

# OLSIA HR POLICY



## OLSIA HR Policy

Organization of literacy support for independent Afghanistan

# 2025

# OLSIA HR POLICY

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# OLSIA HR POLICY

## 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director of OLSIA, by resolution duly adopted by unanimous vote at a meeting duly called and held and not subsequently rescinded or modified in any way, has duly determined that this policy is workable and fair to and in the best interests of OLSIA, the board, approve this policy,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 HR POLICY

## Policy Update

To provide flexibility and operate within this policy, the HR policies and procedures in this manual are subject to review and updates on regular basis. The changes in size and complexity and implementation of new systems and procedures are subject to changes in regulations in human resource policies, and the existed processes or policies of OLSIA will need to be modified accordingly.

Added this, it's important that any best practices or 'lessons learned' are regularly incorporated into the human resource policies and procedures for continual process improvements. Any changes and updates will be incorporated in this manual on annual basis and will be effective for implementation after the approval of the OLSIA board.

## Policy Implementation

For implementation, OLSIA believes that all relevant staff receive access and regular training on HR policies and procedures of the organization, so the benefits of the structure that the document creates can be realized. Also, a regular and consistent enforcement of the policies across all levels of the organization is in place to minimize and mitigate the risks falling out of compliance with the policies.

In due course, the OLSIA board has a fiduciary duty to the organization to ensure that its human resources are managed and responsibilities are placed appropriately. This includes making sure that there are good documented policies and procedures to protect the rights of human resources thus management of OLSIA is responsible for ensuring these policies and procedures are communicated, followed, monitored, and corrected as needed.

## Policy Orientation

The purpose of this policy is to provide efficient human resources management, recruiting, selecting and overseeing human resources, and the alignment of HR steps with the overall mission of the organization. This manual includes policies and rules that govern the HR activities and align with the overall goals of the organization that are written with enough clarity to be understood by individuals throughout the organization. It is important that all OLSIA staff understand the policies and procedures adopted in this manual. To effectuate, HR head is responsible to conduct an orientation about the policy and all the updates and changes incorporated in this manual.

## 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.

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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.

## Humanitarian Principles:

OLSIA is committed to the principles that are central to establishing and maintaining the provision of humanitarian response to the affected people in natural disasters and complex emergency situations and/or implementation of human development interventions. The main humanitarian principles defined by UN have been adopted by OLSIA. The four core principles are:

- Humanity
- Neutrality
- Impartiality and,
- Independence
-

# OLSIA HR POLICY

## Introduction to Policy

Your Voice Organization Human Resources Policy and Procedure provide the policies and procedures for managing and developing staff. It also provides guidelines that OLSIA in Afghanistan will use to administer these policies, with the correct procedure to follow. OLSIA will keep HR policies current and relevant. Therefore, from time to time it will be necessary to modify and amend some sections of the policies and procedures, or to add new procedures.

This HR Manual and Procedures will be translated into local languages (Dari and Pashtu) for the purpose of providing information to employees. In case of dispute over the interpretation of these terms and conditions, a legal opinion will be sought. In any dispute as to the meaning, the decision of the Executive will be final. OLSIA employees are required to observe the principles described in this when performing their duties. Any suggestions, recommendations or feedback on the policies and procedures specified in this document are welcome. These policies and procedures apply to all employees working in different OLSIA projects or activities in Afghanistan.

## Personal Conduct

### General Policy on Personal Conduct

OLSIA expects its employees to maintain a high standard of conduct and work performance to make sure that all activities help maintain its good reputation with government, donors and beneficiaries. Good personal conduct contributes to a good work environment for all.

This involves all employees:

- Observing all policies and procedures
- Treating colleagues with courtesy and respect
- Treating beneficiaries, government and donors in a professional manner at all times
- Caring for OLSIA interest at all time

### 2. Effort Reporting (Timesheets)

All OLSIA employees are required to fill out timesheets and submit them to their immediate supervisors for approval on monthly basis before the week of assessing salaries.

**Coding:** Timesheets must reflect the actual number of hours of work in specific activities for each funding source to which the employee's compensation is charged. Original timesheets are kept on file in the personnel office, and quarterly, the finance team reviews actual effort against funding sources charged to ensure accuracy.

**Effort Reporting Reconciliation:** Reconciling effort reporting with payroll charges is carried out quarterly. After reconciliation, payroll charges are adjusted as per the time reported by individual employees.

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## Timesheet Procedures

1. Each employee must submit accurate monthly timesheets to the immediate supervisor for approval on the last working day of the month.
2. The immediate supervisor or HR officer will advise each employee of the budget(s) to which their compensation is charged so s/he can complete the timesheet section re: funding source/grant number.
3. Supervisors must submit original approved timesheets to the HR officer by the last day of each month. The timesheet, as approved by the immediate supervisor, is the official document for hours worked. Any discrepancies between payroll and timesheets for any month will be corrected in the next month's payroll.
3. Employee or supervisor failure to submit timesheets on time will result in penalties which may include delayed or stopped salary payment.

All original timesheets for staff are filed in HR in the Main Office including other employees related records are kept for next three years after employees' departing the organization.

Staff recruitment is the process of hiring staff to carry out various activities in an organization. In OLSIAs, staff recruitment is mostly determined by the availability of ongoing projects and how they have been budgeted. Nevertheless, staff recruitment is essential because many donors seek to know what policies grantees have adopted in terms of hiring personnel for projects funded by them.

Recruitment can be done internally (through referrals or inventories) or externally (through open job advertisements or employment agencies). In both cases, it is necessary to specify that a policy is in place to manage these processes.

## Personnel Recruitment

OLSIA believes in equal employment opportunity to each individual, regardless of race, color, gender, religion, age, sexual orientation, national or ethnic origin, disability, marital status, veteran status, or any other occupationally irrelevant condition. This policy applies to recruitment and advertising; hiring and job assignment; promotion, demotion and termination; rates of pay and benefits; and the provision of any other human resources service.

## Notice of Vacant or New Position

All vacant positions, including new regular and temporary positions, will be filled as per the recruitment policy of OLSIA. For all new positions, a job description shall be established and include the following elements:

- position summary
- description of duties and responsibilities
- conditions of work
- qualifications

**Notice of a new or vacant position must be approved by executive director of OLSIA.** Recruitment for a new or vacant position can be opened to internal and external competition. For internal recruitment, it is possible to hire existing employees either by promotion or transfer as long as the employees' current role and qualifications match the vacancies requirements.

## Recruitment Process

In order to increase efficiency in hiring and retention and to ensure consistency and compliance in the recruitment and selection process, it is recommended that following steps be followed.

The five major steps in any recruitment process include:

- 1) Identifying the vacancy.
- 2) Advertise the position.
- 3) Review applicants and develop a short list.
- 4) Conduct interviews.
- 5) Select hire and finalize recruitment.

### **1. Identifying the vacancy**

The recruitment process should begin when a potential vacancy arises either with the need to create/recruit to a new post for a project, or fill a post that has/will become vacant. That is where the identification of the vacancy comes into practice.

### **2. Advertise the position**

Advertising the vacancy correctly the most important part of the recruitment process. Once the position description has been completed, the position can then be posted to career sites, OLSIA's website or other means to receive enough pool of applicants and talents.

### **3. Application Received**

All applications will be received only through official OLSIA channels, those applications not received through this channel will be automatically rejected. Applications received after the deadline for submission will not be accepted, and thus will be treated as if they have not been received. The received application will be acknowledged and the responsible officer will file it safely.

### **4. Review applicants and develop a short list**

A search committee comprising of, at least two members shall be developed to do the reviewing of applicants and shortlisting. All applicants must be reviewed and considered. Candidates who apply after the initial application period will be considered "expressions of interest" and not viewable by the search committee. The search committee members shall review all applicants for certain recruitments in which there are extensive applicant pools to best narrow down the pool. Alternatively, Human Resources may perform this function individually.

The search committee shall review the applications to evaluate qualified applicants prior to shortlisting. Following points should be considered while shortlisting an applicant for an interview or written test:

- If the application is only partially filled out or has several typos, shall be set aside.
- Check the applicant's age, to be sure that they are age appropriate.
- Investigate the applicant's job history.
- Check the applicant's qualification.
- Check for experience and make sure the experience is corresponding to the position and is relevant to the clusters of OLSIA.
- Check references.

## **5. Written test**

After the search committee completed the shortlisting process, a written test should be planned and conducted for shortlisted candidates. Number of shortlisted candidates will depend on the requirement of the position. There should be certain questions, relevant to the position that should be focused towards specific skill sets needed to successfully complete job requirements. Also, the set questions should aim at examining candidates' written ability and logical thinking as relevant to the position. Normally, only those who meet the cut-off score will proceed to the next assessment stage.

## **6. Interviewing Process**

Once the candidates pass the written test and have been approved then the interviewing process can begin. Different kinds of interviewing techniques are available and depending on the position, an appropriate kind of interview should be planned such as panel interview, virtual interview, telephonic interviews etc. There should be set interview questions, relevant to the position that should be asked from each candidate.

The questions should also be focused towards specific skill sets needed to successfully complete job specifications. After the interview, the committee members or panel will need to review each candidate by comparing ratings and comments. Once a choice has been made about a suitable candidate, the committee can head towards finalizing recruitment. If none of the applicant could meet the requirement or pass the interview, the recruitment process would go back to the beginning.

## **7. Reference check**

The next step will be doing reference checks on the chosen candidate. The HR responsible staff need to start checking references by preparing and sending the reference check forms (see appendix) to the candidate's current and prior employers. At least two employers should be contacted for reference check to obtain information about the candidate's behavior and work performance that could be critical to hiring decision, regardless of their skills, knowledge, and abilities.

## **8. Select, hire and finalizing recruitment**

The final step of the recruitment process is finalizing recruitment that is making the final offer of employment to the chosen candidate. There may not always be a straight, non-negotiable offer so below are the steps to making an offer.

# OLSIA HR POLICY

- Initiating the Offer
- Negotiating the Offer
- Countering the Offer
- Finalizing the Offer

In case the chosen candidate does not show up or accept the offer, then the offer should be made to the second and third highest scoring candidates respectively. If none of the top three candidates show-up or accept the offer, the recruitment process shall be repeated and started from the beginning stage.

Each recruitment shall be properly closed, including notification to those interviewed and not selected, as well as all documentation associated with the recruitment. Also, OLSIA HR or other relevant personnel should conduct a staff induction to enable and assist various categories of new staff member to adjust effectively to their new work environment with a minimum of disruption and as quickly as possible.

## Internal Hiring Process

With internal recruitment, OLSIA's recruiting team and relevant department would be responsible to fill open positions with existing employees after an approval of OLSIA Director and following the internal hiring process outlined below:

- 1. Hiring team** should determine whether there are qualified internal candidates who can fill a position. If there were qualified candidates, they should be contacted directly. If there were no specific internal candidates, job should be posted internally to give employees the chance to apply. Decision should be taken whether to post the job internally before advertising externally or post both ads simultaneously.
- 2. Hiring team** of OLSIA should prepare a job advertisement and communicate it to employees. Hiring managers' input should be obtained to describe job duties and requirements. Important information like benefits or possible need for relocation have to be included.
- 3. OLSIA hiring team** should interview short-listed internal candidates. Internal candidates don't need to pass through multiple interview rounds. Depending on the position, hiring team can interview candidates once and use assessments to evaluate their skills if needed.
- 4. All internal candidates** should be updated and informed about the status of their application.
- 5. Hiring team** should keep all applications confidential. It is at our internal candidates' discretion whether they want to tell their supervisor that they applied to an internal job. Hiring team must ensure that applications remain confidential until a candidate is hired. When an employee is hired to another role at OLSIA, there will be a two-week notice period before they change jobs to give their manager time to begin the hiring process for filling their position.

# OLSIA HR POLICY

A list of the candidates chosen to be interviewed will be shortlisted by the Selection Committee. The interviews will serve to make a final choice and also to establish a database of potential future candidates.

## Personnel File

Personnel files of employees will be maintained and supervised by Admin Section. Field offices are also responsible for ensuring that personnel records are kept up-to-date, in a secure environment (such as a locked filing cabinet). Each member of employee must have their own personnel file that contains:

1. Employee's CV (with written details of previous experience and qualification).
2. Copy of certificates/ degree/diploma
3. Proof of age/nationality
4. Address and next of kin (with contact details)
5. Job description and person specification, conditions of service and signed copies of the contract.
6. Work permit
7. Guarantee Letter
8. Two verified written references (one of which may be a note detailing a verbal reference, signed by the person who took the reference)
9. Any relevant medical information
10. Conflict of Interest Form
11. Details of review interviews with past and present agreed goals, training undertaken
12. Information of any disciplinary proceedings undertaken and annual/sick other leave taken.
13. A record of salary level increases and any additional allowances paid
14. Evaluation / appraisal report
15. Termination letter and conditions of resignation.

## Recruitment of Family Members:

The employment of family members can cause conflicts of interest, hurt feelings, and limit the diversity of our workforce. OLSIA believes in hiring and promoting people based on their knowledge, skills, abilities, and potential. As such, we wish to reduce the potential conflicts of interest that can occur when family members work together.

All efforts shall be made not to recruit blood relations (first degree which includes spouse, parents, siblings, and children).

OLSIA may hire extended family members of current OLSIA staff in an equitable and non-discriminatory manner. Extended family members are defined as, grandparents, in-laws, siblings' in-law, uncles/aunts, cousins, and nephews/nieces.

Extended family members can only be hired into separate departments with separate management supervision.

# OLSIA HR POLICY

## A current OLSIA employee may not:

- Participate in the selection process of the extended family member who is applying for a position with OLSIA,
- Supervise or manage the extended family member,
- Approve purchase, travel or payment requests of the extended family member.

All OLSIA employees and applicants for employment are required to disclose the identity of extended family members prior to the time of interview and subsequent recruitment by filling in and submitting a Family Relationship Disclosure form.

OLSIA reserves the right to deny employment to people with extended family relationships if, in the sole judgment of OLSIA, such a situation will have an adverse effect on the operational needs of the organization and/or would be in contravention with the OLSIA policy.

## People with Disabilities

**Definition:** Persons with disabilities have one or more permanent physical, sensory, mental or intellectual impairments which in interaction with various attitudinal and environmental barriers, may hinder or limit their full exercise of rights or full and effective inclusion in society, on an equal basis with others.

OLSIA is an equal opportunity organization and persons with disabilities having necessary skills and ability to function in jobs are encouraged and priority given to them in the employment opportunities. For people with disabilities, OLSIA will:

1. Use the phrasing such as "disabled people welcome to apply" in job ads, especially in the jobs that are fair and comfortable for people with disabilities to let them know that they can apply for the job without the advert being labeled as discriminatory.
2. May revise interview questions carefully (if needed) in order to find out if the disabled applicant will be able to fulfill the functions of the job. The questions should however not be revised in such a way that they become discriminatory.
3. Ensure all employment benefits and services are accessible in all respects, through a special focus on people with disabilities, as well as any reasonable accommodations that they may require.
4. Facilitate the development of Minimum Norms and Standards in work for the provision of welfare services.
5. Facilitate the re-skilling of those persons that acquire a disability within OLSIA mandate.
6. Advise the staff to treat people with disabilities fairly, and to give them a fair chance to deliver and perform.
7. Catering for their personal needs in terms of office mobility, working space, toilet facilities, parking facilities and ramps is also critical to consider.

# OLSIA HR POLICY

## Gender Balance:

**Definition:** In respect to OLSIA policy application, the term ‘gender equality’ to mean: That all human beings are free to develop their personal abilities and make choices without the limitations set by strict gender roles; that the different behavior, aspirations and needs of women and men are equally considered, valued and favored”.

Implementing gender equality fully requires equal representation and participation of both men and women in the economy, decision-making, as well as in social, cultural and civil life. Only in this way will men and women reach their full potential in society. It implies a fair distribution of resources between men and women, the redistribution of power and carrying responsibilities, and freedom from gender-based violence.

Closely linked to the concept of gender equality, is that of gender mainstreaming. Gender equality cannot be achieved by dealing with the issues of one gender seen in isolation from those of the other, nor from those of society as a whole. Hence, gender mainstreaming is used in order to ensure that gender issues are dealt with at all levels and at all stages. It involves all general policies and measures, so that they may specifically bring about equality by actively and openly taking into account, at the planning stage, their effects on the respective situations of women and men in implementation, monitoring and evaluation.

OLSIA is intending to meet its gender policy requirement, therefore it gives priority to women candidates, and all vacancy announcements shall encourage women to apply. The appointment of all external candidates shall be subject to the established criteria regarding qualifications and experience and to the applicable requirements. Given the lack of gender parity due to the fact that women are underrepresented, every effort shall be made to increase the number of women in the organization. After appointment, required capacity building activities will be provided to women candidates aiming to keep the performance with the specified standard.

## Corruption / Fraud

OLSIA maintains a zero tolerance attitude towards fraud and is committed to preventing fraud at its origin. OLSIA believes that an emphasis on prevention and detection is the best way to deal with fraud/corruption. The underlying drive of OLSIA’s policy on Fraud Control is to encourage the public and staff to understand that fraudulent acts against OLSIA are unacceptable and may constitute a criminal offence that could lead to prosecution.

Any effective fraud prevention strategy must recognize that prompt action needs to be taken when fraud is reported or detected, both to bring the fraud to an end and to discourage others who may be inclined to engage in similar conduct. This policy protects public funds and assets; the integrity, security and reputation of OLSIA and its staff; and maintain a high level of service to the community.

Three elements of OLSIA’s policy are:

- 1) Prevention of loss through fraud by the implementation of fraud prevention procedures
- 2) Commitment to a policy of detection, investigation and prosecution of individual cases of fraud.
- 3) A culture that encourages staff to report fraud if they discover it.

# OLSIA HR POLICY

## Staff Development:

The aim is to keep the performance of staff continuously improved and consequently increase the effectiveness and efficiency of the services provided to the beneficiaries, therefore part of OLSIA's human resource management is to develop staff capacities. The policy's primary purpose is the enhancement and enrichment of each member of staff through organization, job and personal development. The policy seeks to provide learning opportunities for all staff so that by performing their individual jobs effectively, they can contribute to OLSIA's Mission, Vision and Values.

Staff development and training as a planned and structured activity should be designed to help an individual or a group of people to achieve quality of performance and service. The staff development and training process will use organizational structures and procedures to facilitate access to learning, education and training.

***Section (2) Performance Monitoring and Management discusses about how to assess staff performance and follow up action.***

## Training Need Assessment:

### Staff Appraisal

OLSIA annually conducts staff appraisal which includes training need assessment for its staff for next year if there is funding opportunity for staff development and training. The head of departments with collaboration of staff conduct the need assessment. This is part of the annual staff performance review process.

The need for training will be planned to meet the current job requirements also future developments. Appraisal Form is attached. Short term trainings expenses will be covered by the organization itself and long term trainings depends, OLSIA may look out for any possible scholarship and also the staff may accept to pay a percentage of the expenses.

Staff capacity building may be conducted through working with other NGOs and mentoring and exchange of knowledge and experience with other relevant stakeholders. Some of the training will be coordinated with ACBAR and Twinning Program trainings and some will be provided by the organization itself.

## Purpose and Categories of Personnel

### Purpose

The purpose of the Personnel Policy is to set the policies, conditions, rights and obligations of OLSIA employees subject to their performing of the duties and responsibilities in their respective job descriptions. From the time of hiring, each employee will have access to this policy, so that he/she can adhere to it with full knowledge and information.

The policies described below may at any time be subject to modification if the Board of Directors of OLSIA and/or the secretariat deems it necessary. In such cases, employees will be fully informed of the changes made.

# OLSIA HR POLICY

## Categories of Personnel

All personnel working for OLSIA are classified into following types

### Employees

Salaried employees who, after a probationary period, are given ongoing assignments, either part time or full-time, and are paid on monthly basis. They will be contracted on long-term basis subject to periodic evaluations and performance assessments. They will have the responsibility towards the day to day functioning and/or in any one of more ongoing/prospective projects of the organization.

All the employees of the organization are classified into categories. These categories are as follows:

**1. Management Category:**

- a. Executive Director
- b. Other managers like, project, departments etc. correlate these categories with the Salary Scale

**2. Professional Category:**

- a. Program Officer
- b. Researcher
- c. Finance Officer

**3. Support Category:**

- a. Administrative Assistant
- b. supporting staff

### Consultants

Consultants are professional experts hired by OLSIA on short-term basis only for the completion of specific tasks and assignments related to OLSIA or one or more of its projects. Separate and limited contracts, defining their job description, timeline, deliverables, reporting procedures and payment details will be issued to consultants. They will be paid on daily/monthly/weekly basis depending upon the nature of their assignment. They will not be considered as full-time or part time employees of the organization.

## Appointment Letter and Staff Orientation

### Appointment Letter

Any personnel employed with OLSIA will be issued an appointment letter prior to his/her employment by OLSIA. The appointment letter will officially announce his/her position within the organization, the place of assignment and the effective date of employment. The appointment letter will carry annexes, specifying the employee's job description, terms of reference, salary and benefits and other relevant terms of employment. Work permit will be obtained for expatriates prior to their travel to Afghanistan.

# OLSIA HR POLICY

## Probationary Period

A probation period of three months shall apply to all new employees from the date of hire. Exceptionally, the probation period may be extended to six months. In case, if a new employee fails to perform in accordance to expectations of OLSIA staff/board, he/she will be given a notice, terminating the contract at the end of the probationary period.

## Staff Orientation and Induction

All new employees will get an orientation about the organization's mission and strategies, its structure and the staff within it, the policies and conditions of employment, the internal rules and regulations, etc. Also, OLSIA HR or other relevant personnel should conduct a staff induction to enable and assist various categories of new staff member to adjust effectively to their new work environment with a minimum of disruption and as quickly as possible.

## Remuneration

OLSIA believes in attracting and retaining a qualified and effective workforce through a system of payment that is both appealing and fair. All employees of OLSIA are entitled to a basic salary, depending upon their skills, qualification and experience. The basic salary will be mentioned in the appointment letter.

## Employee Salary and Benefits

### Salary Benefits

OLSIA adopts NTA salary scale however, for organization based employees, salaries are paid based on the project budget which is accepted by the donors or availability of funds. The government income tax rules are applicable as per the salaries grades and steps for each position.

## Compensation against Accident of the staff during Service

In the event that the staff succumbs to an accident while working for OLSIA, i.e. during the office hours or during field trips, s/he is entitled to receive compensation amounting to a maximum of two-month salary of the individual to cover the medical expenses.

## Working Days and Hours

### Working Days

OLSIA follows a five days per week work schedule, starting from Sunday to Thursday. Fridays and Saturdays are considered non-working days. Unless otherwise specified, OLSIA will observe the same public holidays as those prescribed by the Government not exceeding 20 days a year.

The Executive Director will prepare a calendar of public holidays not exceeding 20 calendar days at the beginning of each fiscal year and circulate it to all staff. For projects, the schedule for working days will be specified as per the project performance requirements and donor rules and regulations.

# OLSIA HR POLICY

## Monitoring Official Timings

- The normal working hours for all employees shall be 40 hours a week. Normal working hours shall be: 7:30 AM to 4:30 PM for the first six months of the year and 8:00 AM to 4:00 PM for the second half of the year.
- Working hours during the month of Ramadan shall be decreased from 40 hours a week to 35 hours a week.
- Prayers and lunch break of one hour shall be available from 12:00 PM to 1:00 PM.
- The normal working days shall be five days, from Sunday to Thursday; however, employees may be asked to work for longer hours as deemed by the management for a particular period of time.
- The working hours of pregnant women are reduced to 35 hours per week without a salary cut.

## All employees shall report to office at time specified in this regard:

- a. Travelling time between the residence and the normal working place shall not be considered as a part of working hours.
- b. Travelling time between the normal working place and any other working place shall be considered part of the working hours.
- c. Late comer - A grace time of 15 minutes shall be allowed after which the employees shall be deemed to be as late. (e.g., if the reporting time is 8.00 am then an employee can be reported "late" if he comes after 8.15 am).
- d. Late comers after prescribed time shall be marked as one day absent when they are late on 3 occasions in a week.
- e. In case an employee comes late for one (1) hour, s/he will be considered absent for half day; however, being late for more than one (1) hour will be considered one full day absent. If an employee is late for one (1) hour twice in a week, s/he will be considered absent for one full day. However, for one half day absent there will be no salary cut.
- f. Salary shall be deducted for the day marked as absent.
- g. Early leaver - All employees are required to be in office on time. A grace time of 5 minutes is allowed after which employees shall be marked as early leaver. (e.g., if an employee's leaving time is 4:00 pm and the employee leaves at 3:54 then the particular employee is reported as early leaver).
- h. In case employee leaves early four times in a month, he/she will be counted as one day absent.
- i. Notwithstanding to the forgoing, HR designated employees can mark an Employee as "Not-Late" otherwise recorded as late for reasons they deem appropriate upon getting justifiable notification from head of departments or employees.
- j. HR designated employee shall inform the late comers and early leavers before the last attempt of being late or leaving early.
- k. If an employee works on an off day or for extra hours as per the management request, such an employee shall be compensated with flexible working hours or a day of leave as deemed by the management.

## Overtime

Various factors, such as workloads, operational efficiency, and staffing needs, may require variations in an employee's total hours worked each day. In such circumstances, the employee may have to work beyond the scheduled office hours.

Under such circumstances, the staff working overtime is entitled to payment for working overtime and is authorized by its immediate supervisor for the same. However, no overtime compensation will be provided for staff during field trips. The overtime rate will be paid on hourly basis and will be calculated on the basis of the basic salary.

## Leaves and Allowances

### Types of Leaves

All employees (Normal Contract) shall be entitled to the following types of leave which can be availed at any time a year. These leaves shall be availed with related conditions applicable:

### Annual Leave

1. All project based and organizational based employees are entitled to 20 working days of paid annual leave.
2. Upon the request of employee on special circumstances, 10 days of annual leave can be taken in the first 6 months of the year and the rest 10 days in the next 6 months of the year.
3. An equivalent of one-day full wage shall be deducted for each and every day of unauthorized absence / unpaid leave.
4. Un-availed annual leaves can be in-cashed by employees in case the annual leaves of an employee are rejected by the management due to the working nature of the organization or pressure of work, due to which an employee is not able to take advantage of the assigned annual leaves for that year.
5. Un-availed annual leaves can only be in-cashed by employees at the end of the employment contract period for that year.
6. Employees shall be paid for the un-availed annual leave in case of resignation or transfer.
7. During the probationary period, annual leave shall accrue to the employee. However, the leave shall be granted only after successful completion of the probationary period.
8. If a new employee is hired in the first six months of the year, s/he is entitled to take advantage of all days assigned to annual, sick and emergency leaves. In case a new employee is hired during the second six months of the year s/he is entitled to only half days of the mentioned leaves.

# OLSIA HR POLICY

## Sick Leave

1. All employees are allowed to take 20 days paid sick leave per annum.
2. OLSIA shall, afterwards stop paying such employee's salary for such period as it deems appropriate, or terminate the service for medical unfitness.
3. Sickness absence period which is not verified by a medical certificate shall not exceed 5 days for all Staff.
4. Further absence due to sickness shall be unpaid unless annual and emergency leave days to employees' credit are utilized for this purpose.
5. Attested medical reports by the hospital or doctor must be produced in case of prolonged illness.
6. Extra sick leave with pay may be granted if employee provides attested certificate from public or private health institutions. The extra leave period will be decided based on the certificate provided.
7. HR department may, upon their discretion, accept or not accept the certificate.
8. Sick leaves shall not be accumulated or carried forward or in-cashed.
9. Probationary period employees shall be eligible for sick leave during their probationary period, with the provision if it is considered necessary.
10. Head of department shall decide whether to extend the probationary period by the number of sick leaves availed or not.

## Emergency Leave:

### **Emergency leave shall be availed as follows:**

1. All employees are allowed to have 10 days of paid emergency leave per annum.
2. Emergency leave is granted for 3 days to employees upon notifying the organization.
3. More than 3 days of emergency leave shall be approved by the management.
4. In case of marriage, child birth, and death of immediate family members (father, mother, brother, sister, husband, wife, children, father in law, mother in law, uncle, and aunt) all 10 days of emergency leave can be taken upon notifying the organization.

## Maternity Leave

- A female employee shall be entitled to a maximum of 90-days of maternity leave (per child birth).
- One third of the 90 days leave per birth may be availed before pregnancy and two third after pregnancy.
- Maternity leave shall be fully paid for a period of 90 days.
- In case of abnormal type of delivery; giving birth to twins or more, additional 15 days paid maternity leave shall be given.
- Appropriate medical documents shall be produced to support the maternity leave.
- No maternity leave shall be allowed for the adoption of a child.
- "Maternity leave would be contingent upon the staff member holding at least a 1-year contract with prospects for renewal."
- "Maternity leave cannot be taken in the first 6 months of employment."

# OLSIA HR POLICY

- Female employees should report to office after the completion of maternity leave. If within five days after exhaustion of the maternity leave a female employee did not report to the organization, she will be considered to have left the job and will not be entitled to any benefits.

## Hajj Leave

1. A Muslim employee, holding at least 1-year contract with prospect for renewal, shall be granted a maximum of 45 calendar days paid special leave to perform Hajj as per the article 55 of Labor Law of Afghanistan.
2. Such a leave shall be granted only once during the employee's service period.
3. A certificate from Ministry of Hajj and Religious Affairs must be presented for the leave to be granted. • Further absence shall be unpaid unless annual and emergency leave days to employees' credit are utilized for this purpose.

## Unpaid Leave

- **The guidelines governing unpaid leave shall be as follows:**
- Unpaid leave shall be granted in exceptional circumstances, and should be restricted up to maximum of 20 days (in a year) only.
- Employees must have completely exhausted their annual leave, emergency leave, and sick leave (if applicable) entitlements prior to applying for un-paid leave.
- Employee wishing to proceed on unpaid leave shall submit full justification for making request for the leave.
- This request shall be in form of a written application giving details of the reasons for unpaid leave (in addition to standard 'Leave Application Form').
- An employee proceeding on unpaid leave without obtaining written approval of the OLSIA Director shall be considered 'Absent Without Leave' and may be liable for disciplinary action.
- Where the employee is required to proceed on unpaid leave for a longer duration (i.e. all 20 days); the concerned employee shall give at least one (1) week notice prior to availing the leave.

## Exceeding Leave Period

Employees shall resume work immediately after the end of their leaves unless they obtain permission for extension. Failure to do so may subject them to disciplinary action.

## Official Holidays

- HR department shall issue a circular, informing all employees about official holidays. The actual dates shall be advised when officially announced by the government.
- Annual, sick and emergency leaves are not included in the official holidays.

# OLSIA HR POLICY

As per the article 41 of the Labor Law of Afghanistan, public holidays in Afghanistan shall normally include the following:

- 19th August National Independence Day,
- 1st day of Ramadan,
- The three days of Eid-Al Fitr,
- Four days of Eid Al Adha and Arafat (Three days of Eid and one day of Arafat),
- 10th of Muharram,
- Twelfth of Rabi-ul-Awal, the holy birth day of Prophet Mohammad peace be upon him,
- Other days that shall be announced by the HR department as public holidays in concurrence with the Government of Afghanistan,
- Fridays and Saturday.

## Communication of Leaves Policy to the Employee:

Above stated policies related to leaves and other HR policies shall be communicated by HR department to all the employees at the time of their joining the organization.

## Application for Leaves

- Employees shall submit leave application in advance of planning for leaves. In case of sick leaves or any other type of emergency or unplanned leave, application shall need to be submitted at the latest by the next working day as soon as an employee resumes the office.
- For annual leave and maternity leave, employees shall submit a request at least 1 (one) week in advance to the start of the leave.

## Approval of Leaves Application

Leaves application forwarded by the employee shall be approved by the head of the concerned department. Employees reporting directly to the OLSIA Director shall get their leaves approved by the OLSIA Director.

Supervisors or managers should assure the following before approving employees leave request.

- Reasons provided by the employee are genuine and fall under type of leaves as mentioned on the application.
- To confirm with HR department that the requested leave balance is available.
- The work situation allows the employee to take leaves.
- Delegation of employees' task to fellow colleagues.
- All the relevant departments shall be notified of the leave period via email.

In case, an employee's leave is rejected due to pressure of work, the rejected leave application shall be submitted to the HR department for record.

# OLSIA HR POLICY

## Maintaining Leave Records

On receipt of approved leaves application, the status shall be updated in the employees leave balance records by the HR department within 2 working days of receipt of such approved application. Where required, HR department shall take into account the impact of such leaves on the processing of employees' payroll.

## Employees Absence

As per the OLSIA policy, following actions need to be taken in case of employees' absence:

1. If an employee from the date of his/her absence in 3 consecutive days do not provide appropriate reason in written will be considered absent for the same period and will not be eligible for salary and other benefits for that period.
2. If the employee mentioned in the first part provides a justifiable reason and explanation of not being able to report about his absenteeism in 3 consecutive days, and management is convinced; in this case employee will not be considered absent and for the days s/he was absent will be counted in his/her legal leave days.
3. However, if an employee justification provided is not found appropriate and continues to 10 consecutive days will be mentioned in his/her performance evaluation or appraisal and will not be included in the working period.
4. If an employee report to the job and then leaves without notifying in writing and not being able to provide appropriate reasons to justify his/her deed, such employee is considered absent and his/her salary and other benefits will not be paid for the same day.
5. The rule mentioned in point 3 will not be a hurdle to process employees' promotion.

*The first rule stated above applies to the employees who do not report to the office after their legal leaves are completed.*

## Allowances:

### Pension and Gratuity

As per the legislative document of the Government that is in effect from November 2019, all employees shall receive an annual bonus equal to one month's basic salary. Bonus will be included in the monthly salary payment of the month preceding the festival. However, this policy is applicable to those who completes one year of employment with OLSIA.

Also, new staff on probation will not receive any annual bonus until the completion of the three-month probationary period. Gratuity or gift in the form of Eid bonus will be paid to all staff in both, Eid-Al fitr and Eid-Al Adha. Gratuity and gifts shall be provided to both project based and organizational based staff. The amount of the Eid bonus will be fixed to all employees and decided by management or as specified in employment offer or agreement.

# OLSIA HR POLICY

## Advances

Employees of OLSIA are eligible to request for advances. However, the general rule is that staff is not allowed to take out advances against salaries. Advances may only be given against salaries in exceptional circumstances, with a written approval by the Director. The amount of advance shall not exceed one month's salary, which shall be fully deducted in salary. For long term advances, the normal procedure should be to deduct a set amount from the employee's salary over a few months.

## Mobile Phone Credit Limit

Mobile phone credit shall be provided as top up cards or top up transfer. Normally, the mobile phone credit limit for the OLSIA staff shall be:

| Designation                 | Top Up   |
|-----------------------------|----------|
| Director                    | 2000 AFN |
| Director Deputy             | 1000 AFN |
| Department/project managers | 500 AFN  |
| Rest of the staff           | 200 AFN  |

## Travel, Per-diem, Transportation

The staff may be asked to travel away from their usual workplaces on authorized missions or training. The policy on payment of travel allowances adopted by OLSIA applies to all employees regardless of job category or status. It also applies to the consultants, when mentioned in their agreement.

After reimbursable expenses are made, the person making an expense claim shall use the appropriate forms available.

The expenses will not be reimbursed if proper justifying documents (original receipts) are not attached except for per diem. Eligible expenses include:

## Per-diem

All employees, consultants and volunteers are provided with per diem at the applicable rate set by OLSIA policy. OLSIA staff can only be eligible when away from their usual workplaces.

# OLSIA HR POLICY

## Travelling within Afghanistan on Official Assignment & Training

The following table clarifies the per diem cost for travels within Afghanistan. This includes just per diem; all other expenses will be covered based on the actual expenditure.

|   |   |   |
|---|---|---|
| Districts (for male staff and volunteers)                               | Provinces (for male staff and volunteers)                               | Kabul (for male staff and volunteers)                                   |
| AFs. 760  | AFs. 760  | AFs. 760  |
| Districts (for female staff and volunteers)                             | Provinces (for female staff and volunteers)                             | Kabul (for Female staff and volunteers)                                 |
| AFs. 760 (plus 50% of the regular per diem for Mahram/female companion) | AFs. 760 (plus 50% of the regular per diem for Mahram/female companion) | AFs. 760 (plus 50% of the regular per diem for Mahram/female companion) |

## Travelling Abroad on Official Assignment & Training

For official travels overseas following allowances are considered:

- USD 50 per day for travelling to Asian countries. This includes just per diem; all other expenses will be covered based on the actual expenditure.
- USD 90 per day for travelling to European and U.S. countries. This includes just per diem; all other expenses will be covered based on the actual expenditure.

## Accommodation

All employees and consultants are entitled to claim expenses incurred for accommodation for official trips outside Nangrahar Province. Maximum claims for accommodation shall not exceed \$30. Claim for accommodation will be reimbursed upon submission of bills/receipts.

## Transportation

### a. Daily Transportation/Pick and Drop Service:

All eligible employees will be picked up near their home at designated pick up locations. They will also be dropped off at the same locations at the end of the day. However, such transportation facility will be provided within the town. The transportation allowances will not be paid in case employees do not choose to use transportation facility for their daily pick up and drop off. In order to use the Pick and Drop Service, new employees must fill out a "Pick and Drop Service Form", available at the Human Resources Department. The Department Head of the employee must approve the request before it is returned to Human Resources Department.

# OLSIA HR POLICY

## b. Transportation Services for Official Assignments

OLSIA will pay only ground transportation as far as possible, i.e. car or mini-bus. If any individual is using personal vehicle for OLSIA related work, they can be reimbursed the actual fuel cost based upon the mileage. The use of personal vehicle must be pre-approved by respective supervisor. Some maintenance will also be awarded if required. However, the private transport must be shared by more than one OLSIA member or employee.

### Reimbursement of Rental Vehicle Cost

| Districts   | Province  | Kabul                  |
|---|---|------------------------|
| Actual cost based on market rate, informed Admin staff in advance | Actual cost based on market rate, informed Admin staff in advance | 3,500 AFN – Round trip |

## Mahram/Female Companion

The provision of Mahram support shall be established as followings:

- As agreed, all female employees who are required to undertake official travel inside of Afghanistan can have their 'Mahram' or a female relative travel with them, if this provision facilitates their ability to travel. A mahram is here defined as a male relative, usually a father/husband/brother/uncle/grandfather/adult son of the female employee. If the female employee is able to travel with a female companion, this is also permissible.

A female companion is usually a female relative, such as a mother/ mother-in law /sister/aunt/grandmother/adult daughter. Children are not permitted to qualify as a Mahram (under 16 years of age), in order to prevent the promotion of missing school. If the female staff member proposes to bring a female travel companion, it is the responsibility of her line manager to determine whether the proposed person is suitable, based on the particular case.

- The relevant department/program will cover the regular per diem costs as stated below for the female employee, and 50% of the regular per diem for her mahram or female travel companion on official domestic travel, provided the approval is received prior to travel.

In addition, legitimate transportation costs will be reimbursed over and above the per diem. While female staff in senior-most management positions of the organization may be accompanied by Mahrams or travel companions, the mahram or companion will not be paid for the same or receive reimbursement.

- The relevant department/program will cover the regular per diem costs as stated below for the female employee, and 50% of the regular per diem for her mahram or female travel companion on official domestic travel, provided the approval is received prior to travel. In addition, legitimate transportation costs will be reimbursed over and above the per diem. While female staff in

# OLSIA HR POLICY

senior-most management positions of the organization may be accompanied by Mahrams or travel companions, the mahram or companion will not be paid for the same or receive reimbursement.

- Since persons with disabilities (male and female) may also require a travel companion or attendant, this policy can be used to provide this benefit to them as well. Should there be a disabled person requiring an attendant to aid them in domestic travel for their job, the same fees, requirements, and guidelines would apply, irrespective of gender.

## Staff Movement

### Assignments and Transfers

According to project needs, any employee can be transferred temporarily or permanently to any location where OLSIA conducts its activities. The transfer may be the result of a promotion, a change in role due to service requirements or other reasons.

A permanent transfer to a new place of work that includes a new job mandate shall result in a contract renewal. In addition, the employee concerned shall be notified one month in advance of his change in situation.

### Interim positions and promotions

An employee may be called on to temporarily perform a job in a higher category. That does not automatically give him the right to the salary and benefits of such position. However, after a reasonable amount of time, OLSIA shall reclassify the employee in the category of the new job or return him/her to his/her former duties.

An employee who receives a promotion can be required to complete a trial period in the new position. If the trial period is successfully concluded, the employee will be reclassified in the new job category and at a salary scale specified for the current position in the job description. If the trial period is not satisfactorily completed, the employee will be reinstated in a position at the same level as his former position.

## Prohibition on Outside Employment and/or Engagement

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

## Termination of Employment

### Conditions for Termination

Employees shall lose their jobs under any of the following conditions:

### Voluntary Resignation

- Personnel wishing to resign from their job with OLSIA, they are allowed to do so by giving a resignation letter to supervisor with one-month notice.
- The date in which the resignation letter is received at the OLSIA office is considered the date on which notice of resignation is given. Failure to provide sufficient notice may be ground for forfeiture of all accrued employee benefits.

# OLSIA HR POLICY

## Redundancy of the Position

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

## Termination for Default:

- Continuing inefficiency and gross negligence of duty.
- Fund embezzlement
- Misuse of office equipment, and other properties.
- Repeated unauthorized absences and leaves
- intoxication while on official business or within office premises
- Unauthorized disclosure of official information

## Death

When an employee dies, his/her salary and benefits will automatically be paid to his/her legal next of kin. The human resources department shall have the next of kin form filled by all OLSIA staff.

## Procedures for Termination and/or Disciplinary Action

- OLSIA will ask the employee for a written explanation on the offense deemed committed by the employee concerned, identifying the charges against him/her and the particulars of the facts relied upon to support it.
- The employee is given 3 working days to submit his/her explanations.
- Based on the written explanations submitted by the employee concerned and the strength of evidence presented, OLSIA may choose to decide on the charges or pursue further investigation of the case.
- OLSIA can, shall it feel necessary to, suspend the employee in question from duty during the period of investigation subject to the following conditions: - Should their employee be in a position to tamper with the evidence against him/her. - Should their employee's continuing presence in the organization be deemed inimical to the interest of the organization.

## Conflict Management Policy

### Conflict

#### **Conflict Resolution**

Whenever a dispute arises among the OLSIA staff, it shall be resolved in a constructive manner, i.e. the solutions shall lead to positive changes. Employees who feel unfairly treated or who have complaints about a situation or about working conditions should notify the Executive Director immediately.

# OLSIA HR POLICY

## Staff Behavior

OLSIA expects its employees to adopt attitudes and behavior that maintain the good image of the organization. OLSIA employees shall display an exemplary level of professionalism and integrity.

Furthermore, besides the usual rules every good employee needs to follow (respect, courtesy, punctuality), there are particular procedures of conduct for members of the organization which must be observed.

### (1) Political Activities

Since OLSIA is a non-political organization, employees shall not participate in activities of a purely political nature at OLSIA premises or during working hours. It is also prohibited to use the organization's capacities for these purposes.

### (2) Discrimination and Harassment

Under the principles established by OLSIA, no employee, man or woman, has the right to put pressure on another, make intimate advances, give preferential treatment or show sexual favoritism at work.

### (3) Conflict of Interest

To avoid putting themselves in a conflict of interest with the objectives and operations pursued by OLSIA, employees shall respect the following guidelines:

- It is prohibited to use OLSIA property for illegal or unauthorized purposes.
- It is prohibited for any OLSIA employee having confidential information to disclose it without express authorization beforehand.
- Employees cannot at any time accept a job from another employer if this job interferes with their work schedule and their duties and responsibilities.
- Employees shall avoid putting themselves in situations where they may gain profit or derive direct or indirect interest by influencing a contract award.
- Employees cannot solicit or accept tips, gifts, favors or other forms of gratuities for services rendered or required to be rendered in performing their duties within the organization except for trivial gifts offered with good faith and valued under AFN. 500.

## Settling Grievance

### Grievances

If an employee feels unfairly treated by circumstances that infringe on his/her rights or change his/her employment conditions, he/she should discuss the situation with his/her immediate supervisor. If, after the matter has been discussed and corrective measures taken, an employee feels it has not been satisfactorily settled, he/she can submit a grievance to the Executive Director, who will discuss and provide appropriate solution. All grievances shall be handled internally because there is no recourse to external mediation or arbitration. The grievance shall be reported using the "Grievance Receiving Form" available at human resources department.

## Performance Evaluation and Skill Training

### Performance Evaluation System

The performance evaluation system is a means by which OLSIA can increase its efficiency and that of its employees. The purpose of the system is for the organization to fulfill its mission by attaining its objectives and for employees to grow and feel fulfilled through proactive performance supervision.

The system enables, among other things, the harmonizing of individual employee objectives with those of the organization, the measuring of employee potential and work performance and the support of employee improvement by working with them on their development needs.

#### The annual performance evaluation seeks specifically to:

- promote communication between employees and their supervisors;
- clarify expectations concerning objectives and performance;
- improve employee performance through on-going monitoring and feedback;
- assess and reward individual performance;
- allow employees to express their career aspirations.

The performance evaluation focuses on the individual employee in relation to the tasks and responsibilities assigned to him. It is not necessarily a comparison of one employee's performance with that of another. Thus, the employee's work performance is to be assessed in relation to absolute procedures, that is, according to the evaluator's performance criteria and not according to relative procedures.

The performance evaluation also allows OLSIA to assess the quality of human resources in their department or organization, note important information concerning expectations and needs and clarify decisions concerning transfers or work assignments.

## Elements of the Performance Evaluation System

A performance evaluation system is composed of three main stages that generally take place over a period of a year:

### Performance planning

The performance planning stage enables employees and supervisors to come to an agreement on what is to be accomplished during the year and how it will be carried out. The following procedures and tools are used to facilitate this stage:

#### a) Job description or list of duties

Each employee must have an up-to-date job description defining the purpose of the work and the responsibilities involved.

## **b) Setting of objectives**

For each key responsibility associated with a position, at least one objective should be established for a particular period. The objectives should be clear and quantifiable, and the assessment criteria should be mentioned.

## **c) Individual action plan**

The individual action plan is a planning tool used to specify the steps to be taken to achieve the objectives set beforehand. The action plan should be prepared jointly with the immediate supervisor. It may also involve new initiatives facilitating improved productivity or personal capacity development.

## Performance Monitoring and Management

Staff performance and productivity should be managed on an on-going basis throughout the year. The following elements, among others, are involved:

### **a) On-going Supervision**

This means taking the time to observe, examine sources of difficulty and seek solutions.

### **b) Regular Communication**

This involves regular exchanges so that employees can receive feedback about their performance and receive the necessary supervision.

### **c) Periodic Evaluation**

This involves formal, scheduled meetings between an employee and supervisor to discuss activities carried out, end results and the adjustment of the action plan and objectives, if necessary. A minimum of one meeting every six months is suggested to ensure satisfactory results.

## Annual Performance Evaluation

The annual performance evaluation is the analysis, based on documentation from previous stages of the process, of an employee's work record. The evaluation addresses two fundamental questions. The first relates to the past and involves verifying what was accomplished qualitatively and quantitatively during the year. The second relates to the future and consists of identifying means to be considered to ensure the employee continues to grow and develop.

The performance evaluation form should include all the sections needed for the evaluation. This includes a section relating to performance evaluation in relation to the objectives established at the outset and in relation to the responsibilities of the position, a section that specifies or targets what is needed for the employee's development and finally a section allowing the employee and the evaluator to express their comments and affix their respective signatures. The form should also include a performance level classification and a definition of each of these levels.

The annual performance evaluation does not have any financial impact on salaries. It is first and foremost a tool to evaluate the employee's performance and take remedial action if necessary.

# OLSIA HR POLICY

## Skill Training and Professional Development

Depending on available funds, OLSIA should foster the professional development of its employees in order to be as effective as possible in its activities. The training programs chosen should address the actual needs identified and expressed during performance evaluation sessions.

## Bond

As part of the staff and organizational development activities, OLSIA may at times decide to send a designated staff person for trainings and/or further studies both abroad as well as at local level. OLSIA will bear the full/partial costs of the trainings/studies for this. However, the designated staff sponsored for the trainings/studies is required to sign a bond with OLSIA that requires him/her to complete the full tenure of working with the organization.

## Internet

This Policy applies to all employees of OLSIA who have access to computers and the Internet to be used in the performance of their work. Use of the Internet by employees of OLSIA is permitted and encouraged where such use supports the goals and objectives of the business. However, access to the Internet through OLSIA is a privilege and all employees must adhere to the policies concerning Internet usage.

### Internet usage:

- Employees are expected to use the Internet responsibly and productively. Internet access is limited to job-related activities only and personal use is not permitted
- Job-related activities include research and educational tasks that may be found via the Internet that would help in an employee's role
- The equipment, services and technology used to access the Internet are the property of OLSIA and the OLSIA reserves the right to monitor Internet traffic and access data that is composed, sent or received through its online connections

All terms and conditions as stated in this document are applicable to all users of OLSIA network and Internet connection. All terms and conditions as stated in this document reflect an agreement of all parties and should be governed and interpreted in accordance with the policies and procedures mentioned above. Any user violating these policies is subject to disciplinary actions deemed appropriate by OLSIA.

**Note:** The rules, guidelines, procedures and policies stated in this manual are not limited to the above. Labor law of Afghanistan will be used as the main reference in the case of any amendments, disputes, or further clarifications.

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## OLSIA Annual Performance Appraisal Form

### For Staff

Employee Instructions: In preparation for your annual performance review, this form provides an opportunity for you to outline your accomplishments/goals and suggest areas in which further development would be beneficial. This is your opportunity to underscore your achievements with your supervisor. Please complete this form and return it to your supervisor no later than\_\_\_\_\_

So that it may be part of your evaluation review session. Your supervisor will review your evaluation and discuss with you by\_\_\_\_\_.

### Employee Information

Employee Name:

Job Title:

Office / Section:

Manager / Supervisor:

Review Period:

End date:

### Job Description

List your core functions and responsibilities:

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Highlight any areas not included in your current job description that you are performing:

## Outputs and Achievements during the review period:

Describe three main tasks or activities in which you have succeeded during the last year:

## Future progression:

In order to perform your job more effectively, list any skills/performance areas that you feel could use further training and/or development:

## Self-Evaluation:

Use this rating key to evaluate your performance on the following criteria:

- 1= excellent (always gets results far beyond what is required)
- 2= very good (goes above and beyond expectations)
- 3= satisfactory (Meets basic requirements. Tasks are completed on time)
- 4= requires improvement (Needs improvement in quality of work. Completes tasks, but not on time)
- 5= unsatisfactory (Does not perform required tasks. Requires constant supervision)
- 6= Not applicable

# OLSIA HR POLICY

## Self- Evaluation Form

| Skills  | Self-Evaluation | Supervisor comments |
|---|-----------------|---------------------|
| Achieves designated tasks                               |                 |                     |
| Demonstrates Effective Management and Leadership Skills |                 |                     |
| Completes all Assigned Responsibilities                 |                 |                     |
| Takes ownership for actions / tasks                     |                 |                     |
| Recognizes potential problems and develops solutions    |                 |                     |
| Generates creative ideas and solutions                  |                 |                     |
| Learns quickly from own mistakes                        |                 |                     |
| Ability to manage funds                                 |                 |                     |
| Ability to plan in a timely way                         |                 |                     |
| Ability to follow OLSIA policies and procedures         |                 |                     |
| Reliability   |                 |                     |
| Quality of work   |                 |                     |
| Relations with colleagues                               |                 |                     |
| <b><i>Over all comment and consideration:</i></b>       |                 |                     |
|   |                 |                     |

### Supervisor / Manager's overall assessment

Provide a brief narrative of the employee's performance including a review of the points addressed above and highlighting any areas of success and/ or concern.