

Manual Template



Staff Care Manual for East Africa

A collaboration between the
Inter-Agency Working Group
and People In Aid

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Information for Employers

This Manual Template is part of a People In Aid and Inter-Agency Working Group initiative, whereby agencies share their knowledge and experience of a particular issue in order to increase the quality of people management generally within the sector. For those agencies which have no established policy, practices or manuals on staff care we hope the Manual Template both prompts and assists you. For those agencies which already have a Staff Care Manual, perhaps the Template will encourage a re-think in one or two areas, or a complete revision.

The following notes are not intended to give you an 'off the shelf' manual which you can immediately use within your own organisation. They do, however, offer you the thinking and experiences of other agencies in our sector as well as some general information, prompting you to assess how your own organisation, with its unique mission, values and resources, can best respond to your staff care needs.

The Staff Care Manual is intended to be used as a tool to familiarise new employees with the support and care

available from their employer. It is designed to highlight the key policies relating to staff care which can then be referred to in detail within the organisations' Staff Handbook. Parts of the template may also be used as an information sheet during the recruitment process.

NB: Where good practice is suggested within the document, this has been derived from information contained within the donated policies of organisations. Some care should be taken to ensure that the content of the Staff Care Manual does not differ from that of the Staff Handbook.

We hope to be continually updating our policy guide and template documents. This relies on new knowledge and experience being relayed to us by you. Please e-mail us at maduri@peopleinaid.org with your contributions and comments. To view a range of live International and Kenyan policies please visit the Policy Bank online in the People in Aid member resource site: www.peopleinaid.org/resources/policybank.aspx

This Manual Template has benefited from the Kenya Staff policies of Merlin, Goal Kenya and Medair East Africa and suggestions from Heidi Anderson, 'Chair of the HR and Emergencies sub-group of the IAWG and members of the Inter Agency Working Group. People In Aid would like to thank them for their input.

Introduction and Scope

This document outlines, for new employees, the key areas in which you will receive support and care from the organisation. It is intended as a method of conveying the most important elements of the policies and procedures relating to staff care without going into the full detail of each provision.

As an organisation, our responsibility to care for our staff is of paramount importance and through this document we want you to be immediately aware of the ways in which you can expect to receive support during your period of employment. Please refer to your individual contract and staff handbook for full details of each policy and benefit.

The information contained in this document refers to employees who are.... ***(Agency to add its own qualifying requirements as necessary e.g. "on contracts of six months or more")***

A. Recruitment

Diversity/Equal Opportunities

We are committed to creating a culture and environment that values diversity and treats everyone equally, irrespective of gender, race, age, disability, religion and culture. The organisation will not tolerate any direct or indirect discrimination by any employee. Any complaint you make will be investigated thoroughly and may result in disciplinary action.

Recruitment Checks

To ensure the safety of our beneficiaries and staff, each employee will undergo a series of checks to ensure their suitability, including references from previous employers, professional qualification checks, (criminal record checks – *may not be possible*) and health checks.

B. Employment

Induction

You will be provided with a briefing/orientation at the commencement of your employment providing basic information about the organisation and policies and procedures, to enable you to settle into your new role and work environment. The briefing/orientation will ensure you have an understanding both of your rights and responsibilities as an employee and of the values of the organisation and the sector. In addition, it will assist you in understanding your key work requirements, providing information on how to access the tools and resources needed for your role and help you to develop relationships with other employees

Travel and Transport

You will be reimbursed for all reasonable travel costs when you are required to work away from home.

We will provide access to vehicles for authorised staff where necessary for work purposes, ensuring that all company vehicles are well maintained for safety and are fitted with suitable seat belts where possible.

Accommodation

When you are required to work away from home, the organisation will ensure that you receive adequate, clean and comfortable accommodation within commuting distance of your place of work during work related trips.

**Either*

This will be arranged and provided by the organisation.

**Or*

This will take the form of an allowance to pay for such accommodation.

(*Delete as necessary)

Visas, Passports and Licences

The organisation will pay for the acquisition or renewal of passports, visas, permits and driving licenses for official purposes. This applies to those of you authorized to drive in house vehicles and if such documents are required for the performance of your duties or to attend international workshops or conferences.

Expenses

You will be reimbursed for reasonable additional expenses you incur in the process of carrying out your job.

**Either:*

Per Diems will be paid to you if you are required for work reasons, to be away from your normal programme area. Specific country per diem rates are contained in the staff handbook

**Or*

All reasonable expenses incurred by you, if you are required to be away from your normal programme area for work reasons, will be reimbursed on return to your normal place of work.

(*Delete as necessary)

Salaries and payment

We will ensure that your salary will be paid at a level commensurate with your qualifications, skill and experience while ensuring that this compares favourably with similar organisations within Kenya. All necessary deductions will be arranged by the organisation and additional responsibilities which qualify for an 'acting-up allowance' will be paid accordingly. New jobs will undergo job classification and a salary assessment when they are created and salary scales for existing posts will be subject to an annual salary review.

Holiday/Leave Entitlement

Annual Leave

After X months of employment, you will be entitled to xxx week's annual leave per calendar year. Service started or ended during the year will be calculated proportionately. Leave will accrue at the rate of X days for each completed month worked.

Public Holidays

The public holidays recognised by the organisation are:

New Year's Day (January 1st), Good Friday (changeable), Easter Monday (changeable), Labour Day (May 1st), Madaraka Day (June 1st), Moi Day (October 10th), Kenyatta Day (October 20th), Idd Ul Fitr (changeable), Jamhuri Day (December 12th), Christmas Day (December 25th), and Boxing Day (December 26th).

Study and Examination Leave

Study and exam leave is available if you are studying for a qualification that is relevant to your position within the organisation. We will attempt to be as flexible as possible towards staff members who are studying and we will be prepared to accommodate minor adjustments to your working hours where this is approved by the line manager and subject to the operational requirements of the job.

Sabbaticals

To recognize and reward long service to the organisation, if you have completed X number or X length contracts, you will be entitled to request (with agreement) a X month sabbatical leave of absence.

Sick Leave

After X months service, you will be eligible for sick leave to a maximum of X days of which X will be paid on half pay. (See *Leave policy for full details of eligibility*).

Maternity Leave

We provide maternity leave for pregnancy, childbirth, and legal adoption. Female employees are entitled to X working days (X weeks) maternity leave with full pay. (See Maternity/Paternity Policy for full details of eligibility.)

Paternity Leave

We provide male employees with X work days of paid paternity leave on the birth/adoption of a dependant child. (See Maternity/Paternity Policy for full details of eligibility.)

Compassionate Leave

If you require compassionate leave, the organisation will provide X days at the discretion of your line manager.

Insurance**Medical Cover**

You are entitled to medical treatment cover for yourself, and as applicable, a spouse and a maximum of four children under 18 years of age.

*Or

You are entitled to medical treatment cover. Should you wish to extend this cover for your family members, you may do so at your own expense. Special arrangements may be made for the premium payment to be gradually deducted from your salary over a maximum X month period.

(*Delete as necessary)

Accident cover during working time

The nature of the work in which the organisation is involved may mean there is an associated risk of accident or injury. All employees are included in a Group Personal Accident policy. In the case of any injury or accident the organisation will provide you with assistance to the extent of this insurance coverage.

Critical Illness Cover

In the event of being diagnosed with a specified illness (such as heart attack, cancer, or kidney failure), benefit is payable to you as determined within the limits of the Group Life Assurance Scheme.

Death in Service

The Group Life Assurance scheme will compensate your next of kin an amount of X times your annual salary on death. The organisation will also contribute to casket and transportation costs or the equivalent.

Security

Your safety and the safety of all employees in all Kenya field locations is of paramount importance. We will provide you and your colleagues with comprehensive security guidelines which must be strictly adhered to by all employees.

Pension

We will contribute X% of your gross salary to the individual provident fund scheme; this will need to be matched by you at any rate above X%. The pension will become available when you become 55. This is in line with the retirement age in Kenya (as at 2007).

C. Management**Communication**

We are an information intensive organisation. Many impact on or are impacted by our work, e.g. colleagues, supporters, customers and partner organisations and as such, a full and sufficient flow of information is vital. We are committed to providing organisational communications that are complete, accurate, relevant and timely.

Health

The organisation is committed to maintaining a safe and healthy work environment for all employees. Through our insurance policy, we will make every effort to ensure you remain in good physical and mental health throughout your period of employment. In addition to this, we will cover the cost of relevant vaccines and malarial precautions in the form of anti-malarial prophylactics. Specific medical advice is available via **(provide contact information)**.

HIV/AIDS

HIV/AIDS affects many beneficiaries and employees of the organisation. If you are living with or are affected by HIV infection and AIDS, we would encourage you to seek help, discuss concerns and ask for advice from your manager. Further support in the form of confidential counselling can be arranged if required.

Protection against victimisation:

The organisation is anxious to ensure that any sort of discriminatory action or stigmatisation is avoided. Any colleague who refuses to work with, withholds services from, harass, or otherwise discriminate against an employee with HIV infection or AIDS will be subject to the same disciplinary procedures that apply to other policy violations.

Stress

Due to the nature of the work carried out by the organisation and the requirement to work in often very stressful situations, we will aim to provide you with practical support and advice on how to cope with stress and its symptoms. Employees are encouraged to speak confidentially to line managers and/or **(name contact)** about how work related stress may be affecting their work or family life.

Psychological Trauma

Due to the nature of our programme work, some of our employees may find themselves witnessing traumatic events which may cause them distress. We will provide confidential support to any employee who has been exposed to traumatic events. This help will be provided via **(provide contact information)**.

Whistle blowing

We will ensure that any allegations of criminal activity or inappropriate behaviour within the organisation will be treated with confidentiality and where necessary investigated. Any such allegation relating to children and young people are dealt with through the child protection policy which provides a clear procedure on how to deal with child related allegations.

Performance Management and Objective setting

You will receive regular performance reviews with your immediate line manager. The purpose of these meetings is to review performance and set new objectives. This will improve the efficiency of the organisation by ensuring that you are performing to the best of your ability, developing your own potential to improve your performance and enhancing your job satisfaction.

Employee/Employer Relationship

During your employment we expect you to adhere to the policies and procedures of the organisation. In return, we will provide a supportive and encouraging work environment, ensuring successful outcomes for both you and the organisation.

D. Development

Training/Capacity Building

We are committed to providing and supporting training and development of staff at all levels so that we can improve your knowledge, skills, attitudes and values.

This is core to the success of the organisation and to your development and job satisfaction. Towards this goal, we will provide equal opportunities for training and staff development.

Career planning

You will have the opportunity to discuss your career aspirations with your line manager (**provide details of when this takes place**). These plans may involve further training, secondments or alternative positions within the organisation. Where appropriate, we will endeavour to promote employees from within the organisation, when internal opportunities arise.

E. Transition

Redeployment

In the event of your post ceasing to exist, we will make every effort to redeploy you into a similar or equivalent role until the end of your contract.

Redundancy

If your position within the organisation ceases to exist, and a suitable alternative role is not available, we will pay the appropriate entitlement to redundancy as outlined in the staff handbook. The payment will be calculated on your length of service and salary level at the point of redundancy. (See Redundancy/Severance Policy for more information).

Debriefing/Exit Procedure

At the end of your contract you will have an exit interview/debriefing meeting with the relevant line manager(s). This provides an opportunity to feedback on your experience, advise the organisation on where improvements may be made and to handover to remaining staff to ensure continuity and the safeguarding of work already completed or in progress.

Emergency Procedures

Each programme is responsible for drawing up contingency plans for different types of emergencies (**Insert details of where these can be accessed**).

These plans ensure that in the event of a change or escalation in circumstances, you are aware of how to react to ensure your own safety and that of others as well as attending to the needs of beneficiaries and the organisation.

Disclaimer: *The information contained in this document is provided for information only and does not constitute advice. Every reasonable effort has been made to ensure the accuracy of the material offered, however, we cannot be held responsible for any adverse outcome of using it. Neither the consultant nor People In Aid accepts any responsibility for how you use the information and strongly recommends seeking suitable (legal) advice before implementing employment policy, as there may be specific legal implications in the region in which you operate.*