



OLSIA Employee Handbook

Organization of literacy support for independent Afghanistan

2025

OLSIA EMPLOYEE HANDBOOK

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Board Approval

The board of director of OLSIA, by resolution duly adopted by unanimous vote at a meeting duly called and held and not subsequently rescinded or modified in any way, has duly determined that this policy is workable and fair to and in the best interests of OLSIA, the board, approve this policy, recommended for use and directed that the amendment be submitted for consideration by OLSIA board members and ED at the OLSIA board meeting.

Each member of the board agrees to perform such further acts and execute such further documents as are necessary to effectuate the purposes hereof. This policy manual shall be understood and enforce in accordance with and governed by the laws of the government of Afghanistan.

The OLSIA Board Approval constitutes approval of this policy manual undersigned.

Abdul Qaum Almas

Signature

Fazal Rabani

Signature

Abdul Jabar Ameri

Signature

Farhad Naderi

Signature

Haroon Ahmadi

Signature



OLSIA EMPLOYEE HANDBOOK

Background of the Organization

The Organization of Literacy Support for Independent Afghanistan (OLSIA) was founded in 2024 with the conviction that education is the cornerstone of lasting peace, economic stability, and social inclusion in Afghanistan. Grounded in the belief that every person—regardless of age, gender or circumstance—deserves the opportunity to learn and grow, OLSIA is committed to building a brighter future for Afghan communities.

From its inception, OLSIA has positioned education as “first and for all,” directing its efforts toward increasing access to literacy, computer skills, vocational training and the English language. By mobilizing educated Afghan youth and partnering with local communities, OLSIA strives to overcome barriers that have long limited opportunities, especially among women and underserved populations.

Operating across multiple provinces, OLSIA implements projects that combine classroom learning with practical skill-building: establishing computer learning centers, delivering soft-skills training, and facilitating vocational pathways. These initiatives are designed not only to educate but to empower learners to participate meaningfully in the economy and society.

OLSIA’s vision is of a united and prosperous Afghanistan where development opportunities are accessible to all, thereby fostering social inclusion and stability. Its mission centers on building a collective movement of educated Afghan youth who champion education for all ages and all genders—with no discrimination. The ultimate goal is to enhance livelihoods, create economic opportunities, and contribute to the country’s long-term development.

Through transparent governance, community-centered design and partnerships that link education with employment, OLSIA seeks to ensure that every Afghan has a chance to unlock their potential. We believe that when people lead their own learning and development, the benefits ripple outward—strengthening families, communities and the nation.

Our Vision:

A united and prosperous Afghanistan where education and development opportunities are accessible to all, fostering social inclusion and stability.

Our Mission:

We aim to build a collective movement of educated Afghan youths to support education above all, education for all ages and all genders without any discrimination of any kind.

Goal

To improve access to education, vocational skills, and economic opportunities, enhancing the livelihoods of Afghan communities and contributing to the country’s long-term development.

OLSIA EMPLOYEE HANDBOOK

Preface

This handbook contains information on personnel policies for employees working for OLSIA. It answers many questions about everyday working matters, as well as relationships with OLSIA partners, stakeholders, and service providers.

OLSIA employees are encouraged to get to know this handbook, which explains our operating policies, procedures, and practices with relation to HR.

This policy handbook does not represent an employment contract or imply job security. Please address any questions, concerns, or suggestions to Human Resources.

OLSIA Management reserves the right to alter or amend this policy handbook at any time.

Code of Ethical Conduct for Employees

- a. OLSIA expects that each employee will, to the best of their knowledge and ability:
 - a) Act with openness, honesty and integrity in fulfilling their duties and responsibilities.
 - b) Comply with laws and regulations.
 - c) Respect the culture and customs of Afghanistan.
 - d) Treat others with respect and dignity, consistent with OLSIA's policies on nondiscrimination and sexual harassment.
 - e) Actively promote ethical behavior in their work environment and community.
 - f) Report clearly and accurately to funders and other interested persons on the activities of OLSIA as required.
 - g) Care for OLSIA property and resources as if they were their own.
 - h) OLSIA expects that employees will not use its property or resources for personal purposes or personal gain.
 - i) Will report known or suspected violations of this Code to the Deputy Director or Director of OLSIA. They can then refer the issue to the Chair of OLSIA board of Directors.

1.2 Handbook Introduction

This handbook does not represent an employment agreement/contract or imply job security, and can be updated at any time. Verbal agreements do not supersede any written policies. Changes in policy will be formalized with a dated written memo, which will be inserted into this handbook where appropriate.

1.2.1 Applicable Regulations

The contents of this handbook are bound by, and based upon, Afghan Labor Law and other applicable Afghan laws and executive regulations as issued and/or amended periodically. Where these laws and regulations allow flexibility, the contents of this handbook are bound and based on OLSIA's management requirements and OLSIA's mission practices. Where conflict may arise between these two sources, Afghan laws will supersede OLSIA's policies.

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2 Staff classification and benefits

Contract Staff (Employees) and Classifications

All OLSIA employees are hired on an “at will” basis. As such, OLSIA reserves the right to terminate employment of any employee for whatever reason at any time. In turn, the employee also has the same right.

Anyone working for OLSIA, either full-time or part-time, on a regular ongoing basis is classified as an employee of OLSIA. All employees will be placed on probationary period as outlined under section 6.10 below.

Employees are required to submit timesheets based on actual hours worked every month with these timesheets agreeing with the daily attendance register. Non- completion or incorrect completion may result in a reduction of salary and/or annual leave.

Regular Full Time

Employees who are regularly scheduled to work at least 35 hours per week and are paid a salary are considered regular full time employees. Regular full-time employees are eligible for benefits as described in this handbook after they have successfully completed the 90-day probationary period.

Regular Part-Time

Employees who are regularly scheduled to work less than 35 hours per week and are paid a salary are considered regular part time employees. Regular part-time employees may be eligible for some benefits after they have successfully completed the 90-day probationary period.

Temporary (Full-Time or Part-Time)

Employees who are hired to work in a position for 90 days or less on a temporary basis may work for a designated period of time as temporary replacements or to assist in completing a specific project. Temporary employee’s performance may be evaluated to determine whether further employment in a specific position is appropriate. Temporary employees are not eligible for benefits.

Interns

Interns are generally student employees who are hired for a specific period of time, usually during University vacations. Interns may receive a stipend or other payment in lieu of salary. Interns can be full or part time. They do not receive benefits.

Volunteers

Volunteer are individuals who provide classes and other services to OLSIA free of charge. Volunteers are not considered employees of OLSIA.

2.2 Staff Benefits

Employees are entitled to:

- Leave according to Labor Law
- Wedding benefit
- Death Benefit
- Eid Bonus
- Transport Allowance
- Communication Allowance
- Short-term training allowance (according to budget)
- Other benefits according to Afghan Labor Law (see section 4.8)

3. Employment Procedures

3.1.1 Contract Standardization

All employees employed by OLSIA will receive standard employment agreements as per the requirements of MoLSAMD and will be prepared in English and also in Dari or Pashto if necessary. In the event of a dispute the English version will be the relevant contract.

3.2 Standards of Behavior

All OLSIA employees are required to maintain standards of personal conduct and job performance at all times. Violation of OLSIA's policies or other illegal and improper acts or practices are strictly forbidden and may result in immediate dismissal. The following examples of conduct may result in disciplinary action up to and including termination:

- Consistent poor work performance or negligence;
- Repeated absence or tardiness;
- Lack of cooperation and/or willful insubordination to supervisor and management;
- Malicious, dangerous, disorderly or violent behavior that involves physical acts;
- Acts of fraud or dishonesty which injure OLSIA employees, operations and property, or organizations and individuals working with OLSIA;
- Disclosure of confidential information to outside sources;
- Falsification of OLSIA records or obtaining employment through false representation;
- Verbal or physical harassment related to ethnic, religious or sexual background;
- Alcohol or drug abuse;
- Misuse of OLSIA office equipment, including copiers, computers, vehicles, radios, telephones, etc., including for more than minimal/nominal personal use;
- Willful loss, destruction or theft of OLSIA property;
- Breach of any law applicable to OLSIA.

3.3 Termination of Employment

Employment with OLSIA is subject to the availability of funds and operations. Therefore, all employees are subject to separation from OLSIA.

- Termination may take one of six forms:
- Termination with cause;
- Termination without cause;
- Termination for unsatisfactory performance;
- Resignation;
- Retirement;
- Death.

3.3.1 Termination with Cause

Employees separated for cause, such as: misconduct, fraud, or violation of OLSIA's policies will become effective immediately, and the employee will receive no compensation beyond the date of termination, or any other payments, and accrued annual leave. Reasons for Termination with Cause include but are not limited to:

- Giving or accepting bribes, kickbacks, or commissions in any form of money, services, gifts, etc.;
- Misuse of OLSIA authority or property for personal benefits;
- Physical violence or negligence, which may endanger the employee or other persons while on duty; • Insubordination;
- Any other action that may result in or create a situation detrimental to OLSIA's work or reputation, as defined and determined by the OLSIA Director;
- Alcohol or drug abuse;
- Negligent use of OLSIA property and/or facilities;
- Misrepresentation of OLSIA's work.

The Director retains the right to terminate staff for any of the above reasons. Any person whose action warrants termination as described above will first have an opportunity to explain his/her actions to the Director before the termination letter is issued.

3.3.2 Termination without Cause

Employees separated from OLSIA with satisfactory service (without cause) due to restriction of funds, Redundancy or other changes to OLSIA's operation, will be given 30 days' notice termination.

3.3.3 Termination for Unsatisfactory Performance

Employees separated from OLSIA for unsatisfactory service at the end of a probationary period will be given 7 days' notice or 7 days' salary. For regular staff (yearly contract), 30 days' notice or one month's salary in lieu is provided.

3.3.4 Resignation

An employee wishing to leave his/her position at OLSIA must submit a letter of resignation, and the reason for the resignation. Employees on probation must give one week's notice in writing. All other employees must give four weeks' notice in writing, unless specified otherwise in the contract. The authority to revise the notification period rests solely with the Director.

3.3.5 Retirement

Afghan employees retiring from OLSIA at the age 65, in accordance with Afghan law shall receive a payout of any accrued annual leave and payment others benefit. The organization could extend the contract after the retirement age with the agreement of employees.

3.3.6 3.4 Warnings

Employees will receive written warnings for certain types of negligence or misconduct on the job, either performance or non-performance related, which will be documented in their personnel files. Such negligence or misconduct includes but not limited to the following:

- Repeated absence without leave;
- Unsatisfactory work performance;
- Repeated timesheet inaccuracies or misrepresentation;
- Alcohol or drug abuse;
- Negligent use of OLSIA property and/or facilities;
- Misrepresentation of OLSIA's work.

An employee who has received two written warnings, will be separated with cause if the offense or problem is repeated a third time. All Letters of Warning will be issued by the Human Resources Department. All letters will have the pre-approval of the Supervisor and/or Head of Department.

OLSIA requires that staff receiving the Letter of Warning will acknowledge receipt of the letter by signing it. The letters will be kept in the personnel files for the duration of every individual's employment.

Three warnings in a fiscal year of OLSIA (April – March) will lead to termination of an employee from his/her job or non-renewal of annual contract. In the following year, the previous warnings remain in the personal file and will be reviewed at the end of that year.

Warning letters will be kept in personnel files forever. Old warnings are not cancelled for five years and only then must be approved by a panel of 3 persons including HR Manager, Director and Deputy Director.

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Personnel Administration

Work Hours

OLSIA working days are Sunday to Thursday in a week and working hours are split in to two semi-annual schedules according to the Labor Law:

Summer - 21 st March to 22 September of each Year	8:00 am to 5:00 pm (1-hour lunch/prayer break)
Winter - 23 September to 20 March of each year	8:00 am to 4:00 pm (1-hour lunch/prayer break)
Ramadan:	7:00 am to 1 pm

or other reason. Employees will be notified through Email.

The regular working hours of non-program and non-office staff (such as guards, cleaners and drivers) may differ from these hours because of the particular duties they perform.

Overtime Policy – national staff only

OLSIA encourages the practice of compensatory time-off for non-office staff performing additional shifts. Overtime payments sometimes may be required in special circumstances. In such cases, formal authorization by the Director is mandatory.

Salaried office staff members do not receive additional compensation for overtime work. Overtime work is compensated based on the following formula: one working day is equal to 1.5 times of an employee's hourly rate. If it is on a holiday or Friday/Saturday, it is equal to 2 times an employee's hourly rate. Each quarter of an hour (15 minutes) and up to one half-hour (30 minutes) will be calculated as a half-hour. Less than one quarter hour (15 minutes) does not qualify for overtime. Overtime pay will be paid with the employee's salary in the pay period the overtime occurred. Overtime sheets must indicate date, time, place and purpose. Overtime must be approved by the supervisor.

Compensatory Time Off – national staff

For salaried staff members who are not eligible for monetary overtime payment, the staff member who has received approval from his/her supervisor to work on Fridays, Saturdays, official holidays, or more than 40 hours per week is entitled to compensatory leave. Compensatory leave should not exceed 3 days per month and must be taken within the same pay period as the overtime occurs or will be forfeited. Trainers are subject to a separate memo.

Timesheets

All staff members are required to report their time on a monthly basis. On the timesheet, they should indicate the total number of hours worked, allocate time to a specific Funding Source, and report time in accordance with actual time spent on any one Funding Source/Project. It is the responsibility of each staff person to submit timesheets on time to their line manager and prior to departure for any leave. It is the responsibility of the line manager to check the accuracy of the time sheet before it is submitted to Finance. Admin can access the timesheet when requested.

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Salary Administration Program

OLSIA determines an individual employee's salary based on NTA scales for national staff and salary increases are based within these scales.

Salary Scale

The NTA scales for national staff have salary ranges for each position that reflects the qualifications and experience needed to perform the duties of the position and the level of responsibility of the position, and to allow for the range of background and experience of the individual in the position.

Salary Payment and Pay Periods

Salaries are paid on a monthly basis on the 25th of each month, or as close to this date as circumstances allow.

Salary Review and Adjustments

- a. **Salary Increases:** by the approval of the Director OLSIA may provide salary increases to staff at the time of the annual performance review process. The salary increases are not automatic, but subject to availability of funds and other organizational factors.

In the case of promotion or a salary increase related to a promotion, any salary increase will be applied on a pro-rated basis from the date of the salary change. Salary increases are not automatic and once an employee reaches the cap for their particular position, they receive no further increases. Caps are adjusted periodically in response to market conditions and adjustments.

- b. **Merit Increases:** are based upon the results of an employee's performance review. Factors considered include quality and volume of work, knowledge of work, dependability, versatility, judgment, attitude and initiative. Merit increases are not automatic, but earned and subject to the availability of funds.

Salary Deductions

Deductions made from salary payments include the following:

- 1) Income Tax imposed by the Afghan Government on an employee's income, to be deducted in accordance with the interpretation of the Income Tax Law of the Ministry of Finance. OLSIA deducts taxes in accordance with Afghan law and submits to the Ministry of Finance on a monthly basis. Copy of the deductions made and deposited to the Ministry of Finance will be provided to all individual employees. It is the responsibility of the individual employee to file all necessary annual income tax returns.
- 2) Advance for travel expenses (domestic or international) for business purposes that are not cleared by the required deadline of 30 days will be deducted from staff salary.
- 3) Leave without pay;
- 4) Unapproved absences;
- 5) Damage/loss of OLSIA equipment; and
- 6) Misuse/loss of OLSIA funds (no receipts)

All deductions must be authorized by the employee and/or OLSIA only as allowed by law.

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Method and Currency of Payment

All salary payments for national staff are in Afghani (AFN) currency and payable on a monthly basis in accordance with submission of a monthly timesheet. All OLSIA employee salaries will be electronically transferred into an account established with the bank approved by OLSIA.

Salary Advances

OLSIA does not extend to any employee as part of its benefit package, salary advances or salary loans. However, OLSIA Senior Management may decide on the most urgent cases for Salary Advance on a case-by-case basis.

Performance Management

The performance management is a process which contributes to the effective management of individuals and teams in order to achieve a high level of organizational performance. Therefore, OLSIA has established the Performance Review Form in order to achieve effective leadership and development of staff. Each supervisor is responsible for the improvement, development and management of the behavior of staff in their department. It is each employee's responsibility to create a culture of continuous improvement of work processes and their own skills, behavior and contribution.

Performance Review & Performance Plan

supervisor and staff member to assess and plan an individual's performance for the maximum benefit of the individual and their work and OLSIA. All employees and supervisors are required to submit a completed Performance Planning and Review form to Human Resources and/or the Director no later than 15th March each year.

The Performance Plan section allows the supervisor and the employee to assess if the current job description accurately reflects the actual job duties or needs to be revised, establish critical areas of responsibility, and indicate performance objectives for the coming year. Additionally, the Performance Plan includes a Supervisor's Action Plan detailing the actions to be taken by the supervisor to facilitate performance by the employee and a Development Plan showing the education, training, or other development steps to be pursued by the employee as agreed by the Supervisor and the Director. The ability to fulfill the training and development plan is subject to availability of financial resources in the operating budget for all of the staff of OLSIA.

The Performance Review form should be completed separately by both the supervisor and employee by end February each year. After the forms have been completed, the supervisor will meet with the employee to discuss the employee's job performance during the past rating period based on the following terms: achievement of performance objectives, additional significant achievements, and overall performance during the previous year.

In this meeting, the supervisor and employee will also discuss plans and developmental needs for the next period. The Supervisor will finalize the forms, allow for employee comment, and employee, supervisor and the Director. Recommendations for promotion or salary increase are not automatic; they will be reviewed by the Senior Management team and approved by the Director.

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The supervisor should evaluate an employee's work two weeks before the completion of the three-month probationary period, and during the annual review period or at the end of the first year whichever comes first. The evaluations will be discussed with the employee, and will be placed in his/her personnel file. If an employee's work is unsatisfactory, the manager, after consulting with Human Resources and the Director, can and may dismiss the employee.

If the work is not completely satisfactory the employee introductory period may be extended. If an employee's work is still deemed unsatisfactory beyond any extension period, the employee will be dismissed.

Annual /Leave

All staff members are entitled to 20 day's annual leave per year.

Scheduling and Approval

Employees are not allowed to take annual leave without the written approval of their direct supervisors. Before approval, the leave application form must be verified by the Human Resources for leave balance verification and then it should go to his/her direct supervisor for obtaining of final approval. If an employee applies for more than two (2) days, the request must be submitted one week in advance to allow proper planning for coverage of the staff person's duties and responsibilities. If the staff person fails to obtain advance approval, those days may be treated as leave without pay.

Leave without Pay

An employee who wishes to take unpaid leave must have the prior approval of the Supervisor and the Director. The total period of unpaid leave cannot exceed thirty (30) working days per calendar year, except by approval of the Director or her/his designee. There are two (2) kinds of leave without pay:

Approved Leave without Pay

OLSIA strongly discourages employees from taking leave without pay (LWOP), other than extended unpaid maternity leave. However, OLSIA recognizes that there are occasions when compelling circumstances require an employee to be absent from work for a certain period of time when she/he does not have sufficient leave accrued. In such situations, the Director may at her/his discretion approve leave without pay for an employee for a period not exceeding a month. A leave request form must be completed in advance and the Human Resources notified so as to suspend salary payments and all other benefits for the duration of the leave.

Unapproved Leave without Pay

It is a breach of the employment contract for an employee to be absent from place of employment unless approval has been obtained in advance for such absence from the appropriate Supervisor. If an employee for any reason is unable to report for work, the Supervisor must be notified as soon as possible. Any employee, who is unable to report to work because of a breakdown in transport services, or other preventative factors, may be required to cover the absence by submitting an application for annual leave and identifying the preventative factors in the application. Staff with unapproved leave for more than 3 days will be subject to termination.

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Unused Annual Leave

It is expected that annual leave will be used during the year it is earned. For staff up to five (5) Days may be carried over into the next year but must be taken no later than July 31st.

Holiday Occurring During All Types of Leave

When a holiday, Friday or Saturday occurs during the period of an employee's annual leave, sick leave or other leave situation, those holidays or Fridays/Saturdays will not be charged as leave days.

Sick Leave Amount & Accrual

Sick leave is 20 days per year. Accrual will be at a rate of 1.66 days per calendar month, commencing on the date of hire. Staff members are expected to inform supervisors if they will not come to the office due to illness, or if they leave work early due to illness. Sick leave can be used in the cases of sickness or injury, pregnancy, medical or dental appointment, optical examination, or to care for an immediate family member.

There is no limit to the amount of sick leave that may be accrued; however, unused sick leave is not counted in annual leave calculations therefore employees are not entitled to payment for any unused leave at the end of the year or when they leave.

An employee who is sick must report the nature of his/her illness to his/her direct supervisor as soon as possible. If the employee is sick for more than three (3) calendar days, the employee must submit certification of illness from an approved physician.

Hajj Leave

All Muslim employees will be provided with 45 working days leave to perform the Hajj (Pilgrimage to Mecca) once in his/her employment. Staff members are required to provide one-month advance notice.

Official/Public Holidays

OLSIA observes a total of fifteen (15) official holidays each year. These holidays may correspond to Afghanistan public holidays. Each year, in December when the Government of Afghanistan issues a list of official holidays, Human Resources will review the list, and propose to the Director, or her/his designee, the holidays to be taken during the calendar year.

The proposed list will be discussed with staff and adjusted accordingly. The final decision on the list will be made by the Director (the 15 official days will be decided by the OLSIA management when the holidays fall on the weekend).

Marriage Leave

Marriage leave is provided to employees for a period of up to five (5) working days. More days can be granted according to the agreement between the organization and the employee. Staff members are required to provide two-week advance notice.

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Paternity Leave

Paternity leave is provided to male employees a period of up to three (3) working days immediately following the birth of the child. More days can be granted according to the agreement between the organization and the employee.

Maternity Leave

Maternity leave is provided for female staff members for a period of up to three (3) calendar months immediately following the birth of the child. Maternity leave may be combined with vacation and/or sick leave to lengthen the duration, not to exceed four calendar months.

The request for maternity leave must be submitted in writing at least three months before the beginning of the leave period. It is recognized that the actual date on which maternity leave will begin is subject to the physician's recommendation. Maternity leave cannot be accrued or carried over. For any employee resigning during or immediately following the maternity leave, they must follow the regular 30-day notice required for resignation.

Unpaid Maternity Leave

A female, long-term, local hire employee may supplement paid maternity leave and earned sick leave with Leave without Pay for up to one (1) month per pregnancy, provided she does not work for pay for other organizations during this period. Unpaid maternity leave may be interspersed with paid leave to preserve salary payments and benefits. Annual leave and sick leave are not accrued during unpaid maternity leave.

Bereavement Leave

Bereavement leave is time off with pay to attend the funeral and otherwise fulfill the social obligation associated with the death of a close family member defined as a parent, child, spouse, sibling, grandparent, in-laws, aunts, uncles and cousins. Up to three days of paid leave is granted to the employee for bereavement leave.

OLSIA policy is to grant bereavement leave with no limit on the number of times it may be taken during the term of employment. The employee should verbally notify his/her supervisor as soon as possible after the death and complete a leave form prior to taking bereavement leave where possible.

In the event if the bereavement leave is related to death of own family member, once the bereavement leave is approved, the employee shall also be provided with Afs 5,000 to meet the funeral expenses (the close family members in OLSIA will be called the below relatives).

- Father and Mother.
- Husband and wife.
- Son and daughter.
- Sister and brother.

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Administrative unpaid and paid Leave

The Director may approve administrative leave for the office under the following conditions:

- Unexpected official holidays announced by the Government and that are not scheduled on the regular Government annual holiday schedule.
- Any unexpected security or other issue (up to a maximum of six months with approval).
- Late changes to the scheduled Eid holidays, due to the sighting of the moon.

Official/Work Related Travel

In the course of fulfilling their project responsibilities and their job descriptions, employees of all categories may need to or be required to travel to locations other than their normal place of work. Official or work related trips do not include travel for making job applications or attending job interviews, visits to family, or to attend training other than that arranged for by OLSIA as part of its official training requirements.

and the Director or Deputy Director. The Supervisor will be responsible for updating Senior Management of official work related travel relating to their individual departments. An employee who anticipates the need for traveling for work purposes should submit a detailed agenda to his/her supervisor or the Head of Department in advance of the trip along with the Travel Authorization Form.

The agenda should show the purpose/justification for the trip, the anticipated date and time of departure and return, as well as whom they expect to meet, and how they expect to allocate their time and effort in support of the trip purpose and the funding source covering the travel expenses. Once the supervisor approves the proposed field trips, the agenda requires Security clearance and the Director's approval. All domestic travel outside of Jalalabad City requires a Security Clearance prior to departure.

Official/Work Related Travel Expenses/Per Diem

Refer to Domestic Travel Policy in Annex.

All travel advances that are not settled by the relevant deadline will be deducted from salary.

Mahram

OLSIA encourages the practice of travel without mahram for women staff when possible. If a mahram is required, mahram cost is covered only for domestic travel. If a female staff member travels inside the country, and if she is accompanied by her mahram, OLSIA will cover the cost of the ticket, where applicable, accommodation (shared), and meals and incidentals in keeping with OLSIA's travel policy. The word mahram is defined, for the purposes of this policy, as either the husband, or a male family member such as her father; grandfather, brother, son, or nephew (over 18 years of age). For a mahram, it is also required that the travel authorization with details of mahram is approved by the Director. Further, employees are also required to complete the Employee Expense Report to settle all travel expenses by the relevant deadline. All domestic travel advances and trip expenses must be settled within 30 days from the date of return from travel. All travel advances that are not settled by the relevant deadline will be deducted from the local staff salary of the staff member with the accompanying mahram.

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Staff Development and Capacity Building Assistance

OLSIA is committed to staff development and capacity building, and believes that the performance appraisal and planning process is an integral part of that development. This process is designed to improve staff development, job understanding, promote more effective job performance, and establish future goals for career growth.

OLSIA may finance fully or partly, at the discretion of the Director, training considered necessary to enable any employee to perform his/her duties better. Requests for financial support to such courses should be made through the employee's Supervisor in writing with full details of the contents of the course and eventual results.

An employee does not have any automatic right to financial support by OLSIA: the requested training should be relevant to OLSIA's activities in order to be financially supported by the organization with an education agreement developed and signed by both employee and the Director.

The employee is required to present an original (not a copy) proof of satisfactory success his/her Supervisor no later than two (2) weeks after the final course examination. If the employee fails to pass a subject, s/he will be required to reimburse all the money received for the course back to the OLSIA either in cash or by salary deduction. No special leave will be given to the employee for studies.

Time spent for studies should be outside of official working hours. During exams, the employee can take annual leave for examination purposes and is expected to follow the requirements for submission of the leave request. OLSIA provides education and training support to better enable the employee to carry out her work with OLSIA.

Consequently, OLSIA expects the employee will remain with OLSIA for an agreed minimum period equivalent to the length of support received. If the employee leaves OLSIA prior to the minimum period s/he will be obliged to refund 50% of OLSIA's financial investment. The amount will be deducted from the employee's final payment. OLSIA may finance the enrolment of an employee in credited English and computer courses, approved by the Director upon the provision of receipts. Request and approval must be granted in advance by the concerned Department and the Senior Management Team.

Time spent for studies should be outside of official working hours. During exams, the employee can take annual leave for examination purposes and is expected to follow the requirements for submission of the leave request.

Eligibility and approval of training and development programs are subject to supervisor and Senior Management approval and availability of funds in the annual operating budget.

If the employee receives reimbursement for tuition or training costs, this amount is taxable under Afghan law.

Any payment made directly to the institution by OLSIA is taxable/not taxable under Afghan law. OLSIA will pay for the capacity building short or long term when the donors' funds are available if not then the management team will decide if payment can be made from OLSIA's own funds.

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Training in Skills Required for Job

This is an OLSIA initiated and/or mandated training that supports program objectives and is fully paid for and encouraged by OLSIA, whenever possible, and if the OLSIA budget allows. Such training may be in-service or provided by short-term training activity sources. This training may occur during work hours. Examples of training in skills required for the job are:

- New personnel receive an introductory orientation to OLSIA as well as on-the-job training by supervisors and/or designated co-workers.
- Skill enhancement when requirements vary slightly from what was originally anticipated for the job, such as the introduction of a new software program.
- Skill enhancement when the most qualified applicant for the job lacks a specific skill, such as knowledge of the work processing software or database package used by the program.

The following allowances are considered taxable income for each employee under the Laws of Afghanistan:

Medical Allowance for Staff

For national staff OLSIA pays a fixed rate for medical allowance of AFN 1,500 per month. For any medical care due to a work accident, OLSIA will pay 100% of the employee's salary up to six months after the accident, and six months of base salary up to one year. After this each individual case will be reviewed by the Director and Senior Management Team for continuation of contract or termination. International staff members are responsible for purchasing their own medical insurance and shall not be allowed to arrive in country unless they can produce supporting documents.

Lunch Allowance

A lunch allowance is included in salary of staff but some part of material is covering by office.

Transportation and Transport Allowance

All staff members receive a transportation allowance of AFN. 2,900 per month out of city range, also be provided transportation in OLSIA cars to work and to home and for additional needs as far as is possible.

Communication Allowance

All staff receives a mobile phone and top up card allowance as per their position and need, this will form part of their employment contract.

Ekramia/Death Benefit Allowance

OLSIA will pay on the event of the death of a national staff member Afs 20,000 towards the funeral costs. If the employee death is related to the work the labor law is applicable.

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End of Service Benefit (13th month Salary)

A national employee separated by OLSIA with or without cause will receive a separation payment. The 13th month salary will be shown in contract as gross, and on monthly basis the tax will be deducted. The portion of 13th month salary will be kept in separate OLSIA bank account and OLSIA will keep one year (one 13th month salary) as guaranty in case of any disciplinary action and the previous years will be paid. Since 13th month salary will be counted on monthly basis therefore all the employees are entitled to receive the 13th month salary if he/she spent six or over six months, if the new employee has worked less than six months the 13th month salary will not be paid and the money will be counted as other income for OLSIA.

Eid Bonus Allowance for staff

All national staff of OLSIA is entitled to receive Eid-ul-Fitr and Eid-ul-Adha bonus of Afs 5,000 for both occasions. This bonus will be paid monthly basis and this bonus is taxable.

Should a reasonable life and accident insurance plan become available in Afghanistan, OLSIA will make every effort to enroll all staff. At this time, no coverage is provided other than accidental death whilst the employee is carrying out official duties on behalf of the organization.

Winter Clothing Allowance

OLSIA will purchase winter cloth (jacket & pants) every two years for specified employees (driver, cleaner, cook and guards).

Special Occasion Allowance (national staff)

OLSIA will pay an employee Afs 5,000 on the occasion of their first wedding.

End of Contract Close Out

The end of contract close-out is applicable for a staff member leaving OLSIA for good at the end of their contract. Generally, when a staff member leaves at the end of their contract, that individual is responsible for doing a thorough handover, turning in office keys, cleaning out desk, returning OLSIA equipment, clearing financial issues, submitting a handover report, where applicable, and a clean computer. A Clearance Form should be completed as follows. OLSIA Management will provide a certification letter in the week following the day of contract closure.

Administration Clearance

One day prior to departure, the staff member must return equipment received from the OLSIA to Administration. Failure to return equipment will result in withholding the final payment of his/her salary. If equipment is badly damaged, then the staff member responsible shall be penalized and the value calculated for repair (if repairable) or evaluates charges if not repairable, shall be charged and deducted from the final payment of his/her salary.

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Finance Clearance

The staff member is responsible for submitting a final monthly timesheet and must have cleared any outstanding advances. Failure to clear any advances will result in the amount be deducted from the final salary.

Technical Close-Out

All staff, where appropriate, should plan to organize and leave all soft copies of documents backed up on the server; have a short briefing with their supervisor; draft a handover report. In addition, a formal exit interview may be undertaken and documented.

OLSIA understands that staff members may, from time to time, make personal use of OLSIA assets such as equipment (computers, photocopiers), premises, vehicles, and telephones. However, in all cases this should be minimal /nominal. Violations of this “minimal use” are subject to disciplinary action.

Personal use of vehicles during office hours limits their availability for official needs and in all cases must be marked in the vehicle log, Personal phone calls during the work day should be kept short and few in number. Photocopying of one page or two is considered “minimal use” but photocopying of lengthy materials for use outside the office is not.

Intellectual Property

OLSIA owns all documents created by employees under the following guidelines:

- If intellectual property/documents are created by an employee within the employee’s terms of reference;
- If intellectual property/documents are created on OLSIA time, or with OLSIA equipment; and
- If intellectual property/documents are commissioned by OLSIA.

If documents and intellectual property are designed for a specific donor, another person or entity, the property rights may belong to a donor or other entity according to contract and can only be used according to contract specifications.

Confidential Information

Any confidential information provided to employees during the course of his or her work is not to be made public during or after the period of employment with OLSIA. This includes but is not limited to project and institutional recipient information, financial information, internal discussions, human resources information, and security-related measures in any form – written, electronic, or verbal.

Any violation of the confidentiality policy will lead to disciplinary action up to and including dismissal of the employee. Any charges for violation of the confidentiality policy after the period of employment with OLSIA will be dealt with on a case-by-case basis by Senior Management based on the recommendations of Human Resources. All information relating to any employee remuneration arrangements are to be treated as confidential.

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Gratuities, Kickbacks and Bribery

Bribery is giving or receiving money, free trips, meals, or other gifts in exchange for information. No employee may give or receive gifts, favors, or kickbacks that are intended, or appear to be intended, to influence the conduct of personal or professional affairs.

If any such gift is offered or asked for, the employee is to report the incident immediately to Senior Management. Examples of bribery include asking for and accepting, directly or indirectly, any payment, gift or other advantage for performing or failing to perform duties in connection with any kind of transaction or recruitment. Employees found to accept or share in gratuities, kickbacks, and bribery will be subject to disciplinary action and/or termination with cause.

Grievance Procedure

Every effort will be made to settle grievances informally and promptly at the supervisory level. If a staff person is dissatisfied with the outcome, he or she may request a meeting with the Director, or in the case that may involve the Director, the Chairperson of OLSIA's Board of director. The request should specify the nature of the grievance, background information, and the resolution required. Examples of matters that may be considered under the Grievance Procedure include:

- Physical working conditions
- Performance Review
- Disciplinary action
- Unpaid overtime (for eligible staff members)
- Policies or regulations of OLSIA

supervisor. If your supervisor is unable to assist, or if the grievance concerns the immediate supervisor, please contact your supervisor's supervisor, or Human Resources.

Grievances and Rights of Appeal

Although OLSIA makes every reasonable effort to provide as pleasant and satisfying a work environment as possible for its employees, in any company or relationship between management and employees, there will inevitably be occasions of employee dissatisfaction. OLSIA's policy is that each and every employee is entitled to a full hearing, a serious effort by management to redress wrongs and resolve problems, and a clear explanation when management is unable to act for reasons beyond its control. To this end OLSIA provides its employees with channels of communication with management through an "open door policy" and with more formalized procedures for voicing grievances and appeals.

As a first step, the employee is encouraged to discuss any concerns with his/her immediate supervisor. If the supervisor fails to resolve the problem or explain the situation to the employee's satisfaction, the latter may carry his/her concerns up the program organizational ladder, beginning with the immediate supervisor's supervisor and eventually, if necessary, meeting with the Director. The aggrieved employee should not by-pass the leadership chain by appearing at the Director or Deputy Director without first having attempted to resolve the problem or issue at each level of supervision and or management in his/her chain of leadership. Employees are only allowed to by-pass the leadership chain when there is harassment or a complaint about someone in the leadership chain.

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Political and/or Other Employee Activities

OLSIA's employees may participate in political activity only as private citizens, not as representatives of OLSIA. Employees are entitled to participate in or contribute to any political organization or campaign, but may not label any personal communication with Media during working hours or while an employee is on any kind of leave or absent from official work when being a representative of OLSIA. OLSIA is required to remain noon politically neutral and cannot participate or intervene, directly or indirectly, in any political party.

Media Relations, Social Media and Internet

Media Relations

No employee of OLSIA may speak to the media on behalf of, about, or concerning OLSIA without the prior consent of the Director or Deputy Director. If any other employee wishes to make a public statement, engage in an interview, or in any way communicate with the media in any manner – the employee must first notify the Director or Deputy Director.

Failure to obtain approval may result in corrective or disciplinary action. OLSIA employees who present personal or individual views must make clear that they are presenting their personal and/or individual views—not the views of OLSIA—and they should not be sourced as an OLSIA representative or make reference to their official title or position in the piece.

Social Media

OLSIA recognizes the right of employees to hold social media accounts. However, where an employee has on their profile that they work for OLSIA, comments/opinions they make on social media may be misconstrued as the opinions of OLSIA. Employees need to remember the security risk and political consequences that may arise through their postings on social media. OLSIA will monitor Facebook and other social media accounts of employees and take action if required.

Internet and Information Technology Tools

Email and Internet assigned to an employee's computer during working hours are solely for the purpose of conducting OLSIA work. Keep in mind that OLSIA owns any communication sent via email or that is stored on OLSIA equipment.

Personal use of the internet and email is allowed under the following guidelines:

- Does not interfere with the employee's productivity or work performance, or with any other employee's productivity or work performance; and
- Does not adversely affect the efficient operation of the computer system.

Employees should not have any expectation of privacy in any message, file, image, or data, sent, received or retrieved using OLSIA's internet. OLSIA reserves the right to monitor any and all aspects of the system. Such monitoring may occur at any time, without notice, and without the employee's permission.

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The following is strictly prohibited:

- Accessing, downloading, printing or storing information with sexually explicit content;
- Downloading or transmitting fraudulent, threatening, obscene, intimidating, defamatory, harassing, or otherwise unlawful messages or images;
- Installing or downloading computer software, programs or executable files without prior permission;
- Sending email using another's identity; and
- Use of instant messaging programs except for work purposes.

Violations can result in disciplinary actions, up to and including termination of employment.

Conflict of Interest

Current policy is as follows:

Conflicts of interest must be reviewed and approved as provided below. Not all conflicts of interest require termination of the relationship. Some conflicts may be resolved through full disclosure, thoughtful review, and a mitigation plan as agreed with OLSIA management.

OLSIA expects and requires employees and the Board Members to be honest and ethical in their handling of actual or apparent conflicts of interest between personal and business relationships. If an employee, spouse, domestic partner or any other member of an employee's immediate family has or is considering a financial or organizational interest in an OLSIA, contractor, consulting firm, vendor, donor or funding recipient, the employee should promptly disclose this interest to the Director or Deputy Director through email or a written letter in English or Dari or Pashto language.

Financial or organizational interest would include serving as an employee, consultant, business partner, investor, borrower, lender, beneficiary, or paid or unpaid board member or trustee of any of the above-mentioned organizations. If OLSIA determines that the interest disclosed presents an actual or potential conflict with the interests of OLSIA the employee will be directed to take appropriate steps to avert or resolve such conflict.

Conflicts of interest occur if the employee, or any other person having a close personal relationship with the employee:

- A. obtains a significant financial or other beneficial interest in one of OLSIA's suppliers, customers, partners or competitors without first notifying OLSIA and obtaining written approval from the Director or her/his designee;
- B. engages in a significant personal business transaction involving OLSIA for profit or gain, unless such transaction has first been approved in writing by the Director or her or his designee;
- C. accepts money, gifts of other than nominal value, excessive hospitality, loans, guarantees of obligations or other special treatment from any supplier, customer or partner or competitor of the OLSIA;
- D. participates in any sale, loan or gift of OLSIA property without obtaining written approval from the Director or her or his designee following Afghan law;

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- E. learns of a business opportunity through association with OLSIA and discloses it to a third party or invests in or takes the opportunity personally without first offering it to OLSIA;
- F. uses corporate property, information, or position gain; or g) Competes with OLSIA.

All staff is required to sign the Conflict of Interest Form at the beginning of each year and this will be kept in their personnel file.

The form shall be reviewed by the Director or Deputy Director and forwarded to Human Resources Department for retention in the employee's personnel file. The Human Resources Manager will ensure that all employees submit a completed form upon hire and annually thereafter. Violations of the Conflicts of Interest Policy may result in disciplinary action up to and including termination.

Code of Business Ethics and Conduct

- The Board of director, employees, consultants and sub-recipients are expected to act with honesty and integrity in fulfilling all duties and responsibilities, including in engagement with OLSIA's donors, fellow committee members, fellow employees, programme partners, the public, the business community, clients, suppliers, other organizations and government authorities. No individual or entity acting on behalf of OLSIA may take unfair advantage through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or other unfair business practices.
- Board of director Members, employees, consultants and sub-recipients are expected to comply with all laws, regulations and other official directives governing personal and OLSIA activities in Afghanistan. It is important to avoid any actions that might create the appearance of violating laws or any standards of ethics or conduct covered by this Code. Employees who have questions, are aware of illegal acts or encounter a conflict between the laws of Afghanistan that relate to OLSIA should consult with their supervisor, the Director or the Board Chairperson.
- Board of director members and employees refrain from decisions involving employment or any other business of OLSIA that may present or appear to present a conflict of interest. In addition, OLSIA attempts to prevent and detect conflicts of interest involving its partners, consultants, sub recipients and vendors. Each employee and board of director member has a duty of loyalty to OLSIA and must, at all times, place loyalty to the organization and its mission above personal gain. Steering Committee members and employees avoid any action or omission that might harm OLSIA'S reputation.
- Trustees, employees, consultants, and sub-recipients are expected to conduct themselves in a professional, respectful and culturally appropriate manner at all times and in all situations in which they are representing OLSIA in any way.
- OLSIA employees and board of director members treat others with respect and dignity, consistent with OLSIA's policies on non-discrimination and sexual harassment. OLSIA policy prohibits unlawful discrimination against employees, board of director members, consultants, partners, sub recipients and other external parties on account of race, color, age, gender, sexual orientation, religion or national origin.
- Board of director members and employees do not use OLSIA property or resources for personal gain.

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Employment of Relatives

OLSIA employees may refer friends and relatives to Human Resources for possible employment with OLSIA. Such referrals are processed in accordance with the regular procedures used for all applicants. The employment of relatives who are qualified for employment at OLSIA is subject to the following policy provisions:

- Close relatives and members of the same household cannot be employed in positions where one has supervisory responsibility for the other or makes employment decisions pertaining to the other. Close relatives are defined as the employee's spouse, parents, grandparents, brothers, sisters, uncles, aunts, nieces, nephews, children, brother in law, sister in law or grandchildren.
- If the new hire employee is a close relative of the current staff member, it must be disclosed by the new hire staff member on the Personal History Form or in the application. If it is disclosed later, it will be subject to disciplinary action.
- In situations where two employees become close relatives by marriage and one has supervisory responsibility for the other or makes employment decisions pertaining to the other, one of the individuals will be required to affect a transfer or termination within ninety (90) days of the marriage.

Brotherhood/Sisterhood and Personal Relationships

OLSIA requires the disclosure of close personal relationships (i.e., marriage, familial relationships and dating or engagement between two national staff members or between national and international staff members) for all employees working within OLSIA. OLSIA's Senior Management Team may limit the placement, responsibilities, and scope of work of such employees as required. It is OLSIA policy that no family member may report to another family member.

All employees must disclose their close personal relationships on the Personal History Form at the time of contracting. Any changes in personal relationships during the contract period must also be revealed formally by updating the Personal History Form no later than 14 calendar days after the change takes effect.

Non-Discrimination, Non-Retaliation and Harassment Policy

OLSIA is committed to establishing and maintaining a work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits discriminatory practices, including harassment. Therefore, OLSIA expects that all relationships among persons in the office will be business-like and free of bias, prejudice and harassment.

OLSIA will make every reasonable effort to ensure that all employees are familiar with these policies and are aware that any complaint in violation of such policies will be investigated and resolved appropriately. Any employee who has any questions or concerns about these policies should talk with his/her immediate supervisor or the HR Department.

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Equal Employment Opportunity

OLSIA is an Equal Opportunity Employer. This means that we will extend equal opportunity to all individuals without regard for race, ethnicity, religion, color, sex, national origin, age, or disability. This Policy affirms OLSIA's commitment to the principles of fair employment and the elimination of all vestiges of discriminatory practices that might exist. We encourage all employees to take advantage of opportunities for promotion as they occur.

Sexual Harassment and Other Harassment

OLSIA strictly prohibits any unwelcome conduct in the workplace that is based on an individual's age, ancestry, citizenship, color, marital status, national origin, political affiliation, pregnancy, childbirth or related medical condition, race, religion, sex, gender identity, sexual orientation, physical or mental disability, medical condition unrelated to the person's ability to perform the job, or the perception that a person has any of the above characteristics, or that the person is associated with a person who has, or is perceived to have, or any other basis protected by national, or local law, ordinance or regulation. Additionally, OLSIA will not tolerate harassment from its stakeholders, grantees, donors, and/or outside vendors.

Prohibited Conduct

Harassment includes any unwelcome verbal, physical or visual conduct that denigrates, shows hostility or aversion toward an individual or his/her relatives, friends or associates. Harassing conduct also has the purpose or effect of substantially interfering with an individual's work performance, or creating an intimidating, hostile or offensive working environment or otherwise affecting an individual's employment opportunities.

Some examples of conduct which may constitute prohibited harassment include but are not limited to the following:

1. Lewd or sexually suggestive comments
2. Unwelcome sexual advances
3. Explicit sexual propositions
4. Sexual innuendo
5. Requests for sexual acts or favors (with or without accompanying promises or threats of reciprocal favors or actions)
6. Foul or obscene language or gestures
7. Sexually oriented "kidding," "teasing," or "practical jokes"
8. Display of foul, obscene, or sexually explicit printed or visual material, including pictures, greeting cards, articles, books, magazines, photos, or cartoons
9. Physical contact such as patting, pinching, or intentionally brushing against another's body, or
10. Slurs, jokes or degrading comments concerning gender, gender-specific traits, age, race, color, national origin, religion, sexual orientation or disability.

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Reporting Sexual and Other Unlawful Harassment

Employees who believe that they have encountered or witnessed inappropriate behavior are strongly encouraged to promptly notify the offender that his or her behavior is unwelcome. If such notifications are unsuccessful or the employee prefers not to deal directly with the offender, the employee should report the behavior to Human Resources Department or any member of senior management.

Every effort will be made to treat all complaints as confidential, consistent with the need to investigate and take corrective action. Each manager and employee has the responsibility to maintain a workplace free of sexual and other unlawful harassment. This duty includes ensuring that employees do not endure insulting, degrading or exploitative sexual treatment. Management has an obligation to report any suspected violations of this policy to Human Resources, where appropriate. A manager who is aware of a violation, even if the employee is outside the manager's immediate area of supervision, but doesn't report it, will be held accountable for his/her inaction.

Investigation of Sexual and other Unlawful Harassment Complaints

All allegations of harassment and discrimination will be taken seriously. OLSIA will undertake a prompt, discreet investigation of all reported incidents of sexual harassment and retaliation, ensuring confidentiality to the maximum extent possible.

All managers, supervisors and employees have an obligation to cooperate with any investigation. Should the investigation result in a finding of misconduct, OLSIA will take appropriate remedial and/or disciplinary action? Any employee found to have engaged in harassment or discrimination will be subject to disciplinary action up to and including immediate termination.

Reprisal and Retaliation

OLSIA has a zero tolerance policy and will not permit any reprisals or retaliation against any employee who reports known or suspected prohibited harassment. In addition, OLSIA will not tolerate reprisals or retaliation for appropriately initiating or assisting in any investigation, action or proceeding resulting from a harassment claim. Examples of prohibited retaliation are as follows:

- Demotion;
- Suspension;
- Failure to hire or consider for hire;
- Failure to give equal consideration in making employment decisions;
- Failure to make impartial employment recommendations;
- Adversely affecting working conditions or denying any employment benefit to an individual.

OLSIA recognizes that false accusations of harassment can have serious effects on innocent individuals. Allegations which are found to be intentionally or recklessly false may result in disciplinary action against the accuser, up to and including termination.

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Personal Appearance

OLSIA requires that all employees maintain a suitable professional appearance. The employee should follow simple measures of personal hygiene and select clothing that is clean and comfortable yet maintains the high degree of professionalism set by OLSIA.

Alcohol and Drug Policy

The manufacture, distribution, possession, sale or use of illicit or illegal drugs or alcohol, or being inebriated, in the workplace, in OLSIA vehicles, or while engaged in OLSIA activities both inside and outside of the office is strictly prohibited. Any infringement of this policy will lead to immediate dismissal.

Safety and Well Being - Smoke Free Workplace

All areas of OLSIA are non-smoking, except in specially designated smoking areas. It is each employee's responsibility to inform guests and workshop participants of the smoking policy. OLSIA is committed to taking all necessary measures to ensure the safety and well-being of its employees, including banning all smoking in its office facilities and vehicles.

All employees are responsible for informing guests and short-term or contract employees of this policy. The intent is to provide a safe, healthy, comfortable working environment for all employees. Any employee smoking in designated areas on OLSIA office grounds must dispose of cigarettes in a proper manner.

Safety and Security

Your personal security is important to OLSIA. A separate Security Policy has been developed and all employees will read and acknowledge its contents and ensure compliance to this Policy. Newly arrived staff will be briefed by the Admin Manager who is the security focal point and OLSIA expatriate staff members will receive an additional security briefing from INSO shortly after their arrival. Regular security summaries are provided by email. These are supported by all-staff security briefings as the situation demands.

The Director is responsible for the safety and well - being of employees while at work. Staff members are required to follow security warnings, advisories, and guidance issued by the Director and national security focal point. Staff members who disregard security warnings, advisories, and guidance will be subject to disciplinary action.

Kidnapping and Hostage Taking

Should a kidnapping or hostage situation occur that involves an employee of OLSIA, the policy of OLSIA is to make no concession to kidnappers. OLSIA will use every legitimate means at its disposal to secure the release of any employee or family member being held hostage. However, no ransom payment for the release of hostages will be made. OLSIA will cooperate with the appropriate governmental agencies to ensure all perpetrators are brought to justice.

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Employee Recruitment and Selection

Identifying Staffing Requirements

Clearly, the first step in any recruitment effort is to identify the need to have a job done. Identifying the need, obtaining approval for the position and developing the appropriate terms of reference (ToR) or position description is required. Approval and recruitment are also subject to availability of funds. The internal and external recruitment and selection process will be done as per the internal standard operating procedures.

ToR/Position Description

A ToR/Position Description is a detailed description of the required job and a necessary tool for the individual doing the recruiting. A precise ToR allows the recruiter to know what the requesting Department is looking for and the actual or prospective employee to know what is expected of him/her. OLSIA policy is that a ToR will be developed by the individual of the Department that has identified the need and will be supervising the position.

Assistance from the Human Resources Department is available for reviewing and consulting. However, the ToR is the responsibility of the requestor to write and finalize and until it is approved by the Senior Management commencement of any recruitment effort should not occur. At a minimum, the ToR should list the position title, grade, salary range, and duration of the assignment (long- or short-term).

This should be followed by a brief description of the position stated as an objective, a detailed listing of the responsibilities, required outputs, preferred qualifications for the job, and internal/external contacts. Upon hiring the employee's ToR becomes an attachment to his/her employment contract. Any revisions to the employee's ToR should be attached to the employee's employment contract.

Selection and Selection Criteria

Selection Criteria are basically the ideal qualifications that a candidate for a position should possess. They are the preferred mix of skills, experience, and personality traits that the Human Resources Department believes would allow the individual to do the best job possible. Selection criteria are usually developed for the position, are included in the ToR/Position Description, and are approved by the Head of the respective department, program or project. Selection criteria are the basis for judging OLSIA employment applications, conducting interviews, selection testing, and checking references.

Selection Process

Oversight management for recruitment and selection of all employment candidates. Applications, skills testing, and interviews are the tools that the Human Resources Department uses for narrowing down the choices to the most suitable candidates. Human Resources will be responsible for preparing the necessary position or job vacancy announcements; the collection of all candidate CVs; maintaining the received job applications and CVs register; distribution of all received CVs to and from the requesting activity; arranging for and facilitating all selection testing and scoring of the tests; arranging the selection interview schedule; and participating in all selection interview Committees.

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Selection Committees

OLSIA policy is that more than one person should be involved in the selection of job candidates in order to ensure transparency and accountability. It is OLSIA's policy to convene a Selection Committee to select all short-listed employment candidates, usually three (3) finalists determined by the requesting department. Another Selection Committee is responsible for the interview stage of the recruitment process. OLSIA requires that the interview committee have gender diversity, including at least one female staff member, a member from HR Department, a member from the hiring department, and possibly one from another relevant OLSIA department.

The Human Resource Department is responsible for the recruitment process and therefore will oversee the notification of Selection Committee members who will act as interviewers for selection interviews. All Selection Committee Members will arrive at the interview with a prepared list of questions they think appropriate for asking the candidate.

The HR Department will be responsible for providing copies of all CVs for those candidates appearing at a specific interview along with a Selection Committee Candidate scoring form. The composition of the Selection Committee will vary depending on which Department requested the job vacancy to be filled.

At all candidate interviews a member of the HR Department's staff will play an active role as a Selection Committee Member and ensure relevant information for the candidate in relation to working at OLSIA is conveyed. Interview Panel members shall ensure strict confidentiality, transparency and integrity of the recruitment process.

The final decisions on the recommendation of candidates should be made solely by the majority of the Interview Panel, without any influence from external individuals and HR will proceed with next step of the recruitment once received the final decision by panel members. Throughout the selection process, Interview Panel members should keep confidentiality of the recruitment and shall not provide any information about the interview process to the candidates.

The composition of the Interview Panel shall remain the same during the whole selection process. However, additional persons may participate in parts of the selection process (face to face interviews), on the condition that the original Panel members are present.

Reference Checks

Reference checks are required as part of the recruitment process. The purpose is to verify the information given by a candidate about him/her and to gain further insight into the candidate's abilities, character and work habits from outsiders who are familiar with the candidate.

References are usually obtained from the candidate along with his/her permission to make contact with them. At least two references must be professional references from previous employers and/or teacher who have experience with the candidate's initiative, motivation and work habits. A personal reference may be accepted. Once a written reference is received this should be followed up by a telephone call to the referee to confirm that they have supplied this reference and this should be noted on the written reference. OLSIA policy is that at least three reference checks must be completed for each serious

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candidate and shall be filed for the necessary selection decisions. OLSIA is also required to do a background check.

Salary

OLSIA Human Resources Department is responsible for all salary related matters with the selected candidate. The offered salary will be based on the budget for the project, the candidate's salary history and OLSIA's salary structure according to the approved salary scale.

Offer of Employment and Employment Contract

Employees will be given an offer of employment describing the terms and conditions of their appointment, including salary level. The Employment Contract will include the annual base salary, allowances and other benefits, and terms and conditions of employment including adherence to the policies and procedures in the Employee Handbook. The Employment Contract attaches a copy of the Position Description. Both the Offer of Employment and the Employment Contract must be signed by the Director or her or his designee.

Personal History Form

At the signing of the Employment Agreement/Contract the employee will complete and submit the 'Personal History Form'. The Human Resource Department will also ensure that each employee signs an acknowledgement of receipt of this Employee Handbook.

Probation Period

Probation is a specific period of time at the beginning of employment during which the employer and employee evaluate each other for work area climate and ability to perform required duties. OLSIA policy is that all employees are hired on probation.

There will be a standard three-month probationary period for all employees recruited on a long-term contract basis. If a new employee's performance is found unsatisfactory during the probationary period, OLSIA maintains the right to dismiss him/her with one week's notice. In such cases, the employee will still be entitled to payments for the days worked but not for other allowances other than transportation if applicable.

The three-month probation period will apply only once during the term of an individual's employment with OLSIA. At any time during the three-month probation period, either OLSIA or the employee shall be entitled to terminate employment and the employee's employment agreement with one week's notice and without any indemnity or compensation other than wages earned through the date of termination.

The probationary period is specified in the employment agreement and neither OLSIA nor the employee may bring action against the other for termination during this period, except to request a disciplinary hearing. If the employee's performance is determined to be inadequate, near the conclusion of three months the supervisor will prepare a written performance evaluation and meet with the employee in question to discuss the adequacy of the employee's performance and whether or not employment should continue.

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If the supervisor determines that the employee is not performing adequately but believes the problem can be corrected, and if the employee is willing to do so, a corrective program targeting employee deficiencies can be agreed up on and an additional month added to the employee's probationary period.

When OLSIA is hiring any former staff member, there should also be a probationary period. For any employee receiving a promotion or change of position, an interim performance review shall be completed by the employee and the supervisor after a period of one month.

The end.