMAN RESOURCES STRATEGY

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.

1.6 STAFF POLICIES AND PRACTICES

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 labour protection standards are both recognized and accepted.

SECTION 2 RECRUITMENT PROCESS

2.1 RECRUITMENT

CLHEI recognizes a robust and professional approach to recruitment and selection. The Executive director is the head of employment team that employs / recruits' staff for the organization. The recruitment policy in CLHEI is based purely on merit, qualification, and abilities which conforms to statutory regulation and agreed best practices. CLHEI shall fill existing staff so promoted or replace as the case may be to meet the requirement for the new position.

Community links and human empowerment initiative (CLHEI) shall make advertisement for a vacant position only when the management is satisfied that there is no suitable staff within the organization qualified for the position. Volunteers shall be recruited and interviewed systematically the same way paid staff are recruited.

2.2 RECRUITMENT PROCESS OF NEW EMPLOYEE

The process of recruiting new staff into (CLHEI) shall commence with the placement of

- Internal advert within the organization
- External advert

2.3 VACANCY IDENTIFICATION

A vacancy can be identified after an employee has left/or will leave the job or new tasks for the organization arise which require a new post. The need for filling such vacancies can be discussed in the monthly management meetings. In such a meeting of which minutes need to be taken, issues need to be discussed like expectations of the post, recruitment planning, internal recruitment if applicable, mode of vacancy announcement, type of contract etc. If the planned recruitment procedure differs notably from the above described procedure this has to be approved by the board of trustees of the organization before recruitment starts.

2.4 JOB EXPECTATIONS

All employees to be recruited by the organization will have explicit job descriptions that form part of the employment contract whether permanent or temporary contract. Job descriptions should make clear the tasks to be performed, the level of responsibility of the job, the knowledge and the skill level required to do the job productively. For most cases job descriptions are standard. In some cases, job descriptions may be custom made, for instance if people will combine two or more of the standard functions or if new functions are created for which no standard job description exist. For all jobs at management level the job descriptions must be approved by the Board of Trustees.

2.5 INTERNAL RECRUITMENT

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

If the organization decides to advertise internally, it is done by an announcement on office notice board to the employees. Brief details of the minimum requirements for the application and the job are given. The employee who wishes to be considered for the position will contact the Human Resource Officer and submit his /her application. The HR is to inform the Head of the section in which the employee at that moment works about the application. At the same time, it will be used as an official application for the job.

If the Head of the section in which the employee at that moment works disapproves the internal application, he will inform the HR Officer about his judgment including the reasons. The Human Resource Officer will then send a disapproval to the candidate unless he has strong reservations regarding the judgment of the Section Head, in this last case he will ask the judgment of the Executive Director.

If the relevant Section Head approves the internal application the employee shall be interviewed for the position.

2.6 EXTERNAL RECRUITMENT

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

An external vacancy announcement should be done by cost-effective advertising, for instance by using local announcement district notice boards, local radio announcements etc. Sometimes the post is of such nature that the vacancy needs to be advertised nationally in the national newspaper(s) or on national radio. Every announcement should clearly indicate the application procedure and closing date.

The selected candidates will be invited to attend an interview. The Human resource officer will send regret mails to all not selected candidates.

For vacancies at management level the selection of candidates is done by the Executive director, the HR and at least one of the members of the Board of Trustees. They will receive all filled-in application for the vacant post from the HR officer.

2.7 INTERVIEWS

The function of an interview is to assess whether a candidate is sufficiently capable for a vacant position. Motivation, judgment, qualifications and experience on the job are part of the issues to be considered. Interview can be written test, oral interview or both.

The interview panel for vacancies below management level shall comprise of the ED, Human resource Officer, the relevant Section Head. The relevant Section Head will chair the interviewing panel. The members of this panel will decide on the procedure to use in conducting the interviews and recommend the suitable candidate after 1 or 2 rounds.

The panel for management level positions shall comprise of the Executive director, the HR Officer and at least one of the members of the Board of Trustees. For positions on management level one or two interview rounds are held. If a post is very specialized an expert can be asked to join the interviewing panel

After each round of interviews all candidates are discussed and the decision is taken by vote among the interview panel members. Successful applicants will receive a job offer including an invitation to discuss the terms and conditions of employment.

SECOND ROUND OF INTERVIEWS

If during the first round of interviews no definite selection was made, a second round of interviews with a limited number of the candidates will be held. A second round of interviews is always required in case the vacant post is at management level, requiring a more in-depth assessment of the candidates. If no suitable candidate is found after two interview rounds the recruitment process starts again.

2.8 APPOINTMENT PROCEDURE.

After final selection of a candidate, the HR Officer will prepare and sign a job offer letter. The job offer letter will clarify the requirements for accepting the job and reporting on duty. The candidate will have to react to the job offer letter within two weeks or as agreed by both parties.

2.9 STARTING ON THE JOB

On the first working day the targets for the probation period are discussed with the probationer by the HR. This includes a clear explanation about what is expected of the employee. The probationer is introduced to the organization. He/she will receive from the HR Officer the employee handbook.

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

The supervisor is appointed by the HR Officer in conjunction with the relevant Section Head and if required with the ED.

2.10 PROBATION PERIOD

The goal of a probation period is:

- a) To test the ability of the probationer to perform well on the job
- b) To test the suitability of the probationer's character to fit into the organization

Beside training and supporting the probationer, the probationer's supervisor also monitors the probationer during the probation period and fills in the Probation Monitoring Form on a monthly basis.

The first month of probation is meant to familiarize the probationer with the organization and also to help him/her to settle down and understand the organization's operations.

After one month the supervisor and the probationer assess together whether the work progresses well and where improvements are needed. The supervisor reports about the outcome of this assessment in the Probation Monitoring Form of the probationer and discusses the results with the HR Officer, the relevant Section Head, and the Executive director. If the first month was unsuccessful and there are no positive prospects for performance to be improved, at this stage the probationer can be dismissed after approval by the HR Officer and the ED. Other possibilities are to demote the person to his/her former position in case of an internal probationer, to transfer the person to another position, or to continue the probation period in the current position.

If it is decided to continue the probation period, a panel consisting of the ED, HR Officer, the relevant Section Head, evaluates the performance of the probationer four months after. During the evaluation the Probation Monitoring Form and the observations of the panel members are used as a basis for the recommendation of the panel to confirm the employment of the probationer, to extend the probation

period, to dismiss the probationer, or to transfer him/her to another position in the organization either his/her former position in case of an internal probationer or to another position. After approval by the ED the recommendation becomes a decision of the organization. The decision is notified to the probationer during a probation evaluation meeting.

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

2.11 NOTICE OF TERMINATION OF CONTRACT OR RESIGNATION

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

- During probation: 7 days in advance
- Employees up to one year employed: 14 days in advance.
- Employees longer than 1 year employed: 30 days in advance.

The organization may revoke these conditions on the basis of:

1. Provisions within disciplinary procedures. Immediate dismissal can be given in case of insubordination, absenteeism, lack of performance, lack of co-operation and theft.
2. The employee has been certified permanently unable to work by a medical practitioner.
3. The employee has been imprisoned or convicted of an offense.

2.12 RE-EMPLOYMENT

Former employees who have left the organization whether being under casual/temporary or permanent employment by resignation of their own accord or who have had their employment terminated for any reason connected with their performance or conduct will in principle not be re-employed. However, the ED may use his/her discretion to modify this policy where he/she considers that it may

be of mutual benefit to the individual and the organization. The general exception to this rule will be where an employee has left the organization as a result of redundancy in which case the ED will not need to be sought for re-employment. However, for this case of re-employment, the person would have to apply through the formal application procedures during recruitment round.

SECTION 3: JOB DESCRIPTIONS

3.1 EXECUTIVE DIRECTOR.

In an NGO, the executive director is crucial in terms of leadership and management and holds many responsibilities that are essential in maintaining the sustainability of the organization. It is important that the executive director possess strong overall knowledge and personal skills in many different areas in order to be a successful and efficient leader.

RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR.

Create a vision

- First and foremost, a successful executive director must create a clear vision that is shared with others in order to provide unity within an organization.
- He/she should be able to anticipate where the organization is going and what opportunities lie ahead. It is helpful to envision a goal and what the organization needs to do in order to be proactive and attain that goal.
- The executive director must be deeply committed to the mission and the context in which it operates. This is highly significant in guarding against “mission drift”—when an organization begins to stray and get distracted from its crucial programs and activities by partaking in activities that do not directly fulfill its purpose.

Lead and manage

- This part of the job includes outlining all the tasks that need to be fulfilled in the organization and referring back to the vision in order to help complete the tasks. It is important for the executive director to think about:

What tasks are being fulfilled now?

What tasks are not being fulfilled that need to be?

What new activities and tasks need to be redefined and changed.

- The role of executive director also entails hiring and managing the rest of the staff (This excludes the board of directors who are above the executive director and are responsible for hiring him/her).
- The Executive director should make sure that programs are being efficiently run and that the staff is fulfilling their responsibilities, whether in teams or individually. One way to ensure this is to prepare an organizational chart that institutes lines of authority. This provides the executive director with an understanding of to whom his/her employees should report when they have fulfilled a task, or to whom they should talk to when they are having problems with a person or responsibility, or whom to hold accountable for failed responsibilities.
- He/she should motivate employees by being inspiring and remaining optimistic even when challenges are being faced.
- Encouraging good performance and values.
- Allocating resources and supplies to the staff in order to make sure they have the equipment to complete their responsibilities to the highest potential.
- Making sure that programs and activities are being laid out efficiently and as effectively as possible. Ensure that the activities implemented are of good quality and relevant to the mission and vision of the organization.
- Advocating and embracing change
Being a leader by setting high standards and living by these standards,

mentoring and instilling hope in coworkers and followers, and making hard decisions and critical choices.

Engage the Community

- Engaging the external community is a core responsibility for an executive director because it is crucial in building essential relationships for the NGO. The director should be invested in building relationships with both the outside community and with the population that the NGO is targeting. Promoting awareness of the organization to the outside community is essential in recruiting donors and volunteers in order to help assist the organization. Furthermore, the population that the NGO intends to aid must feel genuinely supported and connected with the people, vision, and mission of the organization.

Manage Financial/Fundraising Affairs

While there will most likely be a comptroller or financial bookkeeper in the NGO, the executive director is still responsible for making daily and monthly financial decisions. He/she does not need to have all the skills that a book keeper would have, but it is important to basically understand finances and accounting. It is also crucial to understand how to manage finances and generate financial statements in order to recognize what kind of financial situation the NGO is in. Basic financial analysis is also beneficial in terms of monitoring cash flow and understanding financial trends. The executive director should ensure that:

- Fundraising programs are carried out with high ethical standards.
- There are clear policies in regard to fundraising activities.
- Funds are being accepted and used responsibly through communication with individual contributors and contributing organizations.
- He/she should identify fundraising strategies that benefit and complement the mission and vision of the NGO.
- Donors are kept happy and are regularly informed about the organization.

Support the Board of Directors

While the board of an NGO is essentially responsible for organizing itself, it cannot effectively fulfil its job without information, help, and support from the executive director. It is essential for the executive director to have a good relationship with an NGO's board members by supporting their operations and administration. The following are responsibilities that the executive director has to the board:

- Maintaining structure by sending out notices, providing agenda, and coordinating meetings.
- Respecting them and facilitating discussion on important topics relevant to meetings and structure of an NGO.
- Keeping them informed of decisions and changes.
- Making sure he/she is not dominating the board; letting the board do their job effectively without too much intervention. An NGO cannot run effectively and successfully without the role that the board of directors plays and it is important that the executive director is aware and respectful of this.

3.2 SENIOR PROGRAMME MANAGER

The Program manager oversees the coordination and administration of all aspects of an ongoing program including planning, organizing, staffing, leading, and controlling program activities.

PRIMARY DUTIES AND RESPONSIBILITIES

The Program Manager performs a wide range of duties including some or all of the following:

Plan the program

- Plan the delivery of the overall program and its activities in accordance with the mission and the goals of the organization
- Develop new initiatives to support the strategic direction of the organization
- Develop and implement long-term goals and objectives to achieve the successful outcome of programs.
- Develop an annual budget and operating plan to support the program
- Develop a program evaluation framework to assess the strengths of the program and to identify areas for improvement.
- Develop funding proposals for the program to ensure the continuous delivery of services.

Organize the program

- Ensure that program activities operate within the policies and procedures of the organization
- Ensure that program activities comply with all relevant legislation and professional standards
- Develop forms and records to document program activities
- Oversee the collection and maintenance of records on the clients of the program for statistical purposes according to the confidentiality/privacy policy of the organization

Staff the program

- In consultation with the Executive Director, recruit, interview and select well-qualified program staff
- Implement the human resources policies, procedures and practices of the organization
- Ensure that personnel files for the program are properly maintained and kept confidential

- Establish and implement a performance management process for all program staff
- Engage volunteers for appropriate program activities using established volunteer management practices.

Lead the program

- Ensure all staff members receive orientation and appropriate training in accordance with organizational standards
- Supervise program staff by providing direction, input and feedback
- Communicate with clients and other stakeholders to gain community support for the program and to solicit input to improve the program
- Liaise with other managers to ensure the effective and efficient program delivery
- Coordinate the delivery of services among different program activities to increase effectiveness and efficiency.

Control the program

- Write reports on the program for management and for funders
- Communicate with funders as outlined in funding agreements
- Ensure that the program operate within the approved budget
- Monitor and approve all budgeted program expenditures
- Monitor cash flow projections and report actual cash flow and variance to the Executive Director on a regular basis (monthly/bimonthly)
- Manage all project funds according to established accounting policies and procedures
- Ensure that all financial records for the program are up to date
- Ensure financial reports and supporting documentation for funders are prepared as outlined in funding agreements

- Provide required information to have invoices generated and submitted to funders according to the established timelines
- Identify and evaluate the risks associated with program activities and take appropriate action to control the risks
- Monitor the program activities on a regular basis and conduct an annual evaluation according to the program evaluation framework
- Report evaluation findings to the Executive Director and recommend changes to enhance the program, as appropriate
- Must have Knowledge of program management, Knowledge of client groups and/or issues related to the program area.
- Shall perform any other duty as assigned by management of CLHEI

Qualifications

- University degree in a related subject

Knowledge, skills and abilities

He must be Proficient in the use of computers for:

- Word processing
- Simple accounting
- Databases
- Spreadsheets
- E-mail
- Internet

Personal characteristics

The Program Manager should demonstrate competence in some or all of the following:

- **Behave Ethically:** Understand ethical behaviour and best business practices, and ensure that own behaviour and the behaviour of others is consistent with these standards and aligns with the values of the organization
- **Build Relationships:** Establish and maintain positive working relationships with others, both internally and externally, to achieve the goals of the organization.
- **Communicate Effectively:** Speak, listen and write in a clear, thorough and timely manner using appropriate and effective communication tools and techniques.
- **Creativity/Innovation:** Develop new and unique ways to improve operations of the organization and to create new opportunities.
- **Focus on Client Needs:** Anticipate, understand, and respond to the needs of internal and external clients to meet or exceed their expectations within the organizational parameters.
- **Foster Teamwork:** Work cooperatively and effectively with others to set goals, resolve problems, and make decisions that enhance organizational effectiveness.
- **Lead:** Positively influence others to achieve results that are in the best interest of the organization.
- **Make Decisions:** Assess situations to determine the importance, urgency and risks, and make clear decisions which are timely and in the best interests of the organization.
- **Organize:** Set priorities, develop a work schedule, monitor progress towards goals, and track details, data, information and activities.
- **Plan:** Determine strategies to move the organization forward, set goals, create and implement actions plans, and evaluate the process and results.
- **Solve Problems:** Assess problem situations to identify causes, gather and process relevant information, generate possible solutions, and make recommendations and/or resolve the problem.

3.3 HUMAN RESOURCE MANAGER

Human resource management is the function performed in an organization that facilitates the most effective use of employees to achieve organizational and individual goals.

HR creates value by engaging in activities that produce the employee behaviors the company needs to achieve its strategic goals. An effective non-profit manager *must* try to get more out of the people he or she has. The yield from the human resource really determines the organization's performance. And that's decided by the basic people decisions, whom we hire and whom we fire; where we place people, and whom we promote. The quality of these human decisions largely determines whether the organization is being run seriously, whether its mission, its values, and its objectives are real and meaningful to people rather than just public relations and rhetoric.

The main responsibility of a Human Resource Manager includes:

- Assessing personnel needs
- Recruiting personnel
- Screening personnel
- Selecting and hiring personnel
- Orienting new employees to the organization
- Deciding compensation issues

Assessing organization needs

- Fill positions with people who are willing and able to take on the job.
- Providing accurate and realistic job and skill specifications for each position helps ensure that it will be filled by someone capable of handling the responsibilities associated with that position.
- communicating job expectations to employees.

"The process of selecting a competent person for each position is best accomplished through a systematic definition of the requirements for each job, including the skills, knowledge and other qualifications that employees must possess to perform each task.

To guarantee that personnel needs are adequately specified, he should

- 1) Conduct a job analysis.
- 2) Develop a written job description.
- 3) Prepare a job specification.

Recruiting, screening, and selecting organization work force

Recruiting

For many nonprofit organizations, publicizing its very existence is the most important step that it can take in its efforts to recruit staff and volunteers alike. This is especially true if one wishes to encourage volunteers to become involved. Volunteers are the life-blood of countless nonprofit organizations, for they attend to the basic tasks that need performing, from paperwork to transportation of goods and/or services to maintenance. Volunteers supply valuable human resources which, when properly engaged, can worth much in conserved personnel costs to even the smallest organizations.

SCREENING AND SELECTION

The interviewing process is another essential component of successful staffing for nonprofit groups. This holds true for volunteers as well as for officers, directors, and paid staff. Volunteers should be recruited and interviewed systematically the same way you would recruit paid staff. An orderly and professional approach to volunteer management will pay off handsomely for your organization. What you do in the recruitment phase of your work will set the standard for volunteer performance. If you are disciplined and well organized, you will often attract more qualified volunteers.

The HR should do the following when engaged in the process of staffing, screening and selection:

- Recognize that all personnel whether they are heading up your organization's annual fundraising drive or lending a hand for a few hours every other Saturday, have an impact on the group's performance. Certainly, some positions are more important than others but countless nonprofit managers can attest to the fact that an under-performing, unethical, or unpleasant individual can have an enormously negative impact on organization morale and/or organization reputation in the community. This can be true of the occasional volunteer as well as the full-time staff member.
- Use an application form that covers all pertinent areas of the applicant's background.
- Ensure that your screening process provides information about an individual's skills, attitudes, and knowledge.
- Try to determine if the applicant or would-be volunteer is interested in the organization for legitimate reasons (professional development and/or advancement, genuine interest in your group's mission) or primarily for reasons that may not advance your organization's cause (loneliness, corporate burnout, etc.).
- Objectively evaluate prospective employees and volunteers based on criteria established in the organization's job specifications.
- Be realistic in putting together your volunteer work force. "Managers cause most of the problems with volunteers by making unreasonable assumptions about their intentions and capabilities," wrote Kennedy. An organization that sets the bar too high in its expectations of volunteers (in terms of services provided, hours volunteered, etc.) may find itself with a severe shortage of this potentially valuable resource.
- Recognizing that would-be volunteers and employees bring both assets and negative attributes to your organization, you should be flexible in

accommodating those strengths and weaknesses. If you want people to perform in the organization, you have to use their strengths—not emphasize their weaknesses.

Note that the time to begin evaluating the probable reliability of human resources is prior to their insertion into your internal structure.

3.3.1 ORIENTING STAFF AND VOLUNTEERS TO THE ORGANIZATION

Training is a vital component of successful this organization management. Specialized training should be designed for every person in the organization, including board members and volunteers. The principles of quality management should be reinforced in each phase of training, with generous opportunities given to the trainees to talk about their questions and concerns¹. If we select and train people with well-established and consistently implemented guidelines, we greatly increase the potential for team building. Beyond that, a common objective, a commitment to quality, a sincere concern for the team members, and a dedicated leader can cause wonderful things to happen. When those factors are not present, things can occur that are not so pleasant¹. Volunteers who are shoddily intruded into an organization's processes or who are not well managed can create chaotic inconsistency in services. The additional, time, energy, and money needed to clean up well-intentioned but off-target volunteer efforts can quickly offset any gains provided by their services.

Poor Performers

- The HR must address poor performance by members of the organization. This Organization has the right to assume certain standards of performance from paid employees, and if that standard is not met, they should by all means take the steps necessary to ensure that they receive the necessary level of performance from that position, even if that means firing a poor worker.

- Volunteers should be held accountable just as though they were being paid. The reluctance of HR manager to hold volunteers accountable to reasonable levels of performance or to terminate bad volunteer relationships can lead to the downfall of the organization. If they try, they deserve another chance, if they don't try, make sure they leave.
- The HR owes it to the organization to have a competent staff wherever performance is needed. To allow non-performers to stay on means letting down both the organization and the cause.

Other duties include;

- Organize staff training sessions, workshops and activities
- Provide basic counseling to staff who have performance related obstacles
- Provide staff orientations
- Monitor daily attendance.
- Investigate and understand causes for staff absences.
- Recommend solutions to resolve chronic attendance difficulties.
- Provide basic counseling to staff who have performance related obstacles.
- Provide advice and recommendations on disciplinary
- Provide advice and assistance to supervisors on staff recruitment
- Prepare notices and advertisements for vacant staff positions.
- Schedule and organize interviews
- Participate in applicant interviews
- Inform unsuccessful applicants
- Conduct exit interviews
- Promote workplace safety.
- Provide advice and assistance to staff and management on pay and benefits systems
- Explain and provisions of the personnel policy.
- Organize the transitional provisions of employee compensation, pay and

benefits.

- Shall carry out all operations duties in accordance to the standard of the organization
- Shall supervise and monitor activities of all operations staff, i. e. procurement/ logistics, ICT/ information officer, chief security officer amongst others.
- Shall perform any other duty as assigned by management of CLHEI.

knowledge, skills and abilities

The knowledge, skills and attitudes required for satisfactory job performance are

Knowledge

He must have proficient knowledge in the following areas:

- human resources management
- job descriptions
- performance review methods and techniques
- staff training, development and recognition delegation mentoring and coaching

Skills

He must demonstrate the following skills:

- supervisory skills
- team building skills
- problem solving skills
- basic counseling skills
- negotiations skills
- effective verbal and listening communications skills.
- computer skills including the ability to operate spreadsheets and word processing programs at a highly proficient level
- effective written communications skills including the ability to

prepare reports, proposals, policies and procedures

- effective public relations and public speaking skills
- research and program development skills
- stress management skills
- interviewing skills
- time management skills

Personal Attributes

He should be able to maintain confidentiality, use sound judgement and perform independently while performing the duties of the human resource officer. He must also demonstrate the following personal attributes:

- maintain standards of conduct
- be respectful
- be flexible
- demonstrate sound work ethics
- be consistent and fair

3.4 MEAL MANAGER

MEAL Manager is used to assess the performance of projects, institutions and programs set up by organization. Its goal is to improve current and future management of outputs, outcomes and impact. Monitoring is a continuous assessment of programs based on early detailed information on the progress or delay of the ongoing assessed activities. An evaluation is an examination concerning the relevance, effectiveness, efficiency and impact of activities in the light of specified objectives.

MEAL will have the following duties and responsibilities

- To develop and strengthen monitoring, inspection and evaluation procedures. Monitor all project activities, expenditures and progress towards achieving the project output.

- Recommend further improvement of the logical frame work.
- Develop the overall framework, for project M&E, for example mid-term project review, impact assessment, final evaluation, develop project Performance Monitoring Plan with relevant data collection systems.
- Review the quality of existing data in the project subject areas, the methods of collecting it, and the degree to which it will provide good baseline statistics for impact evaluation.
- Monitor the sustainability of the project result
- Develop monitoring and impact indicator for the project success
- Provide feedback to the program officer on project strategies and activities.
- Suggest strategies to the program officer for improving the sufficiency and effectiveness of the project by identifying bottle necks in completing plans to minimize or eliminate such bottle necks.
- Report monthly, quarterly, half-yearly and annual progress on all project activities to the chief of party/program officer.
- Provide input, information and statistics for quarterly, annual and other reports to the program officer.
- Support program officer on the effects and impact of the project.
- Participates in annual project reviews and planning workshop and assist the program officer in preparing relevant reports.
- Assist in coordinating across the available components of the project to ensure effective implementation of M and E.
- Assist the project personnel with M and E tools and in supporting them in their use.
- Develop a plan for project-related capacity-building on M&E and for any computer-based support that may be required.
- Organize and undertake training with collaborating partners on M&E as required.

- Perform other duties as required.

REQUIREMENT AND QUALIFICATION

- BSc in statistics, demographics, public policy, international development, economics, or related field. Advanced certificate in M&E, statistics or economics preferred.
- 1-3 years of professional experience in an M&E position responsible for implementing M&E activities.
- Experience in designing, implementing, and operating project M&E systems from project initiation to closeout stages.
- Experience in designing and managing beneficiary monitoring and database systems.
- Experience in strategic planning and performance measurement, including indicator selection, target setting, reporting, database management, and developing M&E and performance monitoring plans.
- Knowledge of the major evaluation methodologies (e.g. qualitative, quantitative, mixed-method, and impact) and data collection and analysis methodologies.
- Experience in developing and refining data collection tools.
- Experience in managing and providing training to partners and target beneficiaries.
- Ability to facilitate and serve as project liaison for externally-managed evaluations.
- Good moderation, facilitation and training skills.
- Ability to perform a variety of conceptual analyses required for the formulation, administration and evaluation of projects.
- Ability to work in a team and good interpersonal skills.

3.5 ADMIN/ FINANCE MANAGER

The finance manager is responsible for maintaining financial, accounting, administrative and personnel services in the organization. The role of a finance manager cannot be overemphasized as failure to provide adequate services may result in lost or misused revenues, inaccurate financial statements and financial hardships for employees, contractors and suppliers if the payroll and/or accounts payables are not processed in an accurate and timely manner.

Responsibilities

- Assist with preparation of the organizational budget
- Implement financial policies and procedures
- Establish and maintain cash control
- Prepare and reconcile bank statements
- Establish and maintain supplies accounts
- Prepare balance sheets
- Prepare monthly financial statements
- Assist with the annual audit
- Engage in cost reduction analysis in all areas of the organization
- Review the performance of competitors and report on key issues to management
- Ensure the safeguarding of all funds
- Verify and report on benefits payments
- Ensure that employees are paid in an accurate and timely manner
- Provide efficient and effective office management
- Maintain insurance coverages
- Shall oversee the general performance of all administrative staff
- Perform other related duties as required

KNOWLEDGE, SKILLS AND ABILITIES

The knowledge, skills and attitudes required for satisfactory job performance are;

Knowledge

He / She must have proficient knowledge in the following areas:

- computerized accounting programs
- generally accepted accounting principles
- fund accounting
- preparation of financial statements
- preparation of financial reports
- administration of employee benefits
- payroll systems and reporting office administration

Skills

He must demonstrate the following skills:

- supervisory skills
- team building skills
- accounting and bookkeeping skills
- analytical and problem solving skills
- decision making skills
- computer skills including the ability to operate computerized accounting, spreadsheet and word processing programs at a highly proficient level
- stress management skills
- time management skills
- be honest and trustworthy
- be respectful
- possess cultural awareness and sensitivity
- be flexible

- demonstrate sound work ethics

3.6 INFORMATION AND COMMUNICATION TECHNOLOGY MANAGER

Information and communication manager is responsible for the secure and effective operation of all computer systems, related applications, hardware and software that is used within the organization.

Responsibilities

- evaluating the functionality of organizational systems
- consulting computer users to ascertain needs and to ensure that facilities meet user or project requirements
- selecting and purchasing appropriate hardware and software
- managing IT budgets
- ensuring software licensing laws are followed
- implementing and managing security or integrity and backup procedures
- scheduling upgrades.
- providing user training, support, advice and feedback.
- testing and modifying systems to ensure that that they operate reliably.
- managing secure network access for remote users.
- keeping up to date with new technology.
- designing maintenance procedures and putting them into operation.
- training new staff.
- Managing the organization's website and all social media platforms
- Develop, support and promote organizational goals, including message development, social media content creation and media outreach.
- Develop and disseminate public relations materials that increase our visibility among stakeholders and lawmakers.
- Build and maintain relationships with journalists, bloggers, investors and customer audiences that will help advance our work.

- Identify target audiences and create strategies to effectively engage them.
- Work closely with leaders and executives to develop and strengthen employee engagement activities.
- Regularly monitor local press and events to be aware of and get information about local emergencies, high level visits, surveys, reports, or any other topic that could be of interest to the media.
- Conduct media analysis so priority channels and audiences are defined.
- Regularly assess the security and access impact that media reports may have on the program.
- Actively conceptualize, facilitate, and produce short content updates and creative, interactive features on Facebook, Twitter, and Instagram also maintaining relations with online social media users and supporters in answering supporters' questions and comments or in communicating from a Media field perspective.

QUALIFICATION

- B. Sc / B. Eng./ HND (computer science/engineering) with at least 3 years work experience
- Information technology skill
- Web designing with Dreamweaver, flash, PHP and MySQL, HTML, XHTML, JavaScript
- Computer Appreciation-Microsoft office
- Computer graphic design with Corel draw and Photoshop
- Software editing
- Good use of system utilities software
- Good knowledge of managing social media platforms

Key skills for information systems managers

- Analytical and problem-solving skills
- Strong technical skills

- The ability to work well under pressure
- Attention to detail
- Team working skills
- Organization and time management
- Interpersonal and communication skills

3.7 PROJECT PROGRAM MANAGER

The project program manager coordinates and oversees the administration of all aspects of an ongoing project, the project program manager reports to the Senior program manager.

RESPONSIBILITIES

- Manage and coordinate project activities, from substantive, administrative and financial points of view, applying strategic planning and systematic coordination of project activities.
- Manage day-to-day project implementation and overall coordination of project outcomes.
- Provide direction and leadership in advocating project objectives and in ensuring that all interested parties are well informed about the project activities and goals.
- Identify any support and advice required for the management, planning and control of the Project.
- Ensure timely preparation and compilation of the Project Annual/Quarterly Work Plans and Progress/Final substantial and financial reports and its submission to the ED, senior program manager and the finance manager in copy.
- Prepare monthly reports for the key project activities, issues and required action points. Prepare the project semi annual progress reports (progress against planned activities, update on risks and issues, expenditures), annual

review report and final review reports, and submit them to the senior program manager, with the ED in copy.

- Ensure the quality of outputs and results with optimal monitoring mechanisms; establish effective coordination, monitoring, information sharing and reporting systems.
- Assist in development of the gender mainstreaming strategy and ensure the mainstreaming of gender into all project activities.
- Manage Project administrative and security related activities, monitor financial resources and accounting to ensure accuracy and reliability of financial reports.
- Represent the Project, as required, vis-a-vis CLHEI organizational mission and vision statement, donor organizations, other international organizations, as well as national Government and non-governmental institutions and endeavour to build professional relationships with local, district and regional authorities in order to ensure the full participation of a broad spectrum of national leadership in the identification, planning and execution of Project activities.
- Ensure proper professional relationships with relevant national and international partner agencies, relevant developing programmes/projects.
- Establish and maintain relationships and act as the key focal person to ensure that all programming, financial and administrative matters related to the Project are transparently, expediently and effectively managed, in line with the established Rules and Regulations.
- Verify and channel all requests for Project, administrative, logistical and other support and report all incidents related to security and issues of general concern to the senior program manager with the ED, Finance manager and HR in copy. Manage the transfer of Project deliverables, documents, files, equipment and materials as per the standards of CLHEI procedures.
- Ensure establishment and maintenance of proper electronic and paper filing systems.

- Manage the transfer of Project deliverables, documents, files, equipment and materials as per the standards of CLHEI procedures.
- Ensure a proper and timely retirement of all project expenses.
- Shall monitor the performance of all program officers to ensure an outstanding delivery on the project.
- Ensure timely filling and submission of timesheet of yourself and that of your team members
- Perform other duties that may be required or assigned by management of CLHEI
- Ensure that personnel files for the project are properly maintained and kept confidential
- Ensure that the project operate within the approved budget.

3.8 PROJECT OFFICER

A Project Officer provides essential support to a project, working with the Project Manager and other team members to achieve project success, but key component of a Project Officers' roles includes administrative and technological skills. The Project Officer will report directly to a Project Manager.

JOB DESCRIPTION

- Conduct regular visits to project sites to monitor the implementation of activities, gather feedback from beneficiaries and submit detailed report about the activities and findings.
- Assist to develop and strengthen local projects networks.
- Assist to identify needs and opportunities by conducting training needs assessments.
- Collect data on project indicators and maintain an updated database on project progress.
- Assist in tracking project performance at community level and report, monitor and follow up on project activities.

- Support the program team to record and analyse monitoring data for reporting and timely communicate the results of analysis to inform program decision making.
- Conduct surveys and analyse data on a quarterly basis and make recommendations to improve the project based on the findings.
- Support the Project Manager to prepare periodic project reports based on accurate and evidence-based data/information.
- Support the Monitoring and Evaluation team in the tracking of outcome of activities evidenced by accurate data to enhance quality of reporting.
- Identify and document human interest stories and case studies based on the successes of implemented projects.
- Assist program team in reviewing log frames, M&E work plans and targets at proposal development stage through to project implementation

QUALIFICATION

- A degree in Education, Community Development or Project Management.
- Strong data collection and collation skills, processing, analysis and report writing.
- Good computer skills in word processing, spreadsheets and database software programs.
- Experience working with civil society groups and government authorities.
- Good negotiating skills.

3.9 FINANCE OFFICER I

The finance officer I, will work together with the finance manager to achieve the goals of the finance department.

Responsibilities

- Processes supplier invoices
- Ensure transactions are properly recorded and entered into the computerized accounting system
- Reconcile the accounts payable
- Reconcile the accounts receivable
- Administer employee files and records in order to ensure accurate payment of benefits and allowances
- Administer benefit entitlements
- Maintain the leave management system
- Verify annual leave records
- Verify and code timesheets and hours worked
- Calculate employee salaries, deductions and contributions
- Enter payroll information into the computerized accounting system
- Prepares pay roll for staff
- Shall report directly to the finance manager
- Perform other related duties as required

KNOWLEDGE, SKILLS AND ABILITIES

The knowledge, skills and attitudes required for satisfactory job performance are;

Knowledge

He / She must have proficient knowledge in the following areas:

- computerized accounting programs
- generally accepted accounting principles
- fund accounting
- preparation of financial statements
- preparation of financial reports

- administration of employee benefits
- payroll systems and reporting office administration

Skills

He must demonstrate the following skills:

- supervisory skills
- team building skills
- accounting and bookkeeping skills
- analytical and problem-solving skills
- decision making skills
- computer skills including the ability to operate computerized accounting, spreadsheet and word processing programs at a highly proficient level
- stress management skills
- time management skills
- be honest and trustworthy
- be respectful
- possess cultural awareness and sensitivity
- be flexible
- demonstrate sound work ethics

3.10 FINANCE OFFICER II

Responsibilities

- Maintain financial files and records
- maintain the accounts payable and accounts receivable systems in order to ensure complete and accurate records of all moneys
- Document new employees
- Establish employee files in the computerized accounting system
- Calculate source and miscellaneous deductions
- Process pay cheques

- Update leave and lieu time
- Set up employee files
- Order office supplies
- Manage the filing, storage and security of documents
- Respond to inquiries around the finance department.
- Perform other related duties as required

KNOWLEDGE, SKILLS AND ABILITIES

The knowledge, skills and attitudes required for satisfactory job performance are;

Knowledge

He / She must have proficient knowledge in the following areas:

- computerized accounting programs
- generally accepted accounting principles
- fund accounting
- preparation of financial statements
- preparation of financial reports
- administration of employee benefits
- payroll systems and reporting office administration

Skills

He must demonstrate the following skills:

- supervisory skills
- team building skills
- accounting and bookkeeping skills
- analytical and problem-solving skills
- decision making skills
- computer skills including the ability to operate computerized accounting, spreadsheet and word processing programs at a highly proficient level

- stress management skills
- time management skills
- be honest and trustworthy
- be respectful
- possess cultural awareness and sensitivity
- be flexible
- demonstrate sound work ethics

3.11 ADMINISTRATIVE ASSISTANT

The Admin assistant is responsible for providing administrative and clerical services in order to ensure effective and efficient administrative operations.

JOB DESCRIPTION/FUNCTIONS/DUTIES

- Handling office financial tasks, such as filing, generating reports and presentations, and reordering supplies.
- Shall handle organizational financial retirements and ensure proper documentation and filling.
- Shall document and acknowledge all personal donations and savings.
- Providing real-time scheduling support.
- Organize travel arrangements for senior managers, such as booking flights, cars, and making hotel and restaurant reservations.
- Submit and reconcile expense reports.
- Prepare and monitor invoices.
- Handle sensitive information in a confidential manner.
- Prepare regular reports on expenses and office budgets.
- Schedule in-house and external events.
- Shall support/ report to the Administrative manager.

- Prepare travel arrangements, relevant documentation (tickets, visas etc.) and any necessary travel materials (Meeting confirmations, background or reference confirmations).
- Shall handle the organizational petty cash and give account of its expenses when appropriate.
- Shall manage the organizational save and report appropriately.
- Shall receive organizational request, review and forward for approval.

Shall accept to perform other jobs as assigned by management.

Knowledge

He/she must have proficient knowledge in the following areas:

- knowledge of office administration
- ability to maintain a high level of accuracy in preparing and entering information

Skills

He/she must demonstrate the following skills:

- excellent interpersonal skills
- team building skills
- analytical and problem-solving skills
- decision making skills
- effective verbal and listening communications skills
- attention to detail and high level of accuracy
- very effective organizational skills
- effective written communications skills
- computer skills including the spreadsheet and word processing programs, and e-mail at a highly proficient level
- stress management skills
- time management skills

Personal Attributes

- be honest and trustworthy
- be respectful
- possess cultural awareness and sensitivity
- be flexible
- demonstrate sound work ethics

3.12 FUND RAISING OFFICER

To provide assistance to the head or the board of the organization in identifying donor resources, raising funds and writing proposals for long-term organizational sustainability.

JOB DESCRIPTION

- Develop goals and a plan for raising money
- Refine that plan to adopt strategies and campaigns that reflect the ideals of the company
- Identify and explore donor pools
- Personally, handle VIP donors
- Write grant proposals and manage endowments
- Plan and manage marketing efforts like direct mail campaigns
- Plan fundraising events such as dinners, receptions, and parties
- Develop alliances with other organizations
- Work collaboratively to enhance fundraising efforts
- Direct and implement new fundraising strategies based on digital market research and best practices
- Oversee creation of all campaign promotional materials to ensure adherence to company policy and mission

- Organize new public relations programs to bring awareness to campaign needs
- Manage fundraising budget
- Liaising with relevant stakeholders at the community to ensure smooth implementation of the project.

3.13 PROCUREMENT/ LOGISTICS OFFICER

The procurement/ logistics officer is responsible for providing procurement and logistic support and overseeing the overall logistic and procurement processes in support of the objectives of the organization. The procurement and logistics officer is responsible for the planning, oversight, management and coordination of procurement and logistics support operations to ensure smooth accomplishment of projects.

RESPONSIBILITY

- Shall be in charge of the organizational store
- Should monitor and keep proper documentation of goods that come in and go out of the organization.
- Should make sure delivery notes are filled and proper documentation is done for goods leaving the store.
- Liaise with the landlord of the office premises and other operational contacts such as vendors, suppliers and courier services to keep the office fully functional
- Ensure operation of equipment by completing preventive maintenance requirements; calling for repairs; maintaining equipment inventories; evaluating new equipment and techniques.
- Coordinate package delivery and pick up
- Ensure that CLHEI's inventory list is updated on regular intervals
- Ensure that the door security system and key management is functioning properly

- Provide logistical support for meetings and conferences on field and office premises.
- Provide orientation for new staff, visitors or consultants on the use of the general office equipment and other office systems
- Maintain office equipment and oversee repairs
- Manage the office fleet and approve any private vehicle hire
- Oversee vehicle repairs
- Maintain office logs on travel, inventory and fuel usage for generator, vehicles etc.
- Coordinate procurement process of goods and services, ensure necessary documentation
- Maintain and update vendor's database for necessary goods and services
- Monitor quality and control cost on various office supplies, stationery, hotel accommodation, transportation and other equipment
- Prepare and submit a monthly logistics report about the above to the Admin officer.
- Estimate and establish cost parameters and budgets for purchases
- Create and maintain good relationships with vendors/suppliers
- Make professional decisions in a fast-paced environment
- Maintain records of purchases, pricing, and other important data
- Develop plans for purchasing equipment, services, and supplies
- Negotiate the best deal for pricing and supply contracts
- Ensure that the products and supplies are high quality
- Maintain and update a list of suppliers and their qualifications, delivery times, and potential future development
- Work with team members and Executive Director to complete duties as needed
- And any other duty as assigned by the management of CLHEI

REQUIREMENTS/QUALIFICATION

- Bachelor's degree in Business Administration, Procurement, Logistics, Management or a related field;

Required Experience:

- 0-2 years' professional experience carrying out administrative, logistical and/or operational tasks
- Experience working in an NGO or civil society is a plus

Other Relevant Requirements:

- Proven interest & commitment to humanitarian and development principles and a demonstrable understanding of conflict/post conflict development contexts
- Excellent in English (oral and written)
- Ability to plan, organize work, communicate and reports effectively (both in writing and verbally)
- Proven ability to prioritize tasks and meet deadlines; team player and effective communicator.
- Strong IT skills (Email, Microsoft Office applications, Google Drive, Google Docs, Sheets, Presentation).
- Demonstrated passion for human rights issues
- Good reporting capacity and experience
- Ability to function effectively under stressful conditions such as heavy workloads, and deadlines.

3.14 CHIEF SECURITY OFFICER.

The CSO is responsible for executing and overseeing, among others, the following duties:

RESPONSIBILITIES

- Implementing and overseeing strategies to assess and mitigate risk, safeguarding the corporation and its assets, crisis management.

- Developing, implementing, and maintaining security processes and policies, identifying and reducing risks, limiting liability and exposure to informational, physical, and financial risk.
- **Compliance:** Making sure the company is compliant with local, national and global regulations, especially in areas like privacy, health, and safety.
- **Innovation:** Conducting research and executing security management solutions to help keep the organization safe.
- Lead operational risk management activities to enhance the value of the company and brand.
- Oversee a network of security directors and vendors who safeguard the company's assets, intellectual property and computer systems, as well as the physical safety of employees and visitors.
- Identify protection goals, objectives and metrics consistent with corporate strategic plan.
- Manage the development and implementation of global security policy, standards, guidelines and procedures to ensure ongoing maintenance of security. Physical protection responsibilities will include asset protection, workplace violence prevention, access control systems, video surveillance, and more. Information protection responsibilities will include network security architecture, network access and monitoring policies, employee education and awareness, and more.
- Work with other executives to prioritize security initiatives and spending based on appropriate risk management and/or financial methodology.
- Maintain relationships with local, state and federal law enforcement and other related government agencies.
- Oversee incident response planning as well as the investigation of security breaches, and assist with disciplinary and legal matters associated with such breaches as necessary.
- Work with outside consultants as appropriate for independent security audits.

REQUIREMENT

- Minimum of HND in security management
- Proven track of security profession
- Demonstrated skills in collaboration, teamwork, and problem-solving to achieve goals.
- Demonstrated skills in verbal communication and listening.
- Demonstrated skills in providing excellent service to customers.
- Excellent writing skills.
- A high level of integrity and trust.

3.18 OFFICE ASSISTANT

The office assistance provides administrative, secretarial and clerical support to others in the office to maintain an efficient office environment.

RESPONSIBILITIES

The primary responsibilities of the office assistance are to;

1. Ensure that the office is opened at the appropriate time.
2. Manage the front desk and provide receptionist services;
 - Attend to incoming telephone calls and direct calls to the appropriate person with due courtesy and manner.
 - Assist in making outgoing calls when requested by other employees within the organization
 - Open, date stamp, register and distribute all general correspondence
 - Receive, sort and send mails
 - Respond to routine correspondence and requests for information
 - Greet, receive and assist visitors in a courteous manner.
3. Monitor the use of telephone for official and private purposes
4. Facilitate telephone connections to all employees within the organization
5. Update and maintain the contact lists of all employees in the organization

6. Update and maintain databases such as mailing lists, contact list and client information and also retrieved information when requested.
7. Perform general office administrative duties as required, including: photocopying, scanning, distribution of documents received to staff members.
8. Distribute office correspondence from reception to every staff member if need be.
9. Shall schedule appointments.
10. Ensure the administrative offices, reception area and board chambers are kept clean and organized.
11. Carry out any other tasks assigned.

3.19 DRIVER

The organizations Driver's responsibilities include dropping and picking up staff, collecting various packages, and maintaining a travel log to record work hours, travel-time and locations travelled to. You should also be able to perform routine checks on the organization vehicle.

To be a successful Driver, you should ensure that all transportation duties are carried out in a timely manner. Ultimately, a top-performing Driver should be able to ensure that addresses and other transportation details are correct before undertaking any pick-up or drop-off duties.

RESPONSIBILITIES:

- Safely transporting staff as well as various products and materials to and from specified locations in a timely manner.
- Assisting with the loading and offloading of staff luggage, products, and materials.
- Adjusting travel routes to avoid traffic congestion or road construction.

- Promptly informing the organization of any tickets issued against the company vehicle during work hours.
- Ensuring that the organization vehicle is always parked in areas that permit parking in order to avoid towing, damage or vandalized.
- Keeping the organizational vehicle clean and properly maintained by performing regular washing, cleaning and vehicle maintenance.
- Providing accurate time records of the organization vehicle's coming and goings.
- Reporting any accidents, injuries, and vehicle damage to management immediately.

DRIVER REQUIREMENTS:

- Valid driver's license.
- Clean driving record.
- Sound knowledge of road safety regulations.
- Working knowledge of local roads and routes.
- The ability to utilize maps, GPS systems, and car manuals.
- Effective communication skills.
- Punctual and reliable.
- A fair knowledge of automobile maintenance
- Broad knowledge of automobile and good professional skills
- Shall perform any other duty as assigned by management of CLHEI.

3.20 COMMUNITY VOLUNTEERS

Volunteers are the lifeblood of many organizations, indeed almost every non-profit got started by either an individual or group of people volunteering their time.

- Mobilization of the community for all project activities.
- Provide assistance and support to program, administrative and account staff of the organization were necessary.

- Initiate pet projects and activities that will help to improve the lives of the underprivileged persons the organization is working with
- Assist program staff in carrying out resource mobilization activities to generate funds for the organization
- Serve as field officers to collect and collate data from communities where interventions are carried out.
- Serve as office assistant to key officers in the program, administration and account units of the organization.
- Write and submit report of your activities in the organization at the end of every month.
- Attend thematic meetings regularly.
- You are to brief the executive director (ED) immediately upon returning from each thematic meeting attended before written report which is in two days' time.
- She/he is expected to be innovative/ creative.
- Upholding CLHEI's core values and also ensuring its principles.
- Shall carry any other duty as assigned by CLHEI's management.

SECTION 4: PAYMENT POLICIES AND PROCEDURE

4.1 SALARY / ALLOWANCE.

An employee salary is fixed in accordance with the qualification and experience of the employee. Also, allowances are based on ranks. Any employee who is travelling on pay day for assignment may request for salary to be paid prior to leaving for his/her work station. Salary shall be paid to employee through their bank account. The management shall approve all salary scales, the related structures, and conditions of salary increments for staff.

4.2 PAYMENT OF LEAVE TRANSPORT GRANT (LTG)

Leave Transport Grant will not be paid any employee of CLHEI as we may not be able to sustain the process due to lack of steady funding.

4.3 REVIEW OF SALARY/BENEFITS

All employees shall receive an annual review of salary based on performance; any salary increase shall become effective from the date approved by the management. New employees shall not be eligible for the annual salary review.

4.4 SALARY ADVANCES

CLHEI does not encourage salary advances to her employees but in emergency situations will arrange for them with necessary approval from the ED. An employee may be granted up to one (1) month salary advance.

Repayment of salary advance will be through monthly deductions from the employee's salary for a period not more than six months. Any employee with an outstanding salary shall not be eligible for another advance.

4.5 DEDUCTION FROM THE SALARY

Where it is necessary and appropriate, all legal deductions shall be made from employee's salary. In addition, expenses that are adequately explained with evidence shall also be deducted from employee's salary and this would be remitted

to the appropriate quarter e.g. for marriage, burial and charity. Each employee shall be provided with pay slip on a monthly basis, which shows a breakdown of the salary package.

4.6 PERFORMANCE RELATED PAY

Employee appraisal/evaluation is carried out during the last quarter of the year. CLHEI shall implement a performance related pay. Employee shall be appraised twice a year on a six-monthly basis. The procedure of appraisal shall be clear and objective. The management shall review the appraisal criteria/indicator on a regular basis and others assigned by the task. An employee performance shall be appraised against the duties specified in his/her job schedule. The result of the evaluation will enable the employee examine his/her merits and demerits and also (for the employer) to make the necessary improvement/adjustment.

4.7 PROMOTION

Staff promotion is a normal progression within the ranks of the organization as more experience is gathered in service leading to better performance. Promotion of staff shall take place every (2) years based on the performance of their two years. Employees with excellent performance may be considered to the next rank. All promotion shall be subject to the approval of the management. Staff with excellent record of performance may be considered for promotion / movement to the next salary step even before the completion of the two years a staff becomes due for promotion.

4.8 PERIODIC INCENTIVES

These are incentives that come once in a while. It is for staff who have distinguished themselves in their various fields. The incentive is in cash, gift item, or letter of commendation.

4.9 UPGRADE

Staff who wish to obtain a higher qualification must notify management of his/her intention and get written approval as well as notify management at the conclusion of the study.

Upgrade is not automatic, but is based on existing vacancies and subject to the time approved and specified by management. The upgrade, if any, takes effect from the date management gives the approval.

SECTION 5: STAFF DEVELOPMENT POLICIES

5.1 Introduction

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

5.2 Employee performance appraisal

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

Objectives of performance appraisal

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

Performance appraisal process

After completion of the probation period and annually, each member of staff will undergo an appraisal exercise to review his/her performance and to agree on new

targets, as well as identifying training and employee development needs. Each employee is evaluated based on targets set, the employee should be appraised over the whole period since it was last appraised. It is the responsibility of employee and immediate supervisor to ensure that individually set targets are monitored on regular basis as specified in the completed performance appraisal report. Failure to comply with this will have an adverse implication on the part of the immediate supervisor and concerned employee.

5.3 Training

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

4.4 Transfers

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

1. The organization may initiate the transfer. In this case the employee needs to be consulted on the possibilities for him/her to transfer.
2. Transfer may be effected as a result of personal interest/request and this may take place after request by the employee to be transferred to another office. An employee wishing to transfer from one Branch office to another usually has to apply for an existing vacancy. If the post is advertised externally, he/she would have to equally compete with external applicants. Transfers need the approval of the ED. Employees who are transferred may apply for coverage of incurred costs involved in the transfer. This will be looked into per each case.

5.5 USE OF NOTICE BOARD

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

SECTION 6: LEAVE POLICY

6.1 INTRODUCTION

Employees serving under the organization's Terms and Conditions of Service will be entitled to an annual leave totalling 20 working days for each year of service. Employees may opt to take their leave in one single block or sets of blocks. Leaves have to be agreed by the HR Officer. For each agreed leave the ED is informed by the HR Officer.

6.2 PLANNING OF LEAVE

A leave calendar should be drawn at the beginning of the year and agreed upon by each Section Head and by the HR Officer, which is then forwarded to the ED for approval. Each Section Head is responsible for inquiring with his/her section about the leave plans of employees working in the Section.

6.3 REQUESTS AND AUTHORIZATION PROCEDURES

Amendment to the schedule will be at the discretion of the immediate section head in consultation with the HR. For each scheduled leave period, the employee will submit a leave form to the HR after agreement by the immediate supervisor who signs the form for approval. This will be done at least two weeks in advance (except for sick leave and compassionate leave). Depending on the circumstances, the immediate supervisor may reschedule the leave in consultation with the concerned employee. The HR Officer will verify the leave record and sign the leave form for approval. Final leave approval is done by the HR, who sends the

form back to the section head with copies to the ED who may sometimes reverse the leave schedule if certain circumstances may warrant this to happen. The HR Officer informs the employee about non- approval.

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

5.4 PAID LEAVE

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

- 1 Employee is not on temporary terms of service or on induction/probation.
- 2 Paid leave will accrue from the date of full-time engagement. The employee can never take more than the monthly leave entitlement.
- 3 Employee must apply for leave at least two weeks in advance.

Leave not taken within the contractual year shall automatically expire and cannot be transferred to the next contractual year. Nor can paid leave days be cashed in.

6.5 COMPASSIONATE LEAVE

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

If the employee wishes a leave longer than two days, he/she shall propose the use of his/her annual leave entitlement or opt for reduction in payment.

6.6 MATERNITY AND PATERNITY LEAVE

A female employee shall be entitled to a maximum of once every 3 years to 12 weeks maternity leave on full pay. During probation and under temporary terms of service, there are no provisions for maternity and paternity leave.

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

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

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

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

6.7 SICK LEAVE

Sick leave will be authorized when the employee is unable to work because of sickness or injury, or when the employee needs medical examination or treatment,

which can be obtained only during the time when employee would normally be on duty. Sick leave is not used for care of family members or treatment for a family member. Absences of such nature will be subjected to disciplinary measures. Application for sick leave should be evidenced by a doctor's certificate. The immediate supervisor will make approval of sick leave then forward it to the HR who seeks approval of the ED. The management has the right to visit the employee or send a doctor to visit the employee for the purpose of cross checking.

Employees are entitled to a maximum of 30 days sick leave days in a year. This paid sickness benefit may be extended at management's discretion by another 60 days if employee is hospitalized. After the 90 days the case will be reviewed and the management will take a decision about termination of employment. Cases of misused sick leave will be subject to disciplinary action. This entitlement applies only if employee is on permanent employment contract and not on probation or on temporary terms of service.

6.8 PUBLIC HOLIDAYS

The organization respects the public holidays as defined by the national authorities of the country. In the event of obligating employees to work on such holidays and other declared holidays, the organization will compensate these days in time or money. The HR and Finance Admin Officers, in consultation with immediate supervisor will be expected to amend the leave schedules of the involved employees in such cases. Public holidays falling within an employee's leave are not counted as leave days and as such are not deducted from the employee's leave record. A public holiday can only be taken after confirmation by the HR Officer that indeed the national authorities have officially denounced this day or these days as public holiday.

6.9 LEAVE WITHOUT PAY

Leave without pay will only be granted in exceptional cases to permanent employees who have been employed with the organization for a minimum of 18

months. The leave should fit into the planning of the organization and it should be able to (partially) replace the employee. The leave should be requested for three months in advance.

SECTION 7: DISCIPLINARY PROCEDURES

7.1 Introduction

The organization has developed an employee conduct & disciplinary policy for the employees. Every employee upon acceptance of a position with the organization signs the employee conduct & disciplinary policy. The policy comprises the rules to which all employees should comply.

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

Examples of the disciplinary tools this organization can use are:

- **Verbal warning:** not recorded in personal file of the employee.
- **Warning letters (level 1-2).** Each warning letter is recorded in the personal file of the employee. Each warning letter has a particular level, depending on the offense. As long as the sum of the issued warning letter levels to an employee is less than 4 no further disciplinary actions will be undertaken against the employee. If the sum of the issued warning letter levels to an employee is 4 or more during the whole time of service of the employee, the Executive director can decide to start the procedures for dismissal or

suspension of the employee whenever he /her thinks this is necessary.

- **Suspension.** Suspension means that an employee is sent off the job for a limited time without payment of salary. Suspension can be as long as desired by the management of the organization. The decision to suspend someone is taken by the ED.
- **Dismissal.** Dismissal can be with or without pay, depending on the offense.

7.2 PROCEDURES TO BE FOLLOWED

The Section Heads and supervisors are primarily responsible for identifying offenses. They communicate each offense to the ED. In reaction to an offense the ED will instruct the HR to provide a verbal warning to the involved employee in case of small offenses. In case of larger offenses, it is advised that the ED and the HR Officer coordinate the disciplinary action.

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

Verbal warning	Section Head
Warning letters	Section Head or Human resource manager
Suspension	Executive Director & HR
Dismissal	Executive director

A guideline on how to handle offenses

Type of offence	Minor	Major
Willful failure to obey legitimate instruction	Warning letter (level 2)	Warning letter (level 3)

Willful loss, misuse, damage, theft, unauthorized use of organization's property	Warning letter (2)	Warning letter (3), suspension or dismissal
Improper publicity of organization's image	Warning letter (3)	Warning letter (3)
Absenteeism	Verbal warning / Warning letter (1)	Warning letter (2,3), dismissal
Lateness or leaving work without permission	Verbal warning / Warning letter (1)	Warning letter (2)
Failure to co-operate with other employees	Verbal warning / Warning letter (1)	Warning letter (2,3)
Gossip among and about colleagues within/outside the organization	Verbal warning	Warning letter (1,2)
Reporting on duty under the influence of alcohol/narcotics	Suspension	Dismissal
Displace of Negative Attitude to Beneficiaries/Partners /funder	Verbal warning/suspension	Dismissal
Breach of safety rules	Warning letter (1,2)	Warning letter (3), suspension, dismissal
Careless or neglect of work	Warning letter (1)	Warning letter (2)
Fighting at workplace	Dismissal	Dismissal

Threatening behavior towards another worker	Warning letter (1,2)	Warning letter (3), suspension, dismissal
Having private business with suppliers of the organization on organization's deals	Warning letter (3)	Suspension, dismissal
Claiming expenses from the organization which are higher than the actual expenditure or which do not exist	Warning letter (2,3)	Suspension, dismissal
Any other offence not stated above	Verbal warning, Warning letter (1,2,3)	Suspension, dismissal

If a formal warning is written to the employee it should explain the level of the warning letter, and the nature and seriousness of the offense. A copy of this warning will be given to the HR Officer and placed on the employee's personal file. Following the delivery of the formal disciplinary action the Section Head and HR Officer will always hold a formal interview with the employee during which contents of the letter will be discussed. Minutes will be taken and filed as well. The disciplined employee must countersign all disciplinary letters or minutes of the proceedings of the disciplinary interviews.

If the offenses add up to 4 or more, the Executive director can request whenever he/she feels this is necessary, the HR and Finance Admin Officers to execute the required action in accordance with the procedures described in the table.

7.3 APPEALS

At any stage in the above proceeding, the employee may appeal through the HR Officer for suspension or change of the disciplinary action. The HR Officer may

SECTION 8: EMPLOYEE WELFARE

8.1 LEISURE

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

8.2 ALLOWANCES / PER DIEM

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

- Transportation: ₦200 per mile
- Car Hire: depending on current rate
- Per Diem: ₦15,000
- Accommodation within State: ₦10,000
- Accommodation outside state: depending on location rate
- Flight Cost: depending on current rates
- Salaries:

Executive Director: ₦500,000

Programme Manager: ₦450,000

HRM: ₦350,000

Finance & Admin: ₦400,000

Monitoring & Evaluation: ₦350,000

Communications Manager: ₦350,000

Program Staff: ₦300,000

Admin Assistant: ₦100,000

Office Assistant: ₦50,000

Volunteers Monthly Stipends: ₦40,000

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

8.3 WORK FACILITATION

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

8.4 INSURANCES

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

All employees are also insured for medical treatment as a result of an accident being on duty and income for a period of at least 1 year in case of full disability (based on their current income). In case death occurs while on duty as a result of an accident, the direct relatives are paid at least a one-year salary. All these provisions depend on the insurance's assessment and are only paid if the insurance company decides to pay.

The work place must be kept neat and tidy at all time. The rest room for staff must not emit odour, should be kept neat after use by all staff.

All employees are also insured for medical treatment as a result of an accident being on duty and income for a period of at least 1 year in case of full disability (based on their current income). In case death occurs while on duty as a result of an accident, the direct relatives are paid at least a one-year salary. All these provisions depend on the insurance's assessment and are only paid if the insurance company decides to pay.

The work place must be kept neat and tidy at all time. The rest room for staff must not emit odour, should be kept neat after use by all staff.

SECTION 9: GENERAL POLICY GUIDELINES

9.1 IDENTITY CARDS

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

9.2 PERSONAL FILES

For each employee (temporary or permanent) a personal file is prepared. The HR Officer is responsible for maintenance of the personal files. He/she will ensure that the employee files are kept up to date with maximum safety and confidentiality.

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

9.3 POLITICS AND RELIGION

The organization is a non-governmental organization which exists to facilitate the empowerment of the socially and economically disadvantaged regardless of tribe, religion or political colour, in order that they may access opportunities for sustained improvement in their lives. Therefore, the organization has no

political/religious affiliation. The properties and facilities of the organization shall not be used for any political or religious purpose. Employees should express their personal political/religious beliefs without in any way involving the organization directly or indirectly. If the organization feels that religious or political involvement is conflicting the interests of the organization, the employee can be disciplined.

8.4 LOSS OR DAMAGE OF ORGANIZATION PROPERTY

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

9.5 WORKING HOURS OR DAYS

All employees will be expected to report on duty as follows:

Monday-Friday

Time: 8.00 a.m. - 5.00pm

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

9.6 SECURITY ARRANGEMENTS

Reporting of losses: Losses which could be inform of accidents, fire and theft should be reported promptly to the authority. Management shall take action on such incidence as promptly as it comes.

Custody of keys: To ensure total safe keeping of CLHEI properties, the keys shall be held by the staff responsible for the security and cleanliness of the office.

Efforts should be made to file documents appropriately and on time. Each document should be filed in the appropriate file subject for easy reference, and to avoid mishandling or total loss.

Visitors to the office: The friendly disposition of an organisation like CLHEI makes it easy for a visitor to be welcomed. However, allowing visitors to the office should be done with great caution as some faceless characters might use it for their own selfish ends. The receptionist must receive all visitors first before calling the attention of the staff been visited.

9.7 GENERAL STAFF REQUIREMENTS

It is expected that all CLHEI staff have the following requirements / attributes:

- A good understanding of development and social change issues at local, national and global level. A willingness to build on existing knowledge and experience, with commitment to cooperate, with participatory methods of work that will contribute to effective and efficient program implementation
- An ability to take initiative/risk
- An ability to report concisely and articulately both in spoken and written English and to communicate effectively with international agencies, government officials and other NGOs.
- Willingness to travel long distances often even at short notices.
- Excellent interpersonal skills including discretion, sensitivity etc.
- Ability to display professional conduct and good judgement when dealing/relating with the public and CLHEI personnel.
- Ability to set priorities and to establish deadlines.
- A culture of commitment to the NGO.
- Readiness to give support to other staff.

- Have a result-oriented mentality.
- Be the manager of your post.

However, people with the basic academic requirements other than the ones set for each post in the staff schedule, but assessed / judged to have the competence to do the itemized job descriptions may be considered to fill positions in the organization if the management so decide.

SAMPLES OF FORMS TO BE ADOPTED

Probation Monitoring Form

Probation Monitoring Form	
<i>(to be filled in by the supervisor of the probationer¹)</i>	
Name of probationer:	Function:
Date start probation period:	Month:
Name supervisor:	
Training and supervision activities undertaken:	

A 1.1 Probation Evaluation Report

Probation Evaluation Report

Name of probationer:

Function:

Date:

Date start probation period:

Name of supervisor:

Names of panel members:

Recommendation

(tick the possibility the panel finds most appropriate)

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

Arguments for the recommendation chosen

A 1.2 Leave Form

LEAVE FORM

PART 1 (Employee)

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

Employee signature

Date

PART 2 (Immediate supervisor)

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

Immediate supervisor (name)


Signature

Date

PART 3 (Administrator)

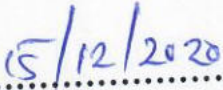
The following details have been confirmed from employer records and the following days are his/her leave entitlement:

Leave entitlement for the year	
Leave days already taken	
Leave days applied for	
Balance days for year	


.....
BOARD CHAIRMAN


.....
SIGNATURE/DATE


.....
EXECUTIVE DIRECTOR


.....
SIGNATURE/DATE