

**SOMALI WOMEN ASSOCIATION**

**(SWA)**

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**HUMAN RESOURCE POLICIES AND PROCEDURES MANUAL**

**2021**

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## SOMALI WOMEN ASSOCIATION

<b>Section:</b>	<b>Introduction</b>	<b>Number:</b> 1.1
<b>Subject:</b> Mission statement	<b>Reviewed in January 2019</b>	
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### Introduction

Somali Women Association (SWA) is local non-governmental, non- profit organization established in 2002 by a group of enthusiastic young educated members of society. This was after being alarmed by the devastation of war and natural disasters and the subsequent political instability.

SWA was started with the hope that in the Youth lay immense potential for self protection and national development. Youth offered an excellent avenue to restore the nation back to its course of independence, stability and development.

### OUR VISION

We envision a day when there is no more poverty in the Horn of Africa and every person's dignity is protected, especially those affected by human and natural crises.

### OUR MISSION

To provide people affected by human and natural crises in the Horn of Africa with emergency relief, educational programs, clean water and food security, health care, protection for children and orphans, sustainable socio-economic programs, and to promote peacebuilding and effective governance, while integrating our values of respect, impartiality, quality, accountability, advocacy and innovation in all our work.

## SOMALI WOMEN ASSOCIATION

<b>Section:</b>	<b>Introduction</b>	<b>Number:</b> 1.2
<b>Subject: Guiding Philosophy and Principles</b>	<b>Reviewed in January 2019</b>	
	<b>Page: 1 of 2</b>	

The guiding philosophy and principles of the Somali Women Association are:

**Rights and Responsibilities:** Every person has basic rights and responsibilities that flow from our human dignity and that belong to us as humans, regardless of any social or political structures. The rights are numerous and include those things that make life truly human. Corresponding to our rights are duties and responsibilities to respect the rights of others and to work for the common good of all.

**Social Nature of Humanity:** All of us are social by nature and are called to live in community with others --- our full human potential is not realized in solitude, but in community with others. How we organize our families, societies and communities directly affects human dignity and our ability to achieve our full human potential.

**The Common Good:** In order for all of us to have an opportunity to grow and develop fully, a certain social fabric must exist within society. This is the common good. Numerous social conditions -- economic, political, material and cultural -- affect our ability to realize our human dignity and reach our full potential.

**Solidarity:** We are all part of one human family -- whatever our national, racial, religious, economic or ideological differences -- and in an increasingly interconnected world, loving our neighbour has global dimensions.

**Option for the Poor:** In every economic, political and social decision, a weighted concern must be given to the needs of the poorest and most vulnerable. When we do this, we

strengthen the entire community, because the powerlessness of any member wounds the rest of society.

**Stewardship:** There is an inherent integrity to all of creation and it requires careful stewardship of all our resources, ensuring that we use and distribute them justly and equitably --- as well as planning for future generations.

## SOMALI WOMEN ASSOCIATION

<b>Section:</b>	<b>Introduction</b>	<b>Number:</b> 1.3
<b>Subject:</b> Organizational Structure and Competencies	<b>Reviewed in January 2019</b>	
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### Organisation Competencies

These competencies apply to all SWA staff and are rooted in the mission, values, and guiding principles of Somali Women Association. There are also specific competencies for certain positions (Program Managers, Emergency staff, others) that apply to those positions and those that aspire to be promoted to them. Competencies are a core requirement for SWA employees, even more important than any technical requirement for a position.

### Organizational structure

SWA is a local NGO directed by the Executive Director, who is responsible for all operations of the Somali Women Association. Reporting to the BOD , he/she is assisted in the management line department heads. SWA's main offices are located in Bosaso. SWA also operates in other locations around Puntland either in own offices or other satellite offices. There shall be an Organogram laying out different program offices, levels of responsibilities and relationships available to staff from HR.

## SOMALI WOMEN ASSOCIATION

<b>Section:</b>	<b>Introduction</b>	<b>Number:</b> 1.4
<b>Subject: Purpose and Scope of the Manual</b>	<b>Reviewed in January 2019</b>	
	<b>Page: 1 of 1</b>	

This manual aims to:

1. Reflect the SWA vision and to ensure the right working relationship between the SWA program and its employees.
2. Provide SWA Program and its employees with a statement of SWA Human Resource policies and procedures in Puntland.
3. Define the terms of employment and conditions of service of all employees employed by SWA for its program in Puntland.
4. Outline the procedures governing the conduct of employees and the operation of enunciated policies.

Every SWA staff person should have a copy of the Manual, and all staff should be well versed. The orientation will cover the provision of the manual. All staff shall sign code of conducts which details acknowledgement of the organisation policies.

The Human Resources Manager shall maintain the original copy of the Manual, which will contain any changes to policy. Any changes will be communicated to all staff by way of written office circulars and e-mails.

Policy updates will be inserted to the manual if and when required in consultation with the staff.

A revision to the manual will be done at least once in three years.

The Principles and Rules enunciated in this document are not exhaustive in covering every detail pertinent to Human Resource management. But, these do provide a sufficient foundation for

guiding both the employer and employees in the interpretation and implementation of Human Resource policies.

Puntland Labor Laws and SWA general policies and regulations will govern any provision not detailed in this manual or to which any section of the manual is in conflict with.

The policies included in this manual supersede all prior SWA policies, procedures, practices, customs, or agreements. This Human Resources (HR) Manual therefore constitutes terms of employment and conditions of service for all employees of SWA.

## SOMALI WOMEN ASSOCIATION

<b>Section:</b>	<b>Introduction</b>	<b>Number:</b> 1.5
<b>Subject: Definitions</b>	<b>Reviewed in January 2019</b>	<b>Page: 1 of 1</b>

To minimize ambiguity in the interpretation of various terms used in the Manual, given below are the definitions of certain key terms, indicating the way these terms are meant to be understood:

- a. **“Organisation”** means Somali Women Association
- b. **“Benefits”** refers to the part of an employee’s Total Annual Compensation which is exclusive of salary, and is comprised of allowances and fringe benefits.
- c. **“Consultant”** refers to professional experts hired for specific tasks on a set of specific result areas defined for a specified period of time. Consultants are not listed on the muster roll and are bound by the terms of conditions agreed.
- d. **“Executive Director”** (ED) means the Executive Director of the Organisation in Puntland or any other Officer exercising specific or all powers of the ED, for any period of time by official promulgation.
- e. **“Employees”** shall mean all full time cum regular and temporary employees who are employed on the regular payrolls of SWA. This term does not include consultants, casuals, or part-time staff, unless expressly stated.
- f. **“Family”** of the employee means spouse, dependent children and legally adopted children. A dependent child is one who is not employed and/or is not married and is below the age of 21.

- g. **“Fiscal Year”** refers to the twelve-month period from 1 January to 31 December.
- h. **“Habitual”** means commission of an act of particular category more than three additional times within a period of six months, from the first time of misconduct.
- i. **“Month”** means month according to the Gregorian calendar.
- j. **“Performance Year”** refers to the twelve-month period from 1 January to 31 December.
- k. **“Relative”** any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage (i.e. they live in the same house or have another type of dependent relationship)
- l. **“Regional Director”** (RD) means the Regional Director who supervises all program activity in the East Africa Region.
- m. **“Salary”** refers to the basic salary part of an employee’s Total Annual Compensation and is exclusive of benefits.
- n. **“Management Team”** refers to the Executive Director and head of departments and programs who have delegated responsibility from the Executive Director to direct, co-ordinate and monitor the SWAprogram operational functions
- o. **Senior Management Team (SMT)** refers to the ED, heads of divisions and any other manager selected by the ED to join the SMT

- p. "**Supervisor**" refers to the employee of the Organisation who in-turn has employee(s) reporting to them.
  
- q. "**Total Annual Compensation**" refers to the remuneration, which is total salary and benefits payable to an employee for a specified 12-month period.

<b>Section:</b>	<b>Introduction</b>	<b>Number:</b> 1.6
<b>Subject:</b> Equal Employment Opportunity	<b>Reviewed in January 2019</b>	
	<b>Page:</b> 1 of 2	

**A. Definition**

This is a stipulation that all employees of SWA shall be treated similarly without prejudices or preferences, except where it can be particularly justified.

**B. Purpose**

This is a very important policy and which aims at achieving the following to:

- i. establish every single employees right to be treated fairly with dignity and respect;
- ii. develop a workforce that broadly reflects the diverse identities in the society; and
- iii. develop a shared sense of belonging to the organization.

**C. Description**

This Human Resource Policy and regulations shall provide for equality of opportunity without regard to race, color, sex,, language, religion, political or other opinion, nationality , ethnic or social origin, disability, pregnancy, mental status or HIV status. This principle shall apply in recruitment, training, promotion, terms and conditions of employment.

It will however not be discrimination, if SWA takes affirmative action measures consistent with the promotion of equality or the elimination of discrimination in the workplace. SWA shall pay all its employees equal remuneration for work of equal value.

#### **D. Administrative procedure**

1. The HR shall ensure SWA Equal Employment Opportunity Policy is adhered to. This shall involve ensuring staff of both gender are considered fairly and that SWA shall have not more than 2/3rds being one gender. The Committee shall make periodic reports on the organizations compliance with the policy and should there be any deviations, these shall be brought to the attention of the Senior Management Team for review and resolution. In view of the organizations strong commitment to equal opportunity, all are required to strive to ensure that the Equal Employment Opportunity policy is practised at all times.
  
2. Equality monitoring process will include:
  - (i) Collection and analysis of data ;
  - (ii) Highlighting possible inequalities and investigating underlying causes;
  - (iii) Identifying actions required to be put in place to remove any unfairness or disadvantage; and
  - (iv) To help manage diversity of the workforce and to understand how the employment policies affect them.

## **2 - Recruitment, Orientation and Transfers**

<b>Section:</b>	<b>Recruitment</b>	<b>Number:</b> 2.5
<b>Subject:</b> <b>Job Contracts and Job Descriptions</b>	<b>Reviewed in January 2019</b>	<b>Page:</b> 1 of 1

**Job Contracts and Job Descriptions**

**A. Definition**

This is an important process through which the organization engages employees and places both competent and suitable personnel, into its staff establishment based on its human resources needs.

**B. Purpose**

The policy aims at appointing the most suitable persons to the organization, who will support its values, current and future goals.

**C. Description**

The policy has a flexible framework which takes into account SWA's need to pro-actively seek new staff as well as maximize potentials within. The policy applies to appointment to all positions within SWA and has integral to this process a detail of job categories and job description.

***(i) Job Categories***

The SWA has established and will maintain the following types of employment contracts:

1. Probationary Contract - means a contract of employment which is of not more than specified duration or part thereof - is in writing and expressly states that it is for a probationary period.

2. Term Contract - a person whose employment is anticipated to last a specified period of time.  
Unless otherwise stated when the contract expires, it is deemed to be terminated.
3. Full time /Regular Contract - a person hired for an indefinite period of time
4. Consultant – independent contractors who are engaged for specific, short- term periods to perform limited and specific functions. Consultants receive fixed fees based on deliverables and are not eligible to staff benefits.
5. Casuals - a casual employee means a person the terms of whose engagement provides for his payment at the end of each day and who is not engaged for a longer period than twenty four hours at a time.

Appointment to any of the above categories shall be specific to any one of the grades approved by the BOD or provided in the project.

### ***(iii) Job Description***

A job description will be prepared for each position by the concerned Section Head, reviewed by Head of Department.

All staff will have detailed job descriptions. This will include brief descriptions of the posts primary function, duties, responsibilities and key working relationships. A job description clearly defines an employee's roles in order to be prepared and informed of what is expected of them by the SWA.

When a new position is created, it is the responsibility of the supervisor to prepare a job description and seek the approval of the ED. Job descriptions should be updated regularly by the employee and his/her supervisor and all

sections of the description should be personally discussed to ensure employee fully understands the document.

A job description will be presented to all applicants of the new position at the interview, and then the job description will be handed to the new employee and discussed on their first day. The job description will then be signed by the supervisor and the concerned employee and a signed copy should be handed over to the concerned employee while another one will be kept in the employee's personnel file.

***(iii) Appointment to Posts will take the following format***

- a) Once a candidate is selected and has accepted the position, s/he must sign an employment agreement with SWA.
- b) Personal employment references will be requested and contacted before hiring or confirmation of a new staff member through phone or by documented letter.
- c) Every letter of appointment shall specify, among other things, the effective date of appointment, Job Title and title of person the position reports to.

***(iv) Employment Documents***

Each newly hired employee will be required to submit, before the first day of reporting for duty, the following documents to the Human Resources Unit:

- i ) Copies of academic and professional certificates
- ii ) Copy of the National Identity Card/ Passport
- iii) Passport size photo
- iv) Bank account details (specifying bank account number and branch)
- v) Driver's license (if required)
- vi) Duly signed statement of undertaking form.
- vii) Duly signed Code of Conduct form

**D. Recruitment Procedures:**

- i. Subject to the Applicable Laws in Puntland, SWA is committed to the principle of equal employment opportunity without regard to race, colour, language, political or other opinion, age, sex, national origin, disability, ethnic or social origin. It will recruit, hire, train and promote persons in all job positions based on this principle.
- ii. The Executive Director together with the Head of Division concerned and the Human Resources Manager shall determine the entry level. The determination of entry level shall take into account (but will not be limited to,) qualifications and experience of the employee
- iii. All positions will be advertised to invite consideration and application by employees in the organization.
- iv. SWA may also advertise the position in the local newspapers, recruitment agencies, websites as well as to counterparts in the NGO community as would be deemed appropriate.
- v. Selected applicants for advertised jobs will be required to take interviews, oral, written and practical, as may be deemed appropriate in each case. The interview of candidates will involve the immediate supervisor,

technical staff, Human Resources and other relevant SWA personnel. The interviewers will record their assessment of the candidate.

- vi. The Executive Director, or delegate must confirm the final hiring decision
- vii. The Executive Director, in consultation with the relevant persons, reserves the right to create special posts, under special conditions, in the interest and efficiency of the Organisation.

<b>Section:</b>	<b>Recruitment</b>	<b>Number:</b> 2.2
<b>Subject:</b>	<b>Probation Period</b>	<b>Reviewed in January 2019</b>
		<b>Page: 1 of 2</b>

**A. Definition and purpose**

A probationary period is a specified time period given to an employee, to evaluate their performance before hiring them permanently. Usually during this time, the immediate supervisor will keep a checklist of tasks the employee must complete in order to pass the probation assessment. This also gives flexibility and a chance to both the organization and employee to consider whether it is desirable to have a long term contract provided that the probation period shall not be extended beyond 12 months.

**B. Description**

All newly appointed full time /regular employees will initially be put on an initial probationary contract for a period not more than six months, depending on the nature of the job. The contract will be reviewed towards closure of the period to establish performance and suitability of the employee.

Term contract employees on time bound contracts will be on probation for periods stipulated in their specific contracts

**C. Administrative Procedure**

1. During the probationary period, the employee's job performance and capability will be evaluated in accordance to his/her job description and performance plans. Either party may terminate the appointment by giving to the other seven days written notice or salary in lieu of notice.
2. The first probationary period may be extended to a total not exceeding 12 months upon ED's acceptance of the recommendation of the relevant head of department/program. The extension will be via a letter by the ED and the affected employee will be required

to sign agreement of probation extension.

3. At any time during probationary period, an employee may be posted to another duty station other than the one to which he/she was initially appointed if it is determined that the employee is better suited for the new position after consultation and agreement between the Executive Director, the relevant Heads of Departments, the Human Resources Manager and the employee concerned.
4. The immediate supervisor will recommend to the ED confirmation of employee upon successful completion of the final probationary period not less than 10 days prior to end of probation.
5. Employees who successfully complete their probation period will be confirmed in their position via a confidential letter prepared by the CR within four weeks after the end of the probation period or the extension of it. If no such confirmation is forthcoming within the four weeks of the date of completion of probation, the employee shall be entitled to consider him/herself as confirmed.

<b>Section:</b> <b>Recruitment, Orientation, and Transfers</b>	<b>Number:</b> 2.3
<b>Subject:</b> <b>Employment Records and Maintenance</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 2</b>

**A. Definition and Purpose**

The Human Resources Department maintains Official Personnel Records for all employees in SWA. This is to ensure accurate and up to date record keeping, reliability of information and confidentiality of information relating to every employee. Such records include employee's personal data/information such as contact address, names and number of dependents, name of person to contact in case of an emergency, names and relationship of beneficiaries; copy of employment contract, copies of transfers and promotion letters, performance appraisals, salary adjustment letters, copies of certificates, and any disciplinary records.

**B. Administrative Procedure**

In certain circumstances, such as in field offices, supervisors' may also maintain personnel files. When such files exist, the supervisor is responsible for ensuring that copies of all documents are sent to HR for inclusion in the Official Personnel Records and information on files are kept in strict confidence.

Employees will be required by either the Human Resources Department or Units where they work to complete various official forms to submit necessary information from time to time.

**C. Access to Records**

1. Employees may view their own personnel records upon request. Access to an employee's personnel records is provided to supervisors and other managers on a strictly need-to-know basis. Other persons may have access as may be required by law
2. It is the responsibility of the employee to notify the Human Resources Department of any Personnel Record Changes
3. Requests by prospective employers of SWA employees for personal recommendations should be referred to the ED or Human Resources Department.

## **SOMALI WOMEN ASSOCIATION**

<b>Section:</b>  <b>Recruitment, Orientation, and Transfers</b>	<b>Number:</b> 2.4
<b>Subject:</b>  <b>Orientation and Induction Training</b>	<b>Reviewed in January 2019</b>  <b>Page: 1 of 2</b>

### **A. Definition and Purpose**

All new employees will undergo orientation and induction training to foster a sense of belonging and also help them settle down quickly into the job. This will help them to navigate the organization's structure, operations and to become familiar with the people, the surroundings, the job and the organization. It will also instill a clear set of goals and expectations of the job.

### **B. Administrative Procedure**

The Human Resources Unit and the department or unit within which the employee will work, will draw out a systematic induction program, spread out over several days, a minimum of 1/2 days to cover all the areas/ground in the shortest time possible. This will include a review of the organization's history and introduction to:

- Heads of Program departments
- Supervisors, Team leaders and other staff
- Human Resources, Finance and Administration staff
- Health and Safety Issues
- Welfare Issues
- Organizational values and work culture and functions of each unit thereof

SWA has an Undertaking Form and which have the following key components:

1. Both Administration and Finance as well as the Human Resources units will bring to the attention of all new employees, all SWA policies and procedures, either through giving them a copy each or indicating to them where the SWA Policies and Procedures Manual and other documents which may be relevant all depending to each case, will be found.
2. The immediate Supervisors' of a newly appointed employee is expected to take them round the office and to introduce him/her to all other staff.
3. New employees are also expected to have interest in induction by setting time to get to know colleagues and to assist them to understand his role and duties better.

## SOMALI WOMEN ASSOCIATION

<b>Section:</b> <b>Orientation, and Transfers</b>	<b>Recruitment,</b> <b>Number: 2.5</b>
<b>Subject:</b> <b>Recruitment of relatives</b>	<b>Reviewed in January 2019</b> <b>Page: 1 of 1</b>

### A. Purpose:

To provide guidance on recruitment of relatives of current staff

### B. Policy and Administrative Procedures

The recruitment of relatives will be subjected to the following conditions:

- The relative working for SWA is automatically excluded from the selection and recruitment panels.
- The recruited person should be the most qualified and competent of all applicants.
- They will not have to work in line management with their relative.
- Both should not assume financial functions
- No one among the two should appraise the other

It is the responsibility of the applicants to disclose any relationship with current SWA employees.

It is the responsibility of employees to inform senior management when relatives are hired. This is to ensure that placements of staff comply with this policy. Failure to disclose this information may result in disciplinary action, including possible termination of one or both of the parties.

<b>Section: Recruitment and Career Progression</b>	<b>Number: 2.6</b>
<b>Subject: Promotion and Acting Appointment</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 2</b>

**A. Promotion**

Promotion will result where an employee is appointed to take up a position within the SWA, which is both of a higher grade and substantive greater scope in duty and responsibilities, than that which the employee formerly held.

Through promotion SWA is able to demonstrate its commitment to recognize and reward excellent performance. It is also a way of motivating employees to aspire for advancement of opportunities within the organization and contributes to employee satisfaction and retention.

Promotions to higher positions and higher bands are based on competencies, past performance and on merits. SWA is committed to optimum utilization of its Human Resources and attempts to meet the aspirations of its employees within the overall Mission Statement. To implement this policy, the following guidelines shall be observed.

- i. An employee may already be promoted if in the opinion of management and ED, the person has taken over additional responsibilities which the person can manage well
- ii. A vacant position or a new position is advertised/ posted within SWA specifying clear eligibility criteria. Every eligible employee can apply for the position with a copy to their supervisor. Employees are also encouraged to discuss their interest with their supervisors.

Employees shall generally be considered on the following criteria:

- Requisite qualification and experience
- Job knowledge
- Skill requirements/competencies of the job
- Past Performance history

The recommendation of immediate supervisor will be taken as an input in making the decision. CR will approve and shall decide on promotions within the office

**B. Administrative Procedure**

1. Should any position fall vacant within the office, it will be first advertised internally to encourage and enable employees suitably qualified to apply.
2. To give all qualified applicants a fair and equal opportunity, all successful applicants will go through a transparent and competitive selection process.
3. The requirements for promotion include not only basic qualifications, but also good work record and success in the employee's current position.
4. An employee who is promoted to higher salary grade will be placed on the starting point of the new grade or a higher level salary determined by the ED.

<b>Section:</b> <b>Recruitment, Orientation, and Transfers</b>	<b>Number:</b> <b>2.7</b>
<b>Subject:</b> <b>Transfers and Relocation</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 2</b>

**A. Transfers**

With the growth and spread of the activities of SWA program, staff may be transferred and relocate from one duty station to another within SWA. In such situation, knowledge and skills demands of the new job are the same, which only lends a horizontal movement within the organizational grade is basically the same. In other words, employees may transfer from one department or location to another.

All employees may be transferred depending on the needs and priorities of the organization. Not all transfers will result into relocation that is change of place of residence from one to another.

**B. Administrative Procedures**

1. A head of unit may recommend to the Executive Director the need to transfer an employee depending on demands of work and suitability of the employee. If approved, the Executive Director will effect the transfer.
2. Employees may also request for transfer in writing, giving reasons for the request and submitting to the immediate supervisor or head of unit, which ever may be applicable.
3. To facilitate relocation and provide for adequate reimbursement of expenses incurred in certain transfers, the following provisions may be applied, depending from one case to another:

- a) **Joining Leave:** Is a three day leave of joining time. The employee can use joining leave immediately on being relieved of their duties, during travel time or after joining duty in the new post. If the employee does not use the joining leave within the first two months of relocation, the same will be forfeited.
- b) **Transportation Expenses:** SWA will cover travel expenses for the employee and the dependents (if applicable) as well as the cost of moving personal effects.
- c) **Per Diem, travel and lodging expenses:** Per diem and lodging expenses shall be reimbursed for a maximum of 30 days in an effort to assist the employee to find suitable accommodation at the new location. .

Employees who are transferred at their request are also eligible for all the benefits.

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<b>Section:</b> <b>Recruitment, Orientation, and Transfers</b>	<b>Number:</b> 2.9
<b>Subject:</b> I.D. Cards	<b>Reviewed in January 2019</b>
	<b>Page:</b> 1 of 1

### **A. Purpose:**

To provide SWA staff a document to identify themselves as SWA employees in the office and outside the office.

### **B. Administrative Procedure:**

1. All employees will be issued with a Photo Identity Card by the Organisation upon joining service
2. All employees should carry their I.D. Card with them to their place of work, during work hours (in the office) and in the course of travel.
3. At the time of cessation of service, employees are required to return their identity Card to the Organisation.
4. In case of theft / loss of I. D. Cards, the employee will inform the Human Resources Office immediately. Duplicate I.D. card would be issued by HR Manager.

### **3 - Compensation, Benefits And Allowances**

**SOMALI WOMEN ASSOCIATION**

<b>Section:</b> Compensation, Benefits and Allowances	<b>Number:</b> 3.1
<b>Subject:</b> Salary Administration and Adjustment	<b>Reviewed in January 2019</b> <b>Page: 1 of 2</b>

**A. Salary**

SWA is enjoined to be a “just workplace”, a concept that includes employee compensation. Thus, the SWA country program has established and maintains a local salary administration policy which seeks to ensure that national employees receive fair, equitable and legally acceptable compensation based on job responsibilities, and work performance within a banding system. Notwithstanding the foregoing, SWA may provide for incentive pay to staff in exceptional circumstances. This is important for various reasons, not limited to the following three :-:

1. Retention of competent staff;
2. Ensuring that SWA salaries are competitive within the local market; and
3. Linking salaries to employee job descriptions and performance plans.

SWA has developed a salary scale, which fits into the above criteria and places the organization among the lead relief agencies in the country and region.

**B. Administration**

1. A salary grade system, will be used once effected.
2. Net monthly salary will be directly deposited into respective employee bank account on the twenty fifth (25<sup>th</sup>) of every month. If the 30th of the month happens to be a week end or a holiday, the preceding working day shall normally be the payday

3. Payments of Total Monthly Compensation shall be made net of all statutory and other deductions, such as salary advance, Income Tax (PAYE), and other requirements in force.
4. If the necessary deductions were not made and/or lesser amount was deducted due to oversight, SWA shall be entitled to rectify such oversights and make suitable deductions from the subsequent salary and/or other dues payable to the employee. This will also apply to deductions for PAYE dues.

5 The pay slip/payroll shall contain the following particulars

- i. The gross amount of the wages or salary of the employee
- ii. The amount of any variable, any statutory deductions from that gross amount and the purposes for which they are made
- iii. Where different parts of the net amount are paid in different ways, the amount and method of payment of each-part payment

6 All staff must prepare the timesheets by 5<sup>th</sup> of the month of preceding month.

7 The Executive Director must approve all changes to salary.

## **SOMALI WOMEN ASSOCIATION**

<b>Section:</b> Compensation, Benefits and Allowances	<b>Number:</b> 3.2
<b>Subject:</b> Merit Increase	<b>Reviewed in January 2019</b>
	<b>Page:</b> 1 of 2

### **A. Definition**

This is an increase in salary that is provided by the discretion of the Executive Director based upon employee work performance on the job.

### **B. Purpose**

It's meant to be a motivator and a reward to workers who perform well and is different from tenure and cost-of-living increases.

### **C. Description**

Each year merit increases may be awarded to staff based on their performance appraisal returns. A performance assessment made against a performance plan established at the beginning of each review period. The merit increase awarded will depend on the Country Program's financial ability to afford such increases in each year.

### **D. Administration**

Staff will be informed in writing of their merit increase.

A staff on probation during the performance appraisal period will receive increment during the subsequent performance appraisal cycle.

Where a staff has spent less than a year, after probation period, the percentage of increase accruable to him/her will be prorated to match the duration covered by the appraisal warranting the increase.

If an employee has been performing at a consistently high level, and has taken on more tasks than her/his job description states, the job description will be reviewed and the salary can be reviewed and adjusted to the more applicable level within the same salary grade. The decision to award such an adjustment is dependent upon numerous factors, including the information documented by the formal performance evaluation process and recommendations by supervisors.

<b>Section:</b> Compensation, Benefits and Allowances	<b>Number:</b> 3.5
<b>Subject:</b> Salary Advances and Loans	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 2</b>

This is the payment of salary before the due date upon request of an employee.

**A. Purpose**

With the understanding that there may be emergency circumstances that would justify a salary advance, this policy defines under what limited conditions a salary advance may be given.

Emergency circumstances are defined as unforeseen, unplanned and unavoidable events that require an employee to secure funds on short notice that would otherwise have irreparable adverse impact on the employee and/or their family.

**B. Administration**

1. SWA discourages the use of salary advances except for situations of unplanned and exceptional crisis. It is only the ED who can approve salary advances upon recommendation of the immediate supervisor and verification of no outstanding receivables from the Finance Department.
  
2. Any requests for salary advance shall be through a signed Salary Advance Request Form that indicates the reason for the Salary Advance, the amount needed, and the details of any other payroll advances received from SWA during the previous twelve months. The Salary Advance Request Form must also contain a statement by the employee consenting to the repayment of the Salary Advance, if granted, to SWA via payroll deduction.

3. The amount of the advance shall not exceed the amount that the employee would be entitled to receive as Net Pay in her/his next paycheck.
4. Employees may receive no more than five payroll advances within a twelve-month period
5. Only full-time regular employees who have completed twelve months of employment are eligible to apply for salary advances, except for vacation requests. Temporary employees are not eligible to receive Salary Advances.

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<b>Section:</b> Compensation, Benefits and Allowances	<b>Number:</b> 3.6
<b>Subject:</b> Salary Deductions	<b>Reviewed in January 2019</b>
	<b>Page:</b> 1 of 2

**A. Statutory Deductions and Contributions**

Each employee is individually responsible for paying Statutory deductions and contributions. However, as required by the laws, SWA will act as an “agent” of the Government of Puntland by deducting those dues and contributions from the employee’s compensation and remitting them to the appropriate agencies. Dues and contributions to be deducted from employee’s salary may include:

- Income tax (PAYE)
- Any other deductions

**B. Administration**

Salary deductions will be made for the following reasons:

1. If an advance has been outstanding for reasons of travel or to purchase goods and has not been liquidated within one month.
2. If an employee has not paid for personal telephone calls, also one month outstanding. The one month period runs from the date the liquidation was due;
3. Any salary taken in advance
4. Amount paid to employees in error as salary in excess of the amount of salary due to him/her
5. Any shortage of money arising through negligence/dishonesty of the employee who is entrusted with receipt, custody or payment of such money
6. Damage done to or loss of any SWA property in the possession or custody of the employer occasioned by negligence or willful default of the employee

Staff will be informed in writing about any outstanding advance, and put on alert that deductions will be effected from their salaries should they fail to redeem the advance. However, if there are

mitigating circumstances why the advance cannot be cleared, they should be made known to the supervisor and finance at the earliest possible time, i.e. no later than the eighteenth (20<sup>th</sup>) of the month.

## 4 - Career Development

<b>Section: Career Development</b>	<b>Number: 4.1.</b>
<b>Subject: Performance Management System</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 3</b>

**A. Purpose**

The SWA performance management system aligns performance planning, employee development, assessment, and recognition with the SWA Strategic Framework. The Performance Management System facilitates the effective delivery of organizational strategic and operational goals. It provides frequent feedback to staff from managers in a supportive way that ensures a common understanding of the job, enhances performance and retains staff.

**B. Description**

The SWA Performance Management System will measure two outcomes:

- Performance against results-based objectives, and
- Job-related behaviors and competencies consistent with SWA values.

In support of those outcomes, the structure of the performance management system encourages employees and supervisors to spend more time discussing performance, employee development, and behaviors/competencies consistent with the SWA values. Furthermore, the system promotes accountability by employees and managers.

**C. Performance Planning**

Performance Planning is a joint effort between the staff member and his/her manager to:

- Determine annual individual results-based objectives based on the country program or departmental needs;
- Discuss the knowledge, skills and behaviors required to excel in the job; and
- Review behaviors that demonstrate SWA' values and corresponding competencies.

Each employee and respective manager identify up to five results-based performance objectives on the SWA Performance Plan, Development Plan, and Assessment Form with the departmental and the country program strategic plan.

#### **D. Development (Training)**

To contribute to systematic development of its employees, there shall be regular discussion and documentation of learning needs, training and career interests. Employees and their supervisors complete a Development Form at the beginning of the assessment year. The forms have a list of individual career interests, the training needs for the short and long term, as well as the learning/development plans for the year.

#### **E. Coaching**

In addition to continuous performance feedback that employees should receive from their supervisors, the supervisor and employee are required to hold coaching sessions twice a year.

The purposes of the coaching sessions are:

- to provide support and coaching for achievement of results-based performance objectives,
- to review developmental efforts,
- to review progress against results-based performance objectives, and
- to make adjustments, if necessary to the results-based objectives in the performance plan.

The date of the coaching session must be recorded on the SWA Performance Plan/Assessment Form.

#### **F. Performance Review**

Supervisors and employees are strongly encouraged to discuss job performance and goals on an informal, day-to-day basis. Formal performance evaluations are conducted at the end of the employee's first 6 months, and then for all staff with at least three months as of 30 October each year. The process includes a self-assessment by the employee, an assessment by the supervisor and a review by the second level supervisor.

After the probationary period, the new employee and his supervisor can discuss the job responsibilities, standards and performance requirements of the new position (although it is encouraged that quarterly informal discussions take place to ensure the probationer is on the right track). These discussions give employees the opportunity to discuss job tasks, and to identify and correct weaknesses, encourage and recognize strengths and discuss positive purposeful approaches for meeting set goals.

For all regular employees, their performance is evaluated according to an ongoing 12-month cycle, which starts at the end of each fiscal year. All employees will have a review at this date, regardless of start date to get all employees within this cycle.

Supervisors who leave their posts (through transfer or resignation) will be expected to complete performance reviews for all the staff they have supervised for more than one month before leaving that post.

<b>Section: Career Development</b>	<b>Number: 4.2</b>
<b>Subject: Career Planning</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 1</b>

SWA is committed to career development of its employees at all levels and categories. Efforts are made to enhance knowledge and skills of employees to improve their performance and to broaden their career paths. .

**Facilitation for Career Growth:**

1. Performance appraisal for all staff to assess the skills or the ability to handle higher responsibilities.
2. Training needs analysis and in house training programs designed for individuals and groups. Refresher courses on the job.
3. External training programs for employees as and when required, for skill enhancement and professional development. It would be coordinated by the HR in consultation with the respective Head of Division and with the ED's approval.
4. Each employee in consultation with their immediate supervisor and the HR develop a career path in the organization through their annual development plan.

<b>Section: Career Development</b>	<b>Number: 4.3</b>
<b>Subject: Training and Development</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 1</b>

SWA is committed to the professional development of all employees. As such, all supervisors should encourage the employees who report to them to consider how specific training opportunities would improve their job performance.

Senior managers in consultation with the ED are responsible for determining training and professional development needs in their respective departments and should coordinate with HR to identify appropriate opportunities and resource persons.

The primary source for identifying individual employee training needs are performance appraisals – gaps and potential for growth.

Upon successful completion of SWA-sponsored training event, each participant is required to give feedback of the training and submit a written report to their supervisor and HR within 7 days and supplement the same with a presentation to the rest of the colleagues in the office as and when feasible.

<b>Section: Career Development</b>	<b>Number: 4.4.</b>
<b>Subject: Employee Recognition</b>	<b>Reviewed in January 2019</b>
<b>Awards</b>	<b>Page: 1 of 4</b>

**Staff Special Recognition Program**

**A. Purpose**

To recognize and reward extraordinary performance of individuals and teams, the SWA staff special Recognition Award Program provides for the timely recognition of significant employee contributions.

Recognition awards provide a unique opportunity for immediate recognition, rather than the more customary annual recognition of performance and service and more regular affirmation by supervisor of good performance by staff in their normal performance of duty.

**B. Description**

In the SWA staff Recognition Program, special recognition may be given to individuals or teams for a significant achievement, and are given soon after the time that the achievement occurs. The focus of the Recognition program is giving timely recognition in flexible, low-cost ways that are meaningful to the employee or team being recognized. Recognition can be monetary or non-monetary. Examples of “Recognition Awards” can include but not be limited to: a certificate, or trophy, or medallion, a handicraft or other gift (artwork, t-shirt, pen, photograph, whatever is culturally appropriate), a music CD-ROM or a book, a special pen or other small office items, such as coffee cups or mugs; a personal item of clothing, such as baseball caps, t-shirts, and sweatshirts, and, an Organisation pin or other Organisation item, a cash award of up to US \$ 25 (twenty five US dollars).

Examples of employees' contributions that may be recognized through this Award include, but are not limited to specific examples for achievement in: Innovation, risk-taking & problem solving, Actions directly related to success of the work unit, department, or Organisation; Efforts that demonstrate in an exceptional manner the values of SWA; Extraordinary customer service; Significant contributions to Safety/security; Consistent service beyond the call of duty and what is normally expected; Stewardship of Organisation resources; Achievement in program quality; Outstanding efforts in management quality; Obtaining increased funding for SWA programs; Exceptional efforts in partnership and representation

The recognition program is for specific examples of contributions beyond what is their normal job description and is NOT for general reasons such as the person is hardworking, Punctual, cordial, team player, practices SWA value based behaviors etc.

Examples of improper, unacceptable use of this staff recognition program include but are not limited to:

- 1) Holding a regular quarterly all staff luncheon for all staff because "everyone in the department, or country program, or regional office works hard." Recognition program must reward a specific, exceptional achievement by an individual or team or department soon after that exceptional action occurs. Nominations without such clarity and specificity will not be considered.
- 2) Giving an Award to someone not for any special achievement but because SWA has never given the person any special award.
- 3) Giving someone days off for recognition. Extra Leave time (vacation) must not be used as Award.

Recognition Program is not intended to replace or restrict other recognition that are done by the Organisation such as the President's Award or the SWA Special

Recognition Award or rewards based on Annual Appraisals or recognition given by the supervisors on a regular basis for good performance of their duties.

The award can be in cash or kind of increased value per each 5 years anniversary. Celebration of the service awards will be during the year end gathering each December.

## 5 - Leave

<b>Section: Leave</b>	<b>Number: 5.1</b>
<b>Subject: General Leave policy</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 1</b>

**A. Purpose:**

To provide employees with time off during the year to relax and enjoy time away from their job duties.

**B. Administration:**

Prior approval / permission of the supervisor should be obtained before taking the leave unless in a situation where it is not practical wherein efforts must be made to intimate the supervisor / office at the earliest opportunity about the leave.

In a situation when an employee has exhausted all his available leaves and has a reason to be absent from work, the supervisor in consultation with the HR Manager can approve leave without pay.

Before proceeding on leave, an employee shall intimate leave address, telephone number, to the supervisor.

Any exception to the prescribed rules requires written approval of the ED.

Leave approved by supervisor either electronically or manually are considered official.

## **1. Holidays**

SWA will observe all public holidays that may be gazetted or have been marked as holiday by the Government.

All Fridays shall not be working day.

## **2. Annual Leave (Vacation)**

All employees are entitled to paid annual leave days during a fiscal year. This is to provide employees with time during the year to relax and enjoy time away from their job duties. Full-time employees accrue annual leave according to the following schedule:

<u>Length of Service</u>	<u>Annual Leave</u>
a) Less than 5 years	21 working days

Annual leave days begin to accrue from the date of hire. Leave is calculated through a fiscal year (i.e. October – September) (prorated for staff joining during the year).

New employees normally cannot be advanced annual leave in the first six months of employment, unless prearranged upon employment or exceptional circumstances.

Human Resources Manager shall maintain a leave tracker indicating the leave days due for each staff. At the same time, staff should also advise his/her supervisor in writing about leave plan for the coming year.

Employee should complete the Leave Application Form and submit it to the supervisor a minimum of five (5) working days before the first leave day. This is to allow for an action plan to be developed for coverage while the employee is on leave.

In order to ensure adequate time to complete outstanding assignments and to hand over responsibilities to another staff member regardless that an employee will have made a written application, SWA reserves the right to defer the date to take annual leave.

## **3. Compassionate Leave**

### **a) Description**

Compassionate leave will be granted at the discretion of SWA for cases of death of close family members requiring a brief absence from the office to a maximum of seven (7) paid calendar days.

**b) Administration**

For purpose of this policy, a family member is defined as Child, Spouse, Parent & Parent in Laws, brother and sister of the employee.

If the death occurs outside the employee's duty station, within Puntland, SWA may provide transport support to enable the employee to be with their family at such a time. The mode and cost of the transport support will be determined by the ED upon receiving appropriate advice from HR.

Employees, are however encouraged to use accrued leave days, or may request an unpaid leave of absence if additional time off is needed.

**4. Study Leave**

**a) Purpose**

SWA recognizes and applauds employees who want to advance their personal development by pursuing part time studies in colleges or universities and other type of studies that will require full time involvement. In recognition of the time and effort part time studies take, SWA will provide study leave up to a maximum of five work days per year.

**b) Description**

Study leave is applicable for studies that are directly related to employee's performance objectives and/or future career growth in the organization

Study leave is meant to cater for exam time but can be utilized to prepare for and/or sit for exams. The employee can therefore apply for study leave and include a day or two before the actual exam for studies.

Employees must apply for study leave at least three weeks in advance and a copy of the examination timetable attached or other relevant documentation.

Employees studying in colleges, universities or equivalent education institution must inform their supervisors in advance and include such studies in the individual development plans indicating the relationship of the same with the employee's work and SWA career growth.

No study leave will be approved for studies that are not included in the approved Individual Performance Plan of the FY in question

No study leave will be authorized for employees who have not utilized any annual leave carried over from previous fiscal year, and if at the end of the year the employee has more than 10 leave days to carry over the following year, the study leave taken will be deducted from such carry over.

## 5. Sick Leave – Short Term

### a) Description and Purpose

SWA provides paid sick leave in order to allow employees to recover from illness without the loss of pay.

60 calendar days with full pay per year; a further

60 calendar days with half pay per year; then a further

If the sickness will persist beyond 120 days, the organisation will negotiate with the staff for an interim staff to take over the position until the staff fully recovers. The monthly pay shall also be discussed if any to be paid.

For a member of staff on probation who has completed two month's service, sick leave entitlement shall be:

30 days with full pay, then

30 days on half pay

Thereafter, the ED may extend sick leave or may have the employment terminated on medical grounds on recommendation of registered medical practitioner. SWA shall reserve the right to seek for a second medical opinion.

Sick leave can be used for an employee's personal illness or to care for a sick child or spouse but the employee must provide a doctor's note verifying the illness and need for care to HR through their supervisor. Employees may not take more than six (06) paid sick days to care for a sick child or spouse in any given year. If the employee requires additional paid leave, he/she should use accrued Annual leave.

Sick days will be paid only for those days on which the employee is regularly scheduled for work. If an employee becomes ill during annual leave, accrued sick leave may be used for the days where the employee is ill. In such a case, the employee should show proof of an illness, such as a note from the doctor, to his/her supervisor and to the Human Resources Manager upon returning from leave.

**b) Administration**

- Staff must produce a certificate of incapacity, signed by a registered medical practitioner, covering each period of sick leave claimed,
- Staff shall be required to notify the office through their supervisor of the incapacity within the first twenty four hours of absence.
- Sick leave cannot be carried over from one year to the next. If an employee falls sick during annual leave, the days of the illness may be charged to his or her leave instead of annual leave, upon adequate medical documentation.
- Serious accidents and special cases of serious illness will be considered on their merit and at the discretion of the Executive Director.
- Unused sick days are not paid upon separation from SWA

## **6. Maternity Leave**

### **a) Description and purpose**

This is a period of paid absence from work, for three calendar months in which a woman is legally entitled during the months immediately before and after childbirth. This absence is meant for preparation for delivery, care of the newborn, recuperation of the mother and bonding of mother and the new born.

Expectant female employees are entitled to three (3) calendar months, paid leave days for maternity. This period includes the time immediately prior to and after delivery.

If an employee is required by their doctor to cease work before the birth of the child, SWA will regard up to ten (10) days. The time off will not be counted as part of the maternity leave and maternity leave will commence following delivery of the child. Employees are requested to submit a written request for maternity leave to Human Resources.

### **b) Administration Procedures**

- Days off work taken because of pregnancy not resulting in a live birth will be accounted for as sick days preceding delivery, sick leave after the end of pregnancy as prescribed by medical care provider and annual leave if requested.
- The employee submits written request for maternity leave not less than 3 months prior to the Estimated Date of Delivery (E.D.D.) with supporting documents from a qualified medical practitioner.
- While applications for maternity leave will be based on the E.D.D, they will be subject to final computations to be based on the actual date of delivery.

On resumption of duty a nursing mother shall be allowed 1 hour off duty per day until nine months after the birth, for the purpose of attending to the feeding of the baby.

## **7. Paternity Leave**

This is a temporary leave from work granted to a father of a new born. A male member of staff shall upon application, be granted fourteen (14) calendar days paternity leave per calendar year. This leave is only available to male staff members when the legal spouse delivers a live baby and is given in order for the staff member to assist his spouse and bond with the new baby. The leave shall be taken within thirty (30) days from the date of delivery by his spouse, or be forfeited.

## **8. Leave of Absence**

When employees need time off to pursue personal interests (e.g. extending maternity leave; completing studies, other engagements not detrimental to the operations of SWA, as may be determined by the CR ) they may request a Leave of Absence.

Leaves of Absence are unpaid and will be approved on a case-by-case basis depending on the needs of SWA, the reason for the request, frequency of past leaves of absence, and the employee's performance history. An employee should have at least one year's continuous employment with SWA before making request

The request should be made to the Executive Director who will also approve the leave after consultation with applicant's supervisor and others. In order to be eligible for an unpaid leave of absence, all applicable accrued leave must be depleted. To apply for a leave of absence, the employee must complete the proper Leave Request Form with a supporting letter outlining the reason for the leave.

Short Term Leaves of Absence are unpaid leaves lasting up to one month. With a Short Term Leave, benefits will continue. Annual leave will not accrue during this time. With Short Term Leaves, the employee's employment is protected, but their position may not be held.

Long Term Leave of Absence is an absence lasting more than one month and up to one year, depending on the circumstances. All benefits are discontinued. Paid leave time (vacation, sick and discretionary leave) does not accrue. Only employees with at least three years employment may request leave of absence of greater than one month.

When an employee takes leave without pay, the amount deducted from their compensation package is the Total Daily Compensation multiplied by the number of days of leave without pay. It is the responsibility of the Supervisor to inform HR and Finance once the leave of absence has been approved so that salary administration can be addressed.

Employees who take a Long Term Leave of Absence may not be guaranteed employment upon their return; however, they are considered internal candidates and will have the internal job postings made available to them.

## **6 - Office Discipline And Decorum**

## SOMALI WOMEN ASSOCIATION

<b>Section: Office Discipline and Decorum</b>	<b>Number: 6.1</b>
<b>Subject: Office Hours</b>	<b>Reviewed in January 2019</b>
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SWA's regular work week is Saturday through Thursday. SWA working hours are from 8.00 am to 4.00 p.m. SWA provides a one hour lunch and prayer break from 12.30 p.m. to 1.30 p.m.

- Working schedules should include at least 1 (one) hour for lunch break a day
- Working schedule meets program needs
- Working schedule corresponds to normal working practices in the location

Once approved a time schedule for each office will be considered official and will be used to record lateness and absence

SWA encourages work-life balance and will avail the option to staff to work on flexible hours as long as this does not interfere with offering effective service and sustaining the synergy of the team. The decision to flex must therefore be discussed with and approved by the immediate supervisor and ultimately approved by head of division.

#### **A. Administrative Procedures**

1. When the lateness or absence is anticipated, the employee must ensure their supervisor is notified in advance.
2. Flex hours must be approved in writing through the required procedures
3. In order to ensure that the employee's payroll check accurately reflects the number of hours worked, all employees are required to maintain the Monthly Time Report in the prescribed format. Each time report must be checked and endorsed by the employee's immediate supervisor then handed over to Finance Department.
4. Employees are required to remain at their assigned duty stations during normal work hours. If an employee must be away from the work place during this time, the prior approval of the supervisor is required.
5. Field based officers are required to obtain clearance from their immediate supervisors before they leave their post for a period lasting overnight or longer. This will apply for all departures whether personal or official.

## SOMALI WOMEN ASSOCIATION

<b>Section: Office Discipline and Decorum</b>	<b>Number: 6.2</b>
<b>Subject: Dress Code</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 1</b>

### **Dress Code**

Because of the highly visible and public nature of SWA's work, employees are encouraged to maintain a neat, clean and professional appearance and to conform to the standards of business attire most common to the location of their job and site assignment.

#### **A. Purpose**

The purpose of this policy is to provide a standard of presentation expected of SWA staff that befits the organization's mission.

#### **B. Administrative procedures**

As a general reference, the following are considered inappropriate attire for the office:

- Torn jeans
- Plastic flip flops
- Sweat pants/track suits
- Shorts
- Tank or halter tops
- Sleeveless T Shirts

<b>Section: Office Discipline and Decorum</b>	<b>Number: 6.3</b>
<b>Subject: Conflict of Interest</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 3</b>

Conflict of interest could be defined as a situation that arises when a decision – making authority is seen to have a personal stake in the outcome of the decision itself. This policy covers various situations, which a SWA employee may face in the areas of financial control, personal integrity, conflicts, etc and the role which they should play in such circumstances. This policy provides a common code of conduct, which should be adhered to by all SWA employees.

#### **A. Purpose**

Although, SWA recognises and respects the right of employees to take part in activities outside their jobs, those activities must be lawful and free of conflicts with their responsibilities as SWA employees. Employees must not misuse SWA resources or influence, or discredit SWA' good name and reputation.

#### **Examples of conflicts of interest which are to be avoided –**

##### **Purchasing**

- i. No employee will use the money or other resources of SWA to acquire goods or services for the benefit of the employee, his/her family members or any third party.
- ii. No employee may use the SWA tax-exempt number for any private purchases whatsoever.

### **Gifts and Gratuities**

- i. No employee may solicit or accept, directly or indirectly, any gift, gratuity or favor that has substantial economic value, where either party could infer any obligation. In the event that such gifts are received these should be treated as gifts to SWA and will be suitably disposed of by SWA.
- ii. All honoraria received should be sent to the Finance Department unless approved by SWA.

### **Procurement**

No employee shall authorize for use by SWA any product or service furnished by a firm in which the employee or the employee's immediate family members has a financial interest. Such decisions should be referred to the interested employee's supervisor.

### **Banking**

Employee shall not use SWA's name on any, or for any, personal banking accounts.

### **Reimbursements**

No employee may authorize their own reimbursements for expenses.

### **Non-compete**

No employee may provide services for compensation to any organization engaged in similar activities as SWA, except with prior authorization by the Regional Director.'

### **Gifts/loans**

Throughout the year, vendors, associates, partners and others may give gifts to the Country Program, departments or individuals. Grant funds cannot be used for procuring gifts of any kind and such items are unallowable cost. While this practice of giving gifts is not encouraged, these gifts can be accepted under the following conditions:

- i. Any gift received should always be treated as a gift to the Organisation and not to the individual. As such departments and the Country Program should find appropriate and just means to share the gift with all staff.
- ii. No gift may be accepted if there is any possibility that it could be perceived to have influence on any type of professional, programmatic, management or purchasing decisions made by the Organisation.
- iii. The practice of providing gifts should never be encouraged and only those that are modest may be accepted.
- iv. Tickets to sporting or other events should be shared through a raffle or other means. The only exception is if there is a representational aspect of networking or meeting others at the event that will further our work. In those cases, designated staff can use the tickets.
- v. No employee should acquire personal loans from SWA partners
- vi. No employee should be involved in promotion decision of his/her relatives working in SWA
- vii. Buying items from suppliers for personal use at high discounts in name of SWA is not allowed.

<b>Section: Office Discipline and Decorum</b>	<b>Number: 6.4</b>
<b>Subject: Fraud prevention Policy</b>	<b>: Reviewed in January 2019</b>
	<b>Page: 1 of 4</b>

**A. Purpose:**

The purpose of this policy is to clarify SWA' definition of fraud and detail its related fraud policy

Fraud is the use of one's occupation for personal enrichment through the deliberate misuse or misapplication of the employing organization's resources or assets.

SWA recognizes all types of fraud as detailed in the attached Uniform Occupational Fraud Classification System. Below are examples of some of the principal types of fraud.

**1. Corruption**

- a) Conflict of interest - Where an employee of SWA engages himself/herself in full or part-time employment in another firm or organization or where an employee has vested interest in a firm/organization that is involved in business dealing with SWA in procurement or otherwise.
- b) Bribery - Where an employee is involved in kickbacks e.g. rigging bids for procurement, or sale of commodities such as wheat, corn oil, maize etc, or disposal of assets or where an employee extorts money from suppliers in exchange for securing a supply or service contract.
- c) Illegal Gratuities - Where an employee receives gratuities from vendors, partners or other parties and does not declare or deliver it to SWA.

d) Economic extortion - Where an employee uses their employment position to enrich/benefit themselves economically.

**2. Asset Misappropriation**

**a) Cash**

- ② Where an employee deliberately understates the sales of disposed assets,
- ② Where an employee deliberately omits the recording of transactions
- ② Where an employee deliberately writes off receivables without authority
- ② Where an employee misappropriates cash or cash in kind.
- ② Where an employee is involved in fraudulent disbursement or liquidation i.e. expenses reimbursement scheme, overstated expenses, fictitious expenses, multiple reimbursement, false refunds, etc

**b) Inventory and other Assets**

- Misuse of assets by an employee i.e. use of vehicle for personal errands without specific authority of the Executive Director,
- Where an employee misuses office equipment i.e. personal computers, laptop, photocopy machine, printers, faxes, mobile telephones, etc.

Examples of misuse of photocopy and computers/printers are as follows: Photocopy machine

Large scale photocopying of personal documents i.e. books, other material

Computers and printers

- Using the computer software or e-mail system for unlawful or malicious activities;
- Use of SWA's computers to penetrate or attempt to penetrate other computers on the network to gain access to confidential information i.e. on salary, health, employment status (referred to as hacking).
- Attempts to gain access to SWA intranet from the Internet for users that are not part of SWA programs

- Large scale printing of personal documents e.g. wedding cards, birthday cards, flyers etc.
- c) Where an employee transfers assets out of SWA custody to own custody for personal use.
- d) Where an employee falsifies asset sales etc

### **3. Fraudulent statements a)**

#### **Statements.**

- Where an employee willfully overstates asset/revenue
- Where an employee willfully understates assets/revenue

#### **b) Non-financial**

- Falsify employment credentials e.g. previous work experience, previous salary earned, education and professional qualifications, work permits, citizenship etc
- Falsify internal documents e.g. the requisitions, travel expenses documents, mileage logs, leave application forms, etc
- Falsify external documents e.g. doctors sick off, doctor's statement on individual health.

### **4. Others**

- a) **Nepotism:** whereby an employee favours relatives for promotion or employment because of their relationship rather than abilities.
- b) **Patronage:** whereby an employee supports or favours some individuals, family members or certain vendors
- c) **Cronyism:** whereby an employee appoints his cronies/friends to certain positions disregarding their qualifications/performance.

## **B. Administrative Procedures**

### **Reporting Fraud**

Employees are asked to report any possible misdeeds and suspicious activities through a letter, e-mail, telephone call or meeting with Executive Director.

A secure suggestion box conveniently placed would be an alternative but the people writing the letter/notes should sign and identify themselves. Anonymous letters will not be accepted/considered. The ED will be the holder of the keys to the box.

### **Confidentiality**

The report on fraud will be treated as private and confidential by Management

### **Consequence of Fraud**

Any staff member who is proven to have committed fraudulent misdeeds will have his employment contract terminated without warning and shall lose all benefits from SWA.

Employees accused of committing fraud will be subjected to an investigation and interview by the Senior Management Team with outside consultation as needed. The SMT will carry out investigation and give their recommendation to the ED for disciplinary action. The ED will make the final determination of disciplinary action to be taken.

<b>Section: Office Discipline and Decorum</b>	<b>Number: 6.5</b>
<b>Subject: Harassment</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 3</b>

SWA is committed to provide a workplace that is free from sexual harassment and the organization will take steps to ensure that no employee is subjected to sexual harassment. This policy applies equally to all national and international employees.

**A. Description**

An employee is sexually harassed if the employer of that employee or a representative of the employer or co-worker:

1. Directly or indirectly requests that employee for sexual intercourse, sexual contact or any other form of sexual activity that contains an implied or express:-
  - a) promise of preferential treatment in employment;
  - b) threat of detrimental treatment in employment; or
  - c) threat about present or future employment status of the employee'
2. Uses language whether written or spoken of a sexual nature;
3. Uses visual material of a sexual nature; or
4. Shows physical behaviour of a sexual nature which directly or indirectly subjects the employee to behaviour that is unwelcome or offensive to that employee and that by its nature has a detrimental effect on that employee's employment, job performance, or job satisfaction
5. The conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Examples of behaviours that are typically unwelcome and personally offensive to employees:

1. Repeated sexual flirtations, advances or propositions.
2. Repeated verbal abuse of a sexual nature, graphic or degrading comments about an employee's appearance or the display of sexually suggestive pictures or objects.
3. Uninvited touching, including patting, pinching, or repeated brushing against another's body.
4. Sexual harassment does not refer to welcome social relationships or to occasional compliments of a socially acceptable nature save where an employee has expressly rejected such compliments as being against his/her liking, customs, tradition, belief or religion.

## **B. Administrative Procedures**

SWA considers sexual harassment to be an act of misconduct and grounds for disciplinary action, up to and including termination. The Organisation will investigate any complaint of sexual harassment and will take immediate and appropriate disciplinary action if sexual harassment has been found. This includes investigation of allegations of sexual harassment against program beneficiaries by SWA employees. It is important to note that sexual harassment crosses age and gender boundaries.

1. An employee should report the alleged sexual harassment to the Executive Director immediately upon knowing the incident or the allegation and to no one else.
2. The ED, in consultation with appropriate authorities will determine how the complaint of sexual harassment will be investigated and what appropriate disciplinary action to be taken if sexual harassment has been found.

3. SWA prohibits any employee from retaliating in any way against anyone who has raised any concern or participated in investigation about sexual harassment or discrimination against another individual.
4. A reported violation will be held in confidence, except for limited disclosures as needed in connection with an investigation. SWA reserves the right to take appropriate action to enforce its policy prohibiting sexual harassment, whether or not the person who alleges a violation or any other party wishes to pursue the matter. In all cases any investigation will be conducted in such a manner as to protect the privacy of all concerned to the greatest possible extent.

② The Organisation will investigate any complaint of sexual harassment and will take immediate and appropriate disciplinary action if sexual harassment has been found.

<b>Section: Office Discipline and Decorum</b>	<b>Number: 6.6</b>
<b>Subject: Code of Conduct</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 2</b>

**General Description**

**A. Purpose:**

To protect children and young people from abuse and sexual exploitation

**Preamble:**

SWA commits itself to creating and maintaining an environment, which promotes its core values and prevents abuse and sexual exploitation of children and young people. SWA opposes prostitution and sex trafficking. SWA employees and volunteers are expected to contribute to building a harmonious workplace based on team spirit, mutual respect and understanding. All staff members are expected to uphold the dignity of beneficiaries served by SWA organizations by ensuring that their personal and professional conduct is of the highest standard at all times

SWA strongly condemns all kinds of child abuse and sexual exploitation, especially towards its beneficiaries. Sexual exploitation may include non-contact activities such as showing pornography to children or certain internet-based activity.

1. Abuse and sexual exploitation constitute acts of gross misconduct and are therefore grounds for termination of employment. All relevant legal steps should be taken corresponding to the legal and social conditions of the local situation.

2. Exchange of money, employment, goods or services for sex, including sexual favors or other forms of humiliating, degrading or exploitative behavior is prohibited. This includes exchange of assistance that is due to beneficiaries.
3. Sexual activity with children (person under the age of 18) is prohibited regardless of the age of majority or age of consent locally. Mistaken belief in the age of a child is not an excuse. \*
4. Where a SWA employee develops concerns or suspicions regarding sexual abuse or exploitation by a fellow humanitarian worker, whether in that same Organisation or not, s/he must report such concerns to the SWA Executive Director and to local legal authorities, where appropriate. No employee or supervisor should initiate any investigation on the matter without approval from the ED
5. SWA employees may not engage in any form of unlawful harassment, discrimination, physical or verbal abuse, intimidation, favoritism or exploitative sexual relations. Sexual relations between humanitarian workers and beneficiaries are strongly discouraged.
6. SWA employees are expected to behave in accordance with SWA values and create and maintain an environment, which prevents sexual exploitation and abuse and promotes the implementation of the code.

<b>Section: Office Discipline and Decorum</b>	<b>Number: 6.7</b>
<b>Subject: Misconduct</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 3</b>

This section will list those actions and acts that are considered forbidden and subject to disciplinary action within SWA. This list is in no way complete and should be used as a guideline only as to what behavior will not be tolerated in the office.

- a) Dereliction, non-performance, or negligence of duty b)
- Sleeping or loitering during duty hours
- c) Habitual absence without leave
- d) Absence in spite of refusal of leave e)
- Habitual late attendance
- f) Doing personal work during duty hours
- g) Taking, facilitating or giving of bribes or an illegal gratification.
- h) Acceptance of cash/gifts from any persons, vendors, partners, or other parties with whom SWA has an official relationship.
- i) Causing wilful damage to or loss of employer's goods or property.
- j) Theft, fraud or dishonesty in connection with employer's business or property.
- k) Conviction in a court of law for any offence involving moral turpitude in the lawful exercise of any power of arrest given by or under any written law, an employee is arrested for a cognizable offence punishable by imprisonment and is not within (14) Fourteen days either released on bail or on bond or otherwise lawfully set at liberty
- l) Insubordination or other subversive acts of discipline

- m) An employee who wilfully neglects to perform any work which it was his/her duty to perform, or if he/she carelessly and improperly performs any work which from its nature it was his/her duty, under his contract, to have performed carefully and properly;
- n) Acts of misconduct outside working hours that negatively affects day-to- day work of SWA or its reputation.
- o) An employee whether alone or in conjunction with others, knowingly fails, or refuses, to obey a lawful and proper order which it was within the scope of his/her duty to obey, issued by his/her supervisor or a person placed in authority over him/her by SWA.
- p) Fighting, riotous or disorderly or indecent behaviour.
- q) Smoking within SWA office rooms or in an official vehicle. r)

Disobedience of transfer order bona-fide.

- s) Threatening, abusing, assaulting, or harassing any employee, partner or guest to SWA
- t) Disclosure to external parties of any confidential information. u) Refusal to accept any official communication in writing.
- v) Misrepresentation of qualifications or information of any kind at the time of employment or thereafter.
- w) All forms of harassment.
- x) Use of abusive/indecent language in office.
- y) Making false complaints against any employee to higher authority and found to be false or malicious.
- z) Refusal to perform any emergency duty during the usual working hours

- aa) Misuse of computer, internet (visiting of obscene sites), telephone and other facilities provided to the employee for the accomplishment of official work for personal reasons and so forth.
- bb) Causing loss or damage to SWA assets due to prima facia negligence of an employee
- cc) Failure to use seat belts while driving or sitting in the front seats of a SWA vehicle or failure to use helmets while driving two-wheelers. dd)

Driving under the influence of alcohol or other drugs.

- ee) Any association with organizations or institutions that are involved in activities which are recognized as anti-national or terrorist.
- ff) Failure on the part of supervisors to take immediate and appropriate action on harassment complaints raised by staff.
- gg) Violation of mandatory security rules laid down in the security plan
- hh) Any other act, which constitutes an offence under any Government law or regulations.
- ii) An employee commits or on reasonable and sufficient grounds is suspected of having committed a criminal offence against or to the substantial detriment to his employer or his employer's property
- jj) Falsifying Organisation records or reports.
- kk) Failing to cooperate with an investigation.
- ll) Misconduct such as being under the influence of drugs or alcohol, possession of a weapon, or gambling during work hours.
- mm) Conduct that violates the law or is in direct conflict with SWA's values and beliefs. This applies during work and non-work hours.

All employees should immediately report any case of fraud following the Fraud Prevention or Whistle blower policies

<b>Section: Office Discipline and Decorum</b>	<b>Number: 6.8</b>
<b>Subject: Disciplinary Procedure</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 2</b>

**Disciplinary steps**

SWA's objective in addressing poor work performance, absenteeism, and other job-related problems is to correct the situation or prevent the reoccurrence of past problems as well as to deter other problems from arising.

SWA's policy is to apply disciplinary action in a progressive manner whenever appropriate; however, SWA reserves the right to take more serious disciplinary action up to and including summary dismissal in response to serious infractions or performance problems. Movement between steps in the progressive disciplinary process (as outlined below) may be accelerated or steps may be skipped all together, particularly during the initial six months of employment.

Some SWA policies contain provisions for disciplinary action in the event of policy violation.

The first reference identifying disciplinary action for a specific infraction or violation of policy should be the policy itself.

When an employee's performance or behavior fails to meet established standards, it is the responsibility of the supervisor to counsel the employee, assist in resolving the problems and provide a reasonable amount of time for the employee to correct the problem prior to disciplinary action. If counseling fails to correct the problem, the supervisor should initiate progressive disciplinary action. Such a program must be administered fairly and consistently and should be structured to correct the problem.

## **Progressive Discipline Procedure**

### **1. Counsel/Verbal Warning**

The supervisor and employee discuss the problem, identifying action steps to correct it within a reasonable time frame. A written copy of the action plan is maintained by the supervisor and the employee. A summary of the meeting and a copy of the action plan are placed in the employee's file.

### **2. Written Warning**

If the problem is not corrected by counselling, the supervisor will discuss the situation with the next level of management. The supervisor should formally warn the employee that further disciplinary action (including possible termination) would result if the problem is not corrected.

The supervisor will re-emphasize the standards required, willingness to help the employee improve, and the period within which improvement must be realized. The warning should be confirmed by a letter from the supervisor to the employee with a copy to the employee's file.

Provided that before a decision is made regarding an employee's culpability he/she shall be given opportunity to be heard and may be accompanied to the hearing by another employee of his/her choice.

### **3. Suspension**

An employee may be suspended with pay for a period of time pending investigations of alleged misconduct. SWA can also suspend an employee without pay as a measure of punitive action.

<b>Section: Office Discipline and Decorum</b>	<b>Number: 6.9</b>
<b>Subject: Complaint / Grievance</b>	<b>Reviewed in January 2019</b>
<b>Resolution</b>	<b>Page: 1 of 2</b>

**Complaint or Grievance Resolution**

Employees are encouraged to bring their complaints about work related situations to the attention of management or confide in the Human Resources manager. Employees will be provided with an opportunity to present their complaints and to appeal decisions by management through a formal complaint procedure. All complaints will be resolved fairly and promptly. Such complaints should be submitted to the Executive Director in a confidential, written memo.

A complaint may be defined as an employee's expressed feeling of dissatisfaction concerning conditions of employment or treatment by management, supervisors, or other employees. Examples of actions which may be causes of complaints include, but are not limited to:

Application of Organisation policies, practices, rules, regulations, and procedures believed to be to the detriment of an employee;

- ② Treatment considered unfair by an employee, such as coercion, reprisal, harassment, or intimidation;
- ② Alleged discrimination, including harassment, because of race, colour, sex, age, handicap, national origin, military reserve or veteran status, marital status, or any other non-merit factor;
- ② Improper or unfair administration of employee benefits or conditions of employment such as vacations, fringe benefits, promotions, retirement, holidays, performance review, or seniority.

#### **A. Administrative Procedure**

A complaint should be brought forward as soon as it reasonably becomes known to exist so that it can be addressed and resolved promptly. No employee will be penalized for using the Organisation's complaint procedure.

Supervisors are responsible for ensuring that the complaint is fully processed. Information gathered through the complaint process must be treated in a discreet and confidential manner by all parties involved. Documentation related to the complaint is maintained separate from the personnel files.

All complaints must be presented in writing. It must be dated and signed by the employee presenting it. When a complaint is reduced to writing there will be set forth:

- A complete statement of the complaint and facts upon which it is based;
- The section or sections of Organisation policy claimed to have been violated; and
- The remedy or correction requested.

The decision rendered at each step of the complaint resolution process will be in writing to the employee and will be dated and signed by the Organisation representative at the step. A complaint not advanced to the higher step within the time limit provided will be deemed withdrawn, and as having been settled based on the decision most recently given. Failure on the part of the Organisation's representative to answer within the time limit set forth in any step will entitle the employee to proceed to the next step.

The time limit at any stage of the complaint procedure may be extended by written mutual agreement of the parties involved in that step. In addition, if the responsible party is unavailable (out on leave or traveling and out of contact) the employee making the complaint will either agree to accept to disagree or agree to extend the time limit.

**SOMALI WOMEN ASSOCIATION**

<b>Section: Office Discipline and Decorum</b>	<b>Number: 6.10</b>
<b>Subject: Separation from SWA</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 7</b>

**1. General Guidelines**

Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are listed some of the common circumstances under which employment is terminated:

- Resignation – voluntary employment termination initiated by an employee
- Redundancy – involuntary employment termination initiated by the organization for non-disciplinary reasons.
- Termination for Cause – involuntary employment termination initiated by the organization for performance or disciplinary reasons.
- Summary Discharge – involuntary employment termination initiated by the organization for major offences
- Retirement – voluntary employment termination initiated by the employee meeting age, length of service, and any other criteria for retirement from the organization.

A Handover Form will be completed by staff and reviewed by supervisor. Final salary will not be given until all sections are completed satisfactorily.

All cases of separation from SWA by an employee will be treated as per the Labor Laws, terms of employment and the provisions of this manual

### **3. Probationary Termination**

SWA can terminate the employment of a staff member on probation by giving appropriate notice or pay in lieu of notice without assigning any reason.

The letter of termination should be signed by the Executive Director and should be given to the probationer by his/her supervisor and the Executive Director or his/her representative.

### **4. Disciplinary Termination:**

Termination due to a major offence resulting in summary dismissal can take place without notice in accordance with the labor laws and provisions of this manual.

Termination due to other offences, not resulting in summary dismissal, shall take place with prior notice up to a maximum of one month or notice pay in lieu of. Provided that before a decision is made regarding an employee's culpability he/she shall be given opportunity to be heard and may be accompanied to the hearing by another employee of his/her choice.

### **5. Resignation**

All staff members have the right to resign from their service at any time. The notice of resignation should be done in writing directed to the Executive Director. A period of one month's notice or equivalent of one month's gross salary in lieu of notice will be required. Absence from work without good reason for over five (05) consecutive working days shall be considered resignation without notice and the right to terminate the employment of the staff member is in accordance with the disciplinary provisions stated in this manual.

When leaving SWA due to voluntary resignation an employee is entitled to any accrued annual leave and other benefits as per the law.

### **6. Termination due to ill Health/Terminal illness**

The employment of a staff member can be terminated for reasons of health or disability, if such an employee has been certified unfit by a medical practitioner and/or medical board to carry out their obligations under the terms of employment.

If an employee takes the maximum amount of leave allocated to them (sick leave, annual leave, and leave of absence) and is still unable to return to work due to health reasons, he/she shall be required to attend to a registered medical practitioner/medical board who will determine the staff's ability to continue in the service of the Organisation.

The Executive Director shall have the right to initiate termination of the services of a staff member who is incapacitated by reasons of mental or physical conditions. Before such a termination is initiated, an effort shall be made by SWA to find a post, which can be compatible with the staff member's health and qualifications.

The initiation of such a termination begins by sending a confidential letter to the staff member stating the reasons for termination and asking for a response from the employee within 2 weeks.

In case of not responding, the employee can be immediately terminated. In case of disagreement the Executive Director can request a medical Board of no more than three medical practitioners to examine the staff member and based on the report make the final decision.

#### **7. Cessation of the Organization**

In an event that entails the cessation of SWA, all staff shall be made redundant (severed) in accordance with the labor laws and provision of this manual.

#### **8. Poor Performance**

The employment of any staff may be terminated due to inability to perform prescribed duties in a satisfactory manner. The process outlined in Progressive Discipline policy will be followed.

#### **9. Imprisonment/Conviction of an Offence**

Employees must report to their supervisor any charges brought against them for criminal offences, including traffic offences involving a SWA vehicle.

Absence from work due to a sentence of imprisonment passed against a staff member for more than 14 days shall be grounds for termination.

An employee shall be terminated if they are convicted for an offence where such conviction renders them unsuitable for the position held.

**A. Administrative Procedure:**

- Termination letters are issued on behalf of SWA by the Executive Director.
- The ED in consultation with the supervisor may allow the separating staff to take any annual outstanding leave entitlement concurrently with the notice period, prior to the final date of employment of the employee. SWA reserves the right to request the separating employee to proceed on leave during the notice period. An employee leaving the Organisation is required to circulate a "Clearence Form" to the relevant departments for clearance. Separating employee's timesheets must be up to date (up to last day worked) in order for the final payment to be processed.
- The Finance Department is not authorized to release final dues until this form is presented duly endorsed and all issues thereof resolved.
- The following will be included in employees separating benefits:
- Salary up to the last day worked
- The Finance Department is responsible for informing the employee of final salary, benefits entitlements. A departing employee will be issued with a document detailing the computation of his/her dues .

## 7 - General Policies

## **SOMALI WOMEN ASSOCIATION**

<b>Section: Office Discipline and Decorum</b>	<b>Number: 7.1</b>
<b>Subject: Alcohol Abuse</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 1</b>

### **A. Purpose**

The Organisation is committed to a work environment that is free from alcohol abuse.

### **B. Description**

Employees and visitors to SWA may not consume, use, sell, purchase or trade alcohol while on Organisation premises except at official Organisation events, as authorized by the ED.

Employees and visitors to SWA may not be intoxicated, under the influence of, or impaired from the use of alcohol while on Organisation premises or while performing Organisation business.

It would be a justifiable or lawful grounds for the dismissal of an employee if during working hours, by becoming or being intoxicated, an employee renders himself unwilling or incapable to perform his work properly

**SOMALI WOMEN ASSOCIATION**

<b>Section: Office Discipline and Decorum</b>	<b>Number: 7.2</b>
<b>Subject: Drug free workplace</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 2</b>

**A. Purpose:**

To promote a drug free workplace

**B. Administration:**

An employee, who has an addiction to, dependence upon, or problem with drugs, is encouraged to seek assistance by writing in confidence to, or asking for a personal appointment with the ED. The ED or such other person as they may specifically designate will provide the employee with information regarding local hospitals and community organizations offering drug treatment programs.

The unlawful manufacture, distribution, dispensation or sale of a controlled substance in the workplace is prohibited and will result in termination of employment.

Unauthorized use or possession of, or being under the influence of, a controlled substance in the workplace is prohibited and will result in disciplinary action up to and including termination.

Employees whose illegal use or sale of drugs outside of the workplace has an adverse effect on SWA may be subject to disciplinary action up to and including termination.

Employees may be required to successfully complete an appropriate substance abuse rehabilitation program as a condition of continued employment. Failure or refusal to do so is grounds for disciplinary action up to and including termination.

SWA reserves the right to require drug testing upon reasonable suspicion of an employee's use or abuse of a controlled substance in violation of this Policy. Testing will be done by a certified laboratory in conformance with all applicable laws. An employee's failure or refusal to cooperate with requested testing for drugs can result in termination. The results of all drug screenings will be confidential (i.e., made available only to those with a legitimate, job-related "need to know" or as required by law).

## SOMALI WOMEN ASSOCIATION

<b>Section: Office Discipline and Decorum</b>	<b>Number: 7.3</b>
<b>Subject: HIV / AIDS in the workplace</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 7</b>

### **A. Purpose:**

SWA is committed to maintaining a work environment that reflects foundational belief in the inherent worth and dignity of each person and is, therefore, responsive to the workplace issues created by HIV/AIDS. This policy represents Somali Women Association' commitment to the just treatment of all employees, in accordance Equal Employment Opportunity

This policy applies to all regular and contract SWA employees in Puntland. In cases where discrepancies between the SWA policy and the Organisation policy may arise, the Organisation policy shall govern.

### **B. Policy Overview:**

SWA will promote a workplace environment that encourages and supports HIV/AIDS prevention, care and treatment for all employees. Toward that end, SWA will

- Sustain an HIV/AIDS prevention program within the workplace
- Offer HIV/AIDS benefits to employees
- Promote awareness and enforcement of existing national legislation and SWA policy against sexual harassment policy and
- Adhere to non-discrimination practices in all employment considerations
  - whatever a person's HIV status

- Respect an employee's confidentiality with respect to HIV/AIDS the Code of Conduct

SWA will strive to create a workplace environment in which employees living with and affected by HIV/AIDS can feel secure in their work and have access to appropriate benefits.

**C. Policy Description:**

**1. Confidentiality**

SWA recognizes that an employee's health condition is private and confidential however, SWA encourages workplace openness and voluntary disclosure of one's HIV status to promote a compassionate workplace. An employee living with HIV/AIDS is under no obligation to disclose his or her condition to a manager or any other employee of SWA unless medical certification is required for use of a benefit or to support a request for reasonable job accommodation.

SWA managers and supervisors are expected to take all reasonable precautions to protect the confidentiality of information regarding any employee's health condition, including an employee living with HIV/AIDS. Medical and related personnel records of employees with HIV will be considered as confidential information. They will be held separate from other personnel records in a file cabinet that can be locked. Any employee, who acquires such information, even if obtained personally from the individual, must respect the confidentiality of that medical information. Confidentiality also applies to the reason of an employee's termination. Failure to do so will result in disciplinary action up to, and including, termination of employment.

**2. HIV/AIDS Education and Training**

SWA encourages employees to fully understand HIV/AIDS and to use that understanding in both the prevention and, if necessary, treatment of the disease and support of co-workers living with HIV/AIDS and affected by the epidemic. .

Education efforts are key to assure that compassion, and not discrimination and stigmatization, is a natural response of employees to one another.

Staff will be provided with education and training opportunities about HIV/AIDS, the means to prevent infection, treatment options, and the care and support of people living with and affected by HIV/AIDS. Printed information also will be made available to family members of employees.

SWA will provide education on its HIV/AIDS policy, including related benefits and entitlements.

As a part of its education efforts, SWA will provide employees with information on resources within the community for:

- Voluntary Counseling and Testing (VCT) for HIV
- Prevention and treatment of other sexually transmitted infections
- Treatment and care for opportunistic infections associated with HIV/AIDS
- Responding to the care and treatment needs of people living with
- HIV/AIDS.
- Home based care and support services
- Psychosocial services

An important component of a comprehensive HIV/AIDS program is knowledge of one's risk to HIV infection and one's HIV status. Employees are encouraged, but not required, to take advantage of Voluntary Testing and Counseling services. Likewise, dependents of employees are encouraged to use available VCT services and SWA will make available to all staff an updated list of available VCT locations throughout the country

<b>Section: Office Discipline and Decorum</b>	<b>Number: 7.4</b>
<b>Subject: Visitors in the workplace</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 2</b>

For security reasons and to promote a more productive work environment, whenever possible, staff should arrange to meet any personal visitors in the lobby rather than at their desk. However, the Organisation understands that from time to time employees may want to have personal visitors during SWA work time such as family members see where they work and meet their colleagues or for some emergencies. Employees should keep such visitations to a minimum and should plan visits to occur during break and lunch times.

Visitors after making an entry in the register kept with the security guard would be issued with visitor pass by the security guard and the visitor should be displaying the same pass till such time he is in the office premises. The same should be returned back to the security guard. HR is responsible for monitoring the visitor pass.

Children visiting the office must always be accompanied by an adult. Except under exceptional circumstances, children may not accompany their parents to work. While SWA will explore the possibility of space for care of infants by parents depending upon the space available in the premises, there may be unique situations when parents may have to bring their infants to the office. But it is to be understood that it is the responsibility of the parents to fulfill their parental obligations to their children and thus to make alternative child care arrangements for the day, such as using their leave or finding care through friends and family. The employee should come prepared to complete the time sensitive task and leave upon its completion.

SWA office is a workplace and hence visitations by family, friends or bringing of children that affect productivity of the employee or her/his colleagues should be discouraged. The supervisors should address if and when work is affected by exceptions to the norm.

## **8 - Office Facilities And Services**

**SOMALI WOMEN ASSOCIATION**

<b>Section: Office Facilities and Services</b>	<b>Number: 8.1</b>
<b>Subject: Vehicles</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 3</b>

1. All staff must comply with SWA relevant policy/procedures failure to do that will attract disciplinary actions.
2. The use of SWA vehicles is restricted to official SWA duty.
3. Drivers shall be responsible to maintain vehicles in a clean and road- worthy condition at all times. In case of emergencies the vehicles could be cleaned by an outside washer man / local cleaner by paying a nominal sum.
4. For each vehicle the driver shall maintain an individual Vehicle – Monthly Expenses Log. In addition, the driver will maintain a Vehicle Log Book in each vehicle. The logbook shall be updated and signed by the person using the vehicle immediately upon its release.
5. Drivers and individuals driving the vehicle shall ensure that valid registration papers and certificate of insurance are available with each vehicle and that their driving licence is valid and up-to-date.
6. Only authorized passengers are allowed in SWA vehicles. The ED has the authority to authorize passengers.
7. Expenses incurred for the running and maintenance of the vehicle must be substantiated by a cash receipt by the person incurring the expense. Servicing should be done regularly and through authorized service stations only.

8. Fastening of seat belt while driving or seated in the front seat while being driven is mandatory. It is also a must that employees using two wheelers are required to wear helmets.

9. The Organisation shall arrange to have annual eyesight exams for all professional drivers.

10. SWA will plan its vehicle fleet based on the specific work needs and requirements for each office.

11. Office vehicles can be driven only by official SWA drivers. Personal usage by international or authorized national staff is regulated by the Organisation's policy on vehicles.

12. The use of a SWA vehicle for business or personal reasons by volunteers, interns, fellows, or other SWA staff is at the discretion of the ED. Authorization must be predicated on having a valid driving license, undergoing a brief driving test under the supervision of the SWA Senior driver, and in-country orientation by the Country Program on local driving laws, customs and safety, as well as signing a **disclaimer** form waiving SWA from liability.

13. Due to the increased risk of accidents and threats to staff safety and security, all SWA vehicles should be off the highways and in town by nightfall.

14. All drivers of SWA vehicles must adhere to the speed limits authorized by Government or SWA whichever is low. Driving while under the influence of alcohol or other drugs is strictly forbidden. Failure to conform to this policy may result in disciplinary action.

Due to exceedingly high liability potential, SWA does not authorize employees to use personal vehicles for any official work assignments unless approved by ED.

While in the field, all SWA vehicles should be back to the hotels latest by 9:00 P.M.

## SOMALI WOMEN ASSOCIATION

<b>Section: Office Facilities and Services</b>	<b>Number: 8.2</b>
<b>Subject: Telephones/Cell phones / Fax/ e-mail</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 4</b>

1. The telephone shall normally be operated only by the Receptionist allotted to this duty or the person assigned to this duty in case the Receptionist is absent. However, each employee is expected to learn and operate the telephone system in the office, including internal transfer of calls to another extension.
2. The telephones are for the transaction of official SWA business.  
Personal calls are discouraged, but when necessary are to be kept to a minimum both in frequency and duration.
3. Outgoing and incoming calls shall be of the minimum duration and it is the responsibility of the user to be brief and clear on telephones.
4. All personal outstation and international calls shall be charged to the personal account of the employee and the employee should be responsible for highlighting his/her personal calls from the list provided by the Administration Department and make the payment to finance.

### Cell Phones

1. Some staff are allowed an office cell phone to conduct official SWA business.
2. Cell phone usage should always be considered only after less-expensive options, e.g. landlines, have been deemed impractical or not possible.

Any cell phone procured should be modest and justified by a price-wise comparison across similar models. Service plans should be justified by a cost-benefit analysis, which is based on average monthly usage for official calls. The cost of all personal calls made/received on cell phones should be reimbursed to SWA.

3. Staff is responsible for reimbursing SWA the cost of any damage or loss to SWA assets, which results from oversight or negligence. In cases of genuine theft or robbery, staff will inform the Head of Logistics in writing. Such loss/damage will be considered by the supervisor on a case-by-case basis.
4. Official cell phones should be kept open on preferably around the clock and during holidays / vacations / field visits, etc.

**E-mail policy.**

1. All SWA employees granted access to the SWA network can send and receive electronic mail messages. Temporary staff, or non-employees such as contractors or consultants may use the SWA e- mail system with prior approval from the Unit Head or the Head of Department.
2. The e-mail system belongs to SWA and staff should not assume confidentiality or other features of a personal or home e-mail system.
3. Electronic mail is a business tool provided by SWA for SWA business purposes. Incidental and occasional personal use of electronic mail is determined by the Organisation.
4. However, personal messages will be treated no differently than official messages and SWA will suspend this privilege if it is abused in any

way.

5. All messages will clearly indicate that staff is sending e-mail from Somali Women Association. As such these messages represent official SWA communications. The Organisation expects staff to represent it in the best possible light.
6. All relevant Organisation policies apply when staff is using e-mail. These include policies on harassment and disclosing proprietary information to people outside the Organisation without prior approval from the employees' supervisor.
7. The SWA e-mail program is highly versatile. As with other business tools the user should explore its capabilities and learn to use it effectively.
8. If employees are not officially representing the Organisation, they must add a disclaimer to their messages, such as "The opinions expressed in this message are my own and do not necessarily represent those of SWA". Since e-mail should be used for official SWA business, these occasions would be rare.
9. Remember that it is possible, as a result of forwarding and referencing that someone other than the intended recipient may read a message. If a message is sensitive, do not send it via e-mail.
10. The potential exists for the transmission of computer viruses using e-mail.  
Routinely perform a virus check on attachments from outside sources. Never open an e-mail message that contains an executable (filename.exe) program from an unknown source or without checking with the IT specialist and the anti-virus program first.
11. Employees should delete all unneeded mail (sent and read) messages.

The electronic mail system should not be used to store information. It is a tool for communication and moving documents attached to electronic messages. Messages should be deleted as soon as possible to conserve system space and maintain system performance. Messages and attachments staff wishes to keep should be archived or saved to other storage areas.

### **Disclosure**

1. Sending e-mails to colleagues or partners on operational and programming matters must be consistent with the established protocols.
2. Access may be revoked at any time for inappropriate conduct. Normal disciplinary procedures will be used in determining whether such action is necessary. Examples of inappropriate conduct include.
  - Using the e-mail system to conduct personal business activities.
  - Using the e-mail system for unlawful or malicious activities.
  - Using abusive or objectionable language in either private or public messages.
  - Misrepresenting yourself or SWA.
  - Sending chain letters, or other activities that could cause congestion or disruption of the network.
  - Using SWA computers to penetrate or attempt to penetrate other computers on the network, or to deliberately release viruses onto the network.
  - Infringing on copyright laws.
  - Prior approval is needed for sending e-mail for documents that are sensitive in nature and that are related to management and policy matters.
  - Accessing websites that contain information or services that work in contradiction to SWA' Guiding Principles, SWA Mission, or that would be objectionable or indecent.
  - Using your identity as a SWA employee while expressing personal opinions in private chat rooms.

**SOMALI WOMEN ASSOCIATION**

<b>Section: Office Facilities and Services</b>	<b>Number: 8.3</b>
<b>Subject: Personal Mail</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 1</b>

1. Employees may receive their mail c/o SWA.
2. Such mail, however, may be opened by SWA if it is not marked personal, as it is not always possible to determine from the envelope or cover whether the contents are personal or official.
3. SWA accepts no responsibility if such a mail is lost or misplaced.

<b>Section: Health and Safety at work</b>	<b>Number: 9</b>
<b>Subject: Health and Safety at work</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 4</b>

**1. Policy**

It is SWA's policy to provide and maintain safe and healthy working conditions, equipment and systems of work for all employees, and to provide information, training and supervision as needed.

It is the duty of all employees to take reasonable care for the health and safety of themselves and of other people who may be affected by their acts or omissions, and to co-operate in ensuring that SWA's policy is observed. In pursuit of these obligations, every effort will be made to ensure, as far as reasonably practicable, the health, safety and welfare of all employees, consultants and visitors.

**2. Work Area**

All employees will be responsible for maintaining their work and personal work area in a state of cleanliness and hygiene.

**3. Security Search**

No goods, packing cases or other materials belonging to SWA may be taken out of the premises by employees without permission in writing from the Executive Director

Security staff at the entrance may search any employee or vehicle or examine any parcel being carried by an employee.

Any employee removing SWA's property without due permission shall be deemed to have committed a gross misconduct.

#### **4. Safety Procedures**

Employees have a duty to ensure that they: -

- i. Take responsible care for their safety and use safety equipment provided.
- ii. Refrain from acting in a manner, which is liable to cause injury to themselves or others.
- iii. All employees are obliged to carry out the lawful orders regarding safety rules and procedures laid down by management.
- iv. No employee is permitted to tamper with or misuse safety equipment installed or provided by management, for the protection of the office, safety and health of the employees.
- v. Any employee who observes another disregarding the safety rules is to remind such a person of the rules and/or report them to the Executive Director or in his place Head of Department.

#### **5. Electricity**

No defective electrical equipment should be used by any employee.

Any faulty electrical equipment should be reported immediately to the Administrator or Executive Officer.

#### **6. First Aid**

The first aid box shall be located in a general area and be easily accessible to all employees.

## **7. Fire Safety**

All employees shall acquaint themselves with the use of fire fighting Equipment (eg fire extinguishers, fire hoses, fire alarms) and safety regulations and comply with such directions as may be required from time to time be given.

The Executive Director shall ensure that all emergency fire equipment is tested frequently and regular training is given to all employees.

Each office must develop its own fire safety plan which needs to be tested periodically.

## **8. Kitchen Safety**

Where a kitchen is located within the office, care should be taken to ensure the following;

- i. All electrical equipment is switched off when not in use.
- ii. The kitchen is properly ventilated.
- iii. The water taps are turned off properly after use.
- iv. There is a fire extinguisher near the kitchen premises.
- v. The kitchen must be kept clean and the floor must not be wet or slippery.
- vi. Regular fumigation and hygiene.

## **9. Items of Explosive, Corrosive, Flammable or Toxic Nature**

These should not be stored in the office premises. If such chemicals are required to be stored e.g. because of construction or renovation activity or other such activity in exceptional circumstances, such storage should be in accordance with the storage instructions. In all cases the prior consent of the Executive Director or Head of Department should be obtained in writing.

Repeated cases of negligent driving by employees will lead to disciplinary measures including and not limited to termination of employment

## **SOMALI WOMEN ASSOCIATION**

<b>Section: Distribution and Changes to the Manual</b>	<b>Number: 11</b>
<b>Subject: Manual Dissemination and Review</b>	<b>Reviewed in January 2019</b>
	<b>Page: 1 of 1</b>

### **A. Distribution Policy**

Each department shall maintain a copy of the complete human resource manual for the use by employees. All employees upon joining employment at SWA shall be given a copy of the Human Resource Manual as part of the office working tools. All the employees should sign a standard form as an acknowledgement of reading the manual.

### **B. Changes**

The Executive Director shall periodically ensure review of the policies and propose relevant changes. The manual must be reviewed at least once every three (3) years to address changes in the law and current practice.

All changes to the Human Resource Manual are subject to approval of Regional Director or his/her designate



## **APPENDICES**

1. INTERVIEW QUESTIONNAIRE, REPORT AND RECOMMENDATION
2. STAFF UNDERTAKING FORM
3. CANDIDATE SCORE SHEET
4. STAFF CLEARANCE FORM
5. STAFF CLEARANCE FORM

## INTERVIEW QUESTIONNAIRE, REPORT AND RECOMMENDATION

A. Panellists Introduction – Done by the HR and Admin

**B. Questionnaire**

**Applicant Details**

<b>Name</b>	
<b>Position applied by applicant</b>	

1. Tell us about yourself- Name, Education and employment background

<b>Education</b>	<b>Institution</b>	<b>Level/Qualification</b>
Secondary Education		
Tertiary Education		
Professional Qualification if any		

2. Why are you interested to work with SWA?

3. Tell us what you expect about this position?

4. Give us your Background Experience for this position. *(Guide the interviewee to response as per the following format)*

Year	Where/Place of work	Duties (Responsibility)/Position
Below 1 Year		
1 to 2 Years		
3 to 5 years		
Above 5 Years		

5. Panellists to ask technical questions relevant to the position and expertise.

6. What do you expect to be your priority areas in your first few days of work?

7. List 5 key challenges you have faced in your experience and what challenges do you think you will face ?

8. Tell us how you resolved the challenges (Mentioned in 6 above)

9. How much do you propose as gross salary you would wish to get based on the responsibilities of this position?
10. What are your commitments with your current job (If any)?
11. Tell us of any integrity question or have any civil or criminal record or have been adversely mentioned in any circumstances of your professional life or in a private capacity.
12. Questions by the interviewees.
13. Closing Remarks.

### C. Evaluation Results

Section	Panellist 1	Panellist 2	Panellist 3	Average
A. Education (10%)				
B. Prior Work Experience (30%)				
C. Language Proficiency (10%):				
D. Job Knowledge (15%):				
E. Skills and Abilities (20%):				
F. Gender (Female applicant given 5%)				
F. other added advantages (10%)				
Post training				
Employee(Reference to appraisals)				
Understand the context of the environment				
Awards and recognition (If any)				
Meets regular training program /Continuing Education Program.(CEP)				

**Recommendation and Report:**

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<b>Compiled By</b> <b>(1<sup>st</sup> Panellist)</b>	<b>Confirmed(2<sup>nd</sup> Panellist)</b>	<b>Approved by(3<sup>rd</sup> Panelist)</b>
Signature	Signature	Signature
HR &Admin	Department Head	Executive Director
Date	Date	Date

STAFF UNDERTAKING FORM

**Instructions**

**This form should be read and signed before appending signature to your contract.**

**Staff are advised to obtain clarification on any section which is not clear.**

**By appending your signature automatically infers you have understood the undertakings below and shall be enforceable.**

I ..... hereby confirm that I have read and that I will diligently observe the following;

**Disclosure of information**

- That I disclosed all the information to the panel and that it is the truth and nothing to the contrary.
- I do not have any civil or criminal records against me and that I have not been barred or in any list of those who have been sanctioned in any Organisation or institution.
- I will provide any personal information necessary that may be required to justify my qualification whenever is needed.

**Conflict of Interest**

- Undertake I will not engage in any activities in while undertaking my duties which shall be construed to be violation of conflict of interest.
- Undertake that am obliged to disclose any direct or indirect benefit of any undertaking which will shall lead to possible conflict of interest.
- I shall not share any information including passwords, keys and restricted information under my custody.

**Confidentiality**

- Undertake that I will not disclose any information or data relating to the affairs of the organization to any other person not a member of the organization.

**Fraud**

- Undertake to conduct my duties diligently and will not engage directly or indirectly in misuse of funds and property through fraudulent acts.
- Undertake am obliged to report any fraud or misuse of funds in the event it comes to my knowledge.

**Adherence to the policies and procedures**

- Undertake I have read through the policies and staff manuals.
- Undertake that I will conduct any activity within the provisions of the laid down procedures

**Signature :** .....

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**Date** : .....

### APPENDIX III: CANDIDATE SCORE SHEET

SWA LOGO

## **SUBJECT CANDIDATES SCORE SHEETS**

Position:

Prior to having contract signed by the candidate, I make the following submission;

Checklist	YES	NO	None
I confirm the staff was interviewed for the position			
I confirm the staff was recommended by the panellist subject to performance during the interview			
I confirm I have contacted the referees			
I confirm complains /contentions to the selection of the candidate has been addressed.			

Signed

Date

## HR and Administration

**SWA**  
**STAFF CLEARANCE FORM**

**Name of staff**

**Position**

**Station**

YES	N O

I have fully served my notice period

I have returned the following properties used during my employment:

Laptop (If any)

Office Keys(If any)

I have surrendered my work email account to Supervisor for action

**Handover**

I have completed all assignments and submitted to my supervisor


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**Finance**

I have liquidated all the claims/advances

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**Dat  
e**

**Staff Signature** :

**Supervisor**

**Dat  
e**

**Name** :

**Signature** :

**Human  
Resource**

**Dat  
e**

**Name** :

**Signature** :