

HUMAN RESOURCE POLICY

HUMANITY
NEUTRALITY
INDEPENDENCE
IMPARTIALITY



WOHR

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CHAPTER: 1

1. Background & Introduction

1.1. Objectives & Scope

This Human Resources Manual (HRM) outlines the policies and procedures to be followed by “WOHR”

1. The HRM is used in conjunction with the memorandum and articles of association and rules and regulations of “WOHR” and other operational documents including policies and procedures as amended from time to time by the Board of Governors (BOG), concerning various governing aspects of “WOHR”.
2. The purpose of this manual is to define HR policies and procedures of “WOHR”. The manual provides a statement of applicable “WOHR” policies and procedures; further clarifications are issued from time to time and incorporated in this manual. It governs the legal and ethical relationship between “WOHR” and its staff, thereby setting the rights and obligations for both.
3. The HRM specifies the terms and conditions of service of employees (permanent, fixed term and consultants) based at “WOHR” office.
4. The HRM is periodically amended and it is the responsibility of the HR manager/ Officer or his/her designate to update the manual, have it approved by the concerned authorities and place a readable copy on the server to ensure an easy access for all the employees.
5. Approving authority has to be Board of Governors - BoG or a subcommittee duly authorized by the BoG and comprising Board members. The suggestions for approval or otherwise will be placed before the Board for final decision.
6. Special care has to be taken that every committee or any forum or group set up for any purpose in “WOHR” must have balanced representation of both men and women to the extent possible or practical.

1.2. Introduction

1. This manual is designed to acquaint staff with the Human Resource policies and procedures of “WOHR” and provide information about working conditions, general employment guidelines, and employee benefits. “WOHR” has developed this manual within the context of local conditions, international best practices, donor guidelines and the Government of Iraq laws and regulations. The manual will serve as an on-going reference and guide for “WOHR” employees in carrying out their duties and responsibilities and the services offered by Human Resource Unit to facilitate the employees.
2. The policies and procedures in this manual have been established to assist employees in understanding what is expected of them during their employment with “WOHR”. This manual contains confidential information that the staff must not publish or distribute without prior written approval of the Executive Director of “WOHR”.

1. Human Resource manual once approved by the BoG must be reviewed at least once in 2 years
2. At the time of its review the following process will be followed;
 - a. The HR Manual will be circulated to all staff and a time of 15 working days will be given to suggest amendments in the same.
 - b. At the end of the stipulated time an all staff meeting will be called and the changes proposed by the different staff members will be discussed
 - c. All office orders/official memos/notifications released during the preceding two years will also be brought to the forum for discussion and debate
 - d. All suggestions/propositions/recommendations by the staff members will be duly recorded and presented to the Board in the next meeting.
 - e. The amendments approved by the Board of Governors will be incorporated in the manual and will be considered effective from the date of approval.

1.3. Mission, Vision and Goals

Mission Statement of each “WOHR” will be inserted.

1.4. Values of the Organization

1. Core values of “WOHR” are of pivotal significance as they define “WOHR” organizational culture.
2. These values determine whether people work in an open and trusting environment where opinions are valued and are not tainted by suspicion and tension.
3. “WOHR” has a set of five values aimed at clear expectations of personal interaction and setting boundaries beyond which behavior becomes objectionable. Positive core values allow “WOHR” employees and volunteers to identify with the organization. They tell them where they stand in relation to the goals of the organization and empower them to ensure the credibility of “WOHR” as an organization in the eyes of customers/donors.
4. “WOHR” staff is expected to abide by the following five values and these values should reflect in all aspects of their work and conduct.
5. These simple, but extremely meaningful values are an integral part of our daily lives and an essential part of “WOHR” Evaluation System. New colleagues are expected to take it upon themselves to develop through detailed discussions with colleagues; a deeper and shared understanding of how these five values should be interpreted. “WOHR” challenges your ability to think of innovative ways of creating daily examples.
6. We, at “WOHR” respect and adhere to our following core values and expect the same from our new team members:

1.4.1. Value People

Respect people we work with: Male and female colleagues, clients, partners and stakeholders. Listen to and value the ideas and opinions of others to provide and listen to constructive feedback. Work together as a team and respond to special needs of everyone we work with.

1.4.2. Value Integrity

- i. Build trust
- ii. Follow open and transparent procedures

- iii. Work for the greater good of the organization and its stakeholders
- iv. Commit to confront and discuss difficult ideas openly
- v. Adhere to the highest ethical values
- vi. Avoid conflict of interests situations
- vii. Zero tolerance for corruption

1.4.3. Value Relationships

- i. Commit to value diversity and difference
- ii. Commit to build relationships and partnerships based on mutual benefit
- iii. Commit to be aware of our impact on others
- iv. Commit to be ready to learn from others
- v. Benchmark best practices

1.4.4. Value Creativity

- i. Feel empowered to take work related decisions
- ii. Take personal risks and learn from our experiences
- iii. Respond flexibly to new challenges and opportunities
- iv. Express our feelings
- v. Share knowledge
- vi. Believe in improving ability to retain, motivate, develop and reward team members
- vii. Deliver on promises to internal and external clients and stakeholders
- viii. Comply with organization and client requirements
- ix. Account for our actions
- x. Continuously improve upon our professional standards, ensuring better trained and more versatile teams in the development sector and beyond.
- xi. Invest in capacity-building of our colleagues, improving the organization's relationship with its team members through improved communication channels facilitating improved and informed decision making and operations by means of effective articulation of goals and strategies.

1.4.5. Equal Opportunity Policy

1. "WOHR" believes that equal opportunity helps to ensure that there is no discrimination in the recruitment, retention, training and development of staff on the basis of gender, marital status, religion and belief, political opinion, race, age, disability, socio-economic or cultural background, on the basis of having or not having dependents, or any other. As an organization we are committed to equality of opportunity and inclusion. Efforts shall be made that men and women staff members have equal access to opportunities at all levels of the organization through ensuring gender sensitive selection processes for appointments, promotion and training. "WOHR" will ensure to increase the proportion of women staff members at all levels where they are under-represented. Until gender balance is achieved at all

levels, affirmative action ¹will be taken at all levels (Official/Employee), priority will be given to men and women candidates when equally qualified in a gender imbalanced environment.

2. We also believe that our merit-based Equal Opportunity Policy benefits employees, potential employees, partners, clients and stakeholders and helps achieve dignity at work as well as contributing to providing the best possible service to all stakeholders.
3. As a member of the “WOHR” team, the employees are responsible to fully subscribe to this core value and point out whenever they identify a failure, in full adherence or compliance or recommend change or addition to the procedures that need to be followed in order to enhance professional environment of the organization.

1.5. General Guidelines

1.5.1. Identity Cards

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

1.5.2. Personal files

1. For each employee (temporary or permanent) a personal file is prepared. The HR Manager/ Officer is responsible for maintenance of the personal files.
2. He/she will ensure that the employee files are kept up to date with maximum safety and confidentiality (he/she can ask the Admin Officer to do the executive work for this but then has to control the files on a regular basis, remaining the finally responsible person for the accuracy of these files).
3. The following persons can access the personal files:
 - i. Chief Executive Officer (without permission)
 - ii. Executive Assistant (without permission)
 - iii. Project Manager (without permission)
 - iv. Human Resource Unit (without permission)
4. The employee will access his/her personal file if seeking for some specific document. This is done in the presence of the Personnel of Human Resource Unit after permission of the Project Manager.

1.5.3. Politics & religion

1. The organization is a local non-governmental organization, which exists to facilitate the empowerment of the socially and economically disadvantaged (regardless of tribe, religion or political

¹Affirmative Action: “known as positive discrimination refers to policies that take factors including "race, color, religion, gender, sexual orientation, or national origin” into consideration in order to benefit an underrepresented group "in areas of employment, education, and business"

color), in order that they may access opportunities for sustained improvement in their lives. Therefore, the organization has no political/religious affiliation.

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

1.5.4. Suggestion/ Complaint Box

1. A suggestion or complaint box to be placed in every department so that employees can freely communicate with the management through it without hesitation.
2. It should be opened fortnightly; making sure that complaint box of each department is opened by the representative of any other department and not by the respective department themselves.
3. Managers to conduct an initial meeting on the suggestions made and filter down those which are in best interest of the whole organization.
4. Managers that are to be involved in the meeting shall be from all departments.
5. Any suggestion or complaint that is considered shall be moved up the hierarchy till it can get its final approval/disapproval from BOG.

ORGANIZATION CHART



Kalid Mahmood Wali
CEO & President



Osama Kalid
General writer



Khadija H. Jasim
Administration officer



Dakhaz Pirmos Tahir
Program Manager



Dalal D. Abbodd
Legal Officer



Younos K. Mahmood
Account Officer

SVP Personal
Management

SVP Human
Resources

SVP Training

SVP Crew Planning

SVP Finance

SVP Accounting

SVP Financial
Control

SVP Purchasing

SVP Cargo

SVP Ground
Operations

SVP Regional

SVP Planning

SVP Investment
Manager

SVP Corporate
Development

SVP International
Relation

SVP Training

SVP Corporate
Marketing

SVP Corporate
Communication

SVP Production

SVP Marketing
and Sales

CHAPTER: 3:

2. Conditions of Employment

2.1. Working Hours:

1. The standard working day will be of 8 hours (40 hours per week) while the “WOHR” management will announce duty hours from time to time. Duty hours for each individual employee will be specified in his/her contract and may differ from the standard working hours. Staff may be required to adjust their daily schedules to accommodate meetings, travel or business obligations. With the approval of competent authority, flexible hours may be adopted during the month of Ramadan. In support of the policy on Work/Family Responsibilities, both men and women single parents may be allowed flexible hours to help them in childcare.

2.2. Attendance

1. WOHR’s successful operation depends in large part on regular and timely attendance of each of its staff as each job fits into a pattern of operation. Repeated absenteeism/tardiness will have an adverse effect on performance evaluations and may lead to disciplinary action.

2.3. Dress Code:

1. WOHR’S expects all staff (other than staff who are given uniforms) to wear office attire at all times when working on or off our premises.
2. This can be either Western or Iraqi national dress, which will not cause offence to other staff, clients and stakeholders.
3. The precise nature of this attire is not specified but staff should at all time have a professional appearance and should dress neatly and tidily.

2.4. Contract:

1. No one at WOHR’S works without a formal contract.
2. All our contracts specify agreed upon roles, responsibilities and compensation.
3. This is employees’ professional obligation to honor all their commitments and obligations in the contracts with WOHR’S
4. All staff positions at WOHR’S are initiated by the HOD concerned against pre-approved positions and budgets.
5. Generally, WOHR’S issues the following types of contracts:
 - i. Permanent Employment
 - ii. Consultant
 - iii. Fixed Term Contract/Trainee/Intern

2.5. Contract Preparation:

1. The issuance of contract is centralized at WOHR'S and Executive Director signs all employment contracts.
2. HR unit will prepare all contracts on receipt of a completed/signed of the contract preparation request.
3. Employee's contract supersedes all prior verbal or written understanding and specifies his/her initial department/unit of work, Terms of Reference (TOR), starting salary, allowances and benefits.
4. The contract is a confidential document. Each contract will be made out in two original sets, one for the employee, and the other for Human Resource Unit (HRU) record keeping.
5. All the new employees falling under the category of permanent and fixed term basis will be given an offer letter before joining WOHR'S.
6. Upon joining, a Contract Letter will be issued, which would specify his/her category of employment.
7. A joining report from the employee would be required on the first day. An employee on fixed-term contract can be extended, or changed to the status of permanent employee depending on performance, organizational needs and available resources. Such employee may not require completing three months probationary period unless specified by the (Head of Department).
8. Since Human Resource Unit (HRU) maintains a depository of all contracts, Human Resource Unit (HRU) will maintain his/her personal file. Human Resource Unit (HRU) will update a record of any subsequent changes in designation, salary, Terms of Reference (TOR), or performance appraisals etc.
9. Employees are also required to inform the Human Resource Unit (HRU) if there are any subsequent changes in individual's details or status.

2.6. Probation:

1. All permanent employees will be required to complete three/six months and contractual staff will be required the probation period as per contract unless waived by the Executive Director at the time of issuing a contract. However, the Executive Director of (CSO), may, if necessary, extend the probation for another period.
2. During the probationary period, the appointment might be terminated with one-week notice by either side, unless specified differently in contract.
3. Permanent/Contractual staff on probation will not be entitled to annual leave.
4. The organization encourages the employee to discuss and agree with his/her Line Manager to set targets and deliverables for first 90 days and the achievement of the set criteria will result in the employee's confirmation.
5. On satisfactory completion of probation, and on recommendation of the Line Manager, the Human Resource Unit will issue a confirmation letter of appointment.

2.7. Non Disclosure and Duty of Disclosure Policy:

1. It is pertinent to conform and comply with the non-disclosure policy of the organization in order to observe confidentiality with regard to financial information, operational activities, administrative or any other function of the organization. Revealing of any organizational practices for personal gains is strictly prohibited and will have disciplinary action.

2. It is the duty of every employee to disclose outside business interests or activities where these may be in conflict with or detrimental to the interests of WOHR'S. If the employee is in doubt about disclosure one should discuss the matter with Line Manager or senior management.

3. Legal Proceedings/Criminal Record: If the applicant had been involved in legal proceedings, or have record of any criminal convictions, which may discredit the WOHR'S or bring it adverse publicity, he/she must disclose the details at the time of joining. Failure to do so will be treated as concealment that can and will be a major cause of termination of services without any benefits. In such cases the final decision rests with the competent authority.

2.8. Treatment of Disclosure: All disclosures will be treated as confidential by the Line Manager or senior management and they will only disclose the information further on a strict need basis.

2.9. Service Period and Joining Date:

1. Employee service period for the purpose of calculating annual leave begins from the date of joining the service against a permanent position subject to the successful completion of probationary period.
2. In case of Trainees (Interns) or contract employment, if WOHR'S offers permanent employment, the First Day of temporary employment will be considered as the Employment Date for all purposes except, Provident Fund and Annual leaves.

2.10. Relocation:

1. Employee can be relocated between offices in different cities subject to approval of Executive Director. The purpose of relocation might be to accomplish specific projects, reduce accommodation and staff cost or enhancement of operational efficiency. Relocation of individual must be approved and documented.
2. Relocation notice must be provided one month in advance.

2.11. Working from Home:

1. The organization, in principle, does not prefer working from home option unless the situation is unavoidable.
2. Situations in which working from home may be allowed include:
 - a. General Strikes
 - b. Riots
 - c. Security Threats
 - d. Or any other situations in which traveling from home to office and back is considered impossible or too dangerous.

2.12. Change to another Position:

- If an employee is transferred or promoted to another position in the organization, his/her salary will be reviewed according to the salary group of the new position.

2.13. Time off During Office Hours:

Employees must notify their Line Managers in advance, if they are unable to attend office in time due to urgent situations.

2.14. Overtime:

Management and professional staff might be required to work overtime and/or work outside standard work hours from time to time. There is no extra compensation for overtime worked. Line Manager will try to coordinate the employee's schedule so as to maintain overtime within reasonable limits. While determining the overtime schedule, due consideration shall be given to nursing mothers and single parents to cater for their child bearing responsibilities.

CHAPTER: 4

3. Recruitment/ Induction Procedure

3.1. Recruitment Policy/ Procedure:

1. It is WOHR's policy to select employees based on a thorough screening for clearly defined selection criteria which will be determined by the Selection Committee. All candidates nominated for positions are interviewed by the Selection Committee to ensure that they fulfill all the requirements of the position. WOHR'S will develop special recruitment measures that incorporate gender in the selection process for all candidates and at all levels.
2. A thorough reference check of all candidates nominated for assignments is conducted. This can be done verbally or in a written form WOHR'S will verify the given information with the applicant's references and has the right to not offer employment based on negative reference checks or misstatement of previous salaries.

The following procedures are followed for the recruitment of all employees irrespective of the duration of their employment or category.

a) Request for Recruitment of Staff Member

3.2. Number of positions:

1. Each department will forecast its workload according to the budgets prepared/ allocated and the amount of work to be performed by designated personnel.
2. The Executive Director for each financial year approves the number of positions for each department/unit based on the existing and expected workload.

The Executive Director on behalf of the BoG confirms all appointments in writing.

3.3. Staff Requisition:

Recruitment process is initiated for a new vacancy either due to staff resignation, workload or skill requirements and the Head of Departments requests hiring through a Staff Requisition Request (Annex-1) to the Human Resource Unit.

3.4. Requisition Approval:

The Human Resource Unit initiates the Recruitment Process on receipt of the Staff Requisition Request.

1. All recruitments are announced, both internally and externally, with the basic Selection Criteria determined by the Human Resource Unit will include the following:
 - i. Responsibilities/ Job description
 - ii. Job Specification.

- iii. Competence
 - iv. Qualifications
2. The Head of Department (HOD) will initiate the request to HR unit for undertaking recruitment for a certain job/ position.

The HR Head should check the request to ensure that the recruitment is budgeted and duly approved by the competent authority.

3. HR unit on receiving the request will start the process of finding relevant potential applicant through any or all of the following measures:
 - i. Searching the database with HR Unit.
 - ii. Placing vacancy notice on organizational Web sites and job portals.
 - iii. Circulate the vacancy amongst all Staff for internal recruitment.
 - iv. Placing the vacancy in the national newspaper.
 - v. Announcement in educational and technical training institutes.
 - vi. Referral sources: may include other business and public organizations.
 - vii. Resource pool: The HR Unit should try to identify the talented individuals of the industry (NGOs) and database of these potential candidates should be maintained.
4. Vacancy notice will include the selection criteria, job description, and preferred qualifications. The vacancy advertisement will clearly indicate the equal opportunity policy of the organization to encourage both men/women candidates.
5. The HR unit will screen the CVs to the criteria and then present CVs to HODs.
6. The Human Resource Unit will short list and identify the candidates for written test and interview in consultation with the concerned department.

3.4.1. Selection criteria and guidelines:

Short-listing Criteria: In short-listing candidates for interview, the Selection Committee considers factors such as a) academic, professional and technical qualifications; b) working experience; c) job knowledge and technical know-how; and d) management experience for managerial positions. A Short-listing Summary is prepared for all applications.

Final Selection Criteria: Based on the information gathered during the interview, the final selection criteria including desirable personal attributes, potential for further development, past performance, job expectation and career aspiration are applied to further evaluate the suitability of the candidates to the job.

3.4.2. Request for Candidates Information

1. The potential candidates would be requested to fill the Employment Application form and submit the following documents:
 - i. Salary Slip (if applicable)
 - ii. Photocopy of educational certificates

- iii. Photocopy of experience certificate (if applicable)
- iv. Photograph
- v. NIC copy
- vi. Medical fitness certificate
- vii. Reference

3.4.3. Written Test

1. Concerned Head of Department (HOD) will design and review the questionnaire for each position (if deemed necessary) and forward it to HR unit for written test purposes.
2. The candidate should have the opportunity to appear for the test well before the interview so that the management has the time to review the test and do the necessary scoring. Any candidate appearing in written test should be provided with notice, five working days prior to the test.
3. The written test will be assessed for the following;
 - i. **Clarity:** Ability to organize thoughts and argue the case persuasively and convincingly
 - ii. **Proficiency:** Familiarity with relevant literature, studies, authors and organizations working on the issue.
 - iii. **Creativity:** Originality of ideas and concepts, ability to link concepts from various fields to demonstrate the multicultural grasp.
 - iv. **Competence:** Ability to invoke and relate to previous work.
 - v. **Language:** The use of language correctly and appropriately
5. The Head of Department (HOD) concerned will mark the answer sheets and communicate the results to HR unit
6. The HR unit will compile the score and apply the weight age to prepare a ranking sheet showing ranking of the candidate in the relevant format.
7. **Skills Assessment Test:** A further testing may be necessary if the position requires specific skills of a technical nature e.g. computer related skills, operation of certain software and equipment/machine, driving skills etc.

3.4.4. Interviews

1. The panel for conducting interviews will preferably consist of three individuals comprising of at least one woman.
 - i. Head of Department or nominee
 - ii. CEO or nominee
 - iii. Manager HR or nominee
2. The HR unit will schedule time and date with the candidates for the meeting/interview.

3. There will be primarily two rounds of interviews with the candidates although it is not mandatory. For relatively senior positions or as required by the HOD/management two interviews can be arranged.
4. The HR unit will prepare the folders for the panelist before the interview starts with the following documents.
 - i. Personal History Form
 - ii. Interview Result Form
 - iii. CV of the candidate
 - iv. Written test results
 - v. Final ranking sheet
6. Selection committee shall treat all candidates equally and their assessment shall be based on relevant skills/ competence (as reflected in the position description)
7. Selection Committee reserves the right to hire a candidate, or not. Selection Committee's preceding's shall remain confidential to the members of the panel and shall not be disclosed to persons other than Executive Director.
8. Human Resource Unit will notify the candidates regarding the decision of the selection process.

Information Gathering during Interview: During the interview, the Selection Committee only asks questions that relate directly to the job requirements. It is unlawful to request medical information for the purpose of discriminating against applicant on the basis of disability. Assessment of the candidates and due recommendation of the Selection Committee are properly documented after interviews. All forms and documents containing personal data of applicants are returned to the Human Resource Department for record keeping, whether the applicants are selected or not.

3.5. Emergency recruitment procedures/Waiver:

In case of emergency situations, such as natural disasters including earthquake, floods and other unforeseen circumstances where emergency relief services are to be provided by the organization on an immediate basis, an exemption or waiver to above mentioned recruitment procedures can be obtained from the Executive Director/competent authority/BoG.

3.6. Offer of employment:

1. The Selection Committee will make a merit list for hiring the most suitable candidate. The Human Resource Unit will finalize the terms and conditions of employment. In determining the starting salary of a prospective employee, the Human Resource Unit will consider factors such as: a) academic, professional and technical qualifications and working experience; b) recent earnings; d) market rate of the vacant position; e) availability of suitable candidates in the market; and f) WOHR'S budget.
2. Once all details are finalized, the Human Resource Department will send an Offer of Employment (**Annex 2**) to the selected candidate who is required to sign the offer letter and submit it to the HR Department. The Offer of Employment will mention the job title for which the candidate is selected, a summary of the nature of work, the salary package, the expected start date and any basic terms and conditions of

employment. In case the selected candidate refuses to accept the Offer of Employment, WOHR'S may offer the position to the second and then the third best candidates or may restart the recruitment process.

3.7. Employment formalities:

1. Before the confirmation of appointment, the Human Resource Unit will ensure that the selected candidate fulfills the legal requirements of recruitment.
2. The selected candidate may be asked to certify his/her qualifications and working experience by producing the original copies of his/her academic and professional credentials, reference letters from previous employers and other relevant documentation.
3. If an employee provides false information or misrepresentation of facts WOHR'S reserves the right to withdraw the Offer of Employment immediately, unless the employee can give a satisfactory explanation.

3.8. Contract of Employment:

If the candidate accepts the offer of employment, the Human Resource Department will issue a Contract of Employment, which is signed by the Executive Director; the contract clearly mentions the detailed job description, salary package and all employment terms and conditions. Generally, WOHR'S issues the following types of contracts:

- a. Permanent Employment
- b. Consultant (Long term & Short term)

3.9. Permanent Employment Contract:

1. Employee who is appointed for an unlimited period of time, governed by the contents of the appointment letter, terms of reference, and any additional responsibilities that may be assigned to him/her.
2. This category includes all employees except those on probation, a trainee, or a consultant.
3. The candidate, on successful completion of his/her probationary period (90 days from the date of joining) is entitled to all the benefits as per rules of the organization.
4. A permanent employee has all the leave (annual, sick and casual) entitlement on his/her avail.
5. A permanent employee will not render his/her services as part time or full time with any other organization or business entity or working as a freelance.
6. Employees are entitled for subsidized lunch as per the terms and conditions offered to any regular employee.
7. A template of employment contract for permanent employees is exhibited at **Annex 10**.

3.10. Contract for (long and short term) Consultants:

1. This category is for consultants and their contract is governed by the agreed terms of reference. An individual or a group of associates with specialized expertise employed by the organization for a limited period to accomplish specific services will also be included in this category. The terms of engagement shall be governed by a written contract in accordance with the policy of the organization.
2. The payment shall be based on deliverables/outputs of defined work as mutually agreed in the contract and only against an invoice (approved by HOD) charged to the organization.
3. These payments will not be made on monthly basis as a salary package. The consultant will neither be entitled to any benefits in terms of perks as defined for permanent employee nor to the leave structure (casual, sick and annual) as prescribed in the rules of the organization unless specified in the contract.
4. The consultant shall not attend any of the staff meetings without the prior approval of the Line Manager/Project Manager.

3.11. Induction and Orientation:

The HRU will organize induction of new employees, which will include detailed orientation about the organization, its mission, vision, and values, its programs and projects, and key management and operational policies, procedures and systems. The induction will further include briefings by the heads of major programs and functions as well as a debriefing meeting with the Executive Director.

3.12. Human Resource / Personnel records:

The HRU will maintain personnel files of all WOHR'S staff members. Each personnel file, will contain the following information:

- CV/ Resume of personal information
- At least three short listed candidates' CVs and their Interview Assessment/Feedback Forms
- Offer of Employment and acceptance
- Appointment Letter/Employment Contract
- Joining Letter
- An employment record containing position, department, responsibilities, pay rate and any other changes thereafter
- Authorization of payroll deductions
- Record of leave entitlement and utilization (Annual Records)
- Termination/Resignation data, when applicable
- Relocation approvals, if any

CHAPTER: 5:

4. Salary / Compensation & Fringe Benefits

4.1. Salary structure:

1. WOHR'S believes in the policy of equal wages for equal work for both men and women working in the organization.
2. Respective Manager in consultation with the Executive Director and the Human Resource Unit will approve the starting salaries for staff. WOHR'S follows a multi slab salary structure for each grade/position as approved by the Board.

4.2. Monthly salary:

WOHR'S will offer a competitive salary, which is according to responsibility and performance. This will be determined on the basis of organizational budget, educational qualification, overall competencies, skills and the experience required to fulfill the requirements of the position.

Salaries will be paid after submission of a complete timesheet that has been approved by a supervisor. The period covered for monthly salary payments is from the first day of the previous month until the last of the previous month. The monthly Salary is paid on or before the 5th day of the following month. Salary payment for all employees is made directly into the employee's bank accounts through written instructions to the bank.

The following forms must be filled out and attached with an employee's monthly pay record:

- a) Attendance sheet or timesheet of staff (**Annex 3**) and
- b) Leave balance sheet of staff

4.3. Salary deductions:

The following deductions are made from the monthly salary

1. Income tax as applicable under the prevailing laws in Iraq. WOHR'S is required to deduct income tax at source and provide a copy of the tax receipt to the concerned employee on a regular basis.
2. Advances or loan installment (if any)
3. Employee share of EOBI contribution if applicable
4. Any other cost sharing expenses
5. Employee Provident fund share, if applicable
6. Any incidentals

4.4. Salary increments:

Proposed salary increases (if any) are determined by the Executive Director and approved by the BoG in accordance with the WOHR'S budget and based on the performance evaluation of the employee by the relevant manager/supervisor.

1. Increments and performance rewards shall be subject to satisfactory performance evaluations.
2. The increments in salary shall be determined annually, on merit and aimed at encouraging top performers.
3. Based on performance appraisals by respective Line Managers, the Executive Director requests the Board of Governors to approve annual increments and individual performance reward.
4. In determining increments the Board also reviews the changes in cost of living/ inflation. It is important that the Line Manager clarifies the specific performance targets and key deliverables, in consultation with the employee, either monthly or quarterly basis.
5. The annual performance appraisal will be in December for each preceding year.
6. Minimum of six months service is mandatory to become eligible for the salary increments and performance rewards.

4.5. Salary Payment:

1. Salaries at WOHR'S are normally paid by the 5th day of the following month to the employee's bank account.
2. Direct transfer to bank account helps to avoid any transactional delays.
3. Newly inducted employees are expected to open a bank account at the commercial bank recommended by WOHR'S for purposes of salary transfer.
4. Finance Unit or designate will further advice and assist the individual in opening the account at the recommended commercial bank.

4.6. Relocation expenses:

1. Staff required to relocate between offices in different cities within Iraq for six months or longer can claim travel costs for self and family as per actual provided the travel expenses conform to organization's travel policy.
2. Baggage costs will be reimbursed on actual up to a maximum limit of USD 150/.
3. In addition to claiming travel and baggage costs, staff will be entitled to claim hotel room cost from the list of approved hotels for up to 7 nights on relocation between any offices that are in different cities within Iraq. This is to facilitate them to find long-term accommodation, only if they were unable to do so prior to being relocated.

4.7. Employee Old Age Benefit Institution:

1. All employees whether regular or fixed term (excluding Trainees/interns) will be registered under the Employees Old Age Benefit Act, 1976 and their contribution/deductions will be made as required under the law.

4.8. Other fringe benefits:

Depending upon budgets of WOHR'S other fringe benefits may include the followings:

1. Health insurance policy
2. Group Life insurance policy
3. Personal loans
4. Provident Fund
5. Gratuity
6. Any other benefit

CHAPTER: 6

6. Human Resource Development and Staff Trainings

The main objective of training policy of the WOHR'S is to help develop key competencies which enable individuals to perform current or future jobs successfully. Efforts will be made in providing following mandatory trainings to newly recruited individuals;

- i. Gender awareness session
- ii. Service rules orientation session
- iii. Orientation on Sexual harassment policy of the organization
- iv. Orientation on the history of the organization
- v. Job description related session

In the next phase, which may take place latter in coming years of their employment the employee may receive the following trainings/ courses?

- i. Specialized training (Job related)
- ii. Any other course/training recommended by supervisor or desired by employee her/himself.

Building the capacity of human resource is one of the key strategies that is included in the vision of an organization. WOHR'S has a responsibility to support and nurture the learning/ development of its employees.

Individual training needs analysis, planning and delivery is based on broader organizational goals and employees job description. Since training and development involves investment of time as well as finances of the organization, WOHR'S will ensure that all trainings are meaningful and cost effective, and that the employees are provided training opportunities which will enable them to contribute towards improvement of the quality of work and productivity of the organization.

6.1. Performance Management Related Training

At the end of each calendar year, a planning process will be initiated to prepare a training strategy with plan for the next calendar year. Staff development activities will be identified to facilitate career advancement for both women and men. In addition, the performance appraisal Forms of all employees will be examined to identify common areas of training that can improve employee performance.

Following this, the HR Unit will work with the Finance Department and the Senior Management to identify the training areas that can be financed from the budget or for which donor support can be organized. An operational plan for organizational capacity development for the calendar year will be developed which will include:

- a) List of areas where there is need of capacity development.
- b) Identification of organizations and programs- local or international that suit the training needs of WOHR'S in the most cost-effective manner.
- c) Schedule of training for men/women employees of various categories without affecting achievement of targets and completion of activities in time.

d) Funding arrangements

Feedback from employees about the training and from the trainer about the trainees will be analyzed by the HR Department for future reference. Training and capacity building can take place effectively only through active collaboration between employees, their supervisors, management and the HR Unit. All training records will be maintained in the employee's personnel file.

6.2. Mentoring

Continuing professional development includes maintaining, improving and broadening relevant knowledge and skills in any specific subject, so that it has a positive impact on practice and the learner experience. Best human resource practices have shown that coaching, mentoring, shadowing and peer support make a great deal of contribution towards professional development and growth of staff. WOHR'S will establish a system of coaching for men and women staff with mentors identified at the appropriate levels.

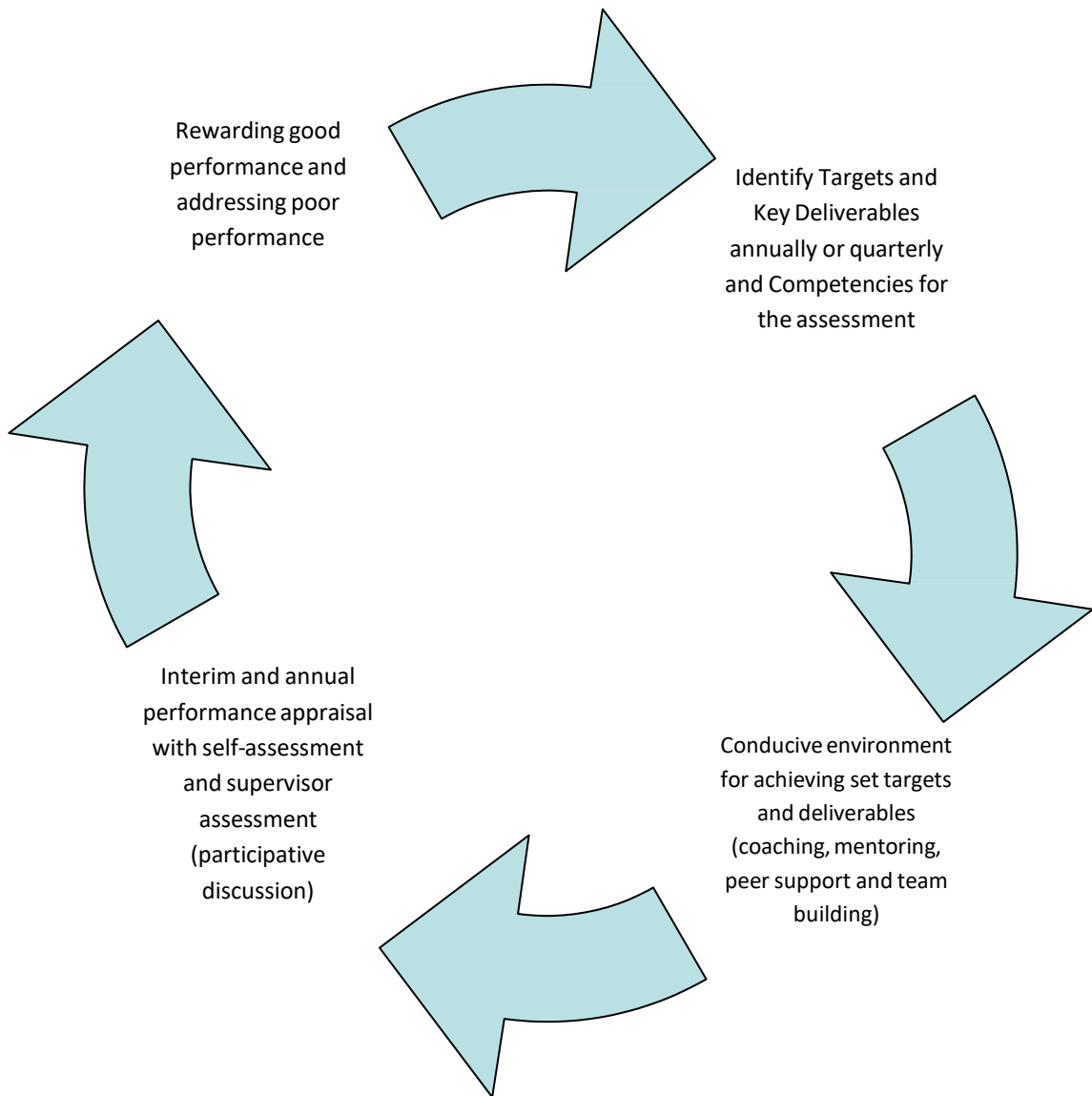
CHAPTER: 7:

7. Evaluation & Performance Appraisal

7.1. Purpose

Performance appraisal is a continuous process of reviewing or discussing employees' job and aims at improvement of performance in the current job. Purposes of performance appraisal are:

1. To review the performance of the employee as per the given work plan with comparison of actual achievement versus approved plan
2. To satisfy the individual's needs for feedback on performance and motivation
3. To strengthen manager - employee relationships.
4. Strengthen the organization as a whole to perform better¹
5. To diagnose and assess training needs for capacity building.



7.2. Performance Appraisal Approach

1. Performance appraisal form will be used to assess performance training needs, career development paths, rewards, bonuses and promotions/ transfer.
2. All performance evaluations will be conducted within a time frame of 6 months and annually which means that the performance appraisal form will be utilized as mentioned below:
 - vi. Employees goal setting period will result in agreement of key performance indicators agreement between Line Manager and employee
 - vii. Interim performance appraisal interviews will be scheduled at least once in every six months.

- viii. Annual performance appraisal will be the basis for rewards, promotions and transfer as well as remedial action for poor performance.

The Human Resource Unit will ensure that the performance appraisal criteria and procedures are clearly explained to all employees in order to help them understand their roles and to know what exactly is expected from them.

The supervisor in consultation with the employee will complete the performance appraisal form. After this, the Annual Appraisal Forms will be passed on to the Executive Director for review and approval. The appraisal form of the Executive Director will be reviewed and approved by a committee of the governing body.

7.3. Appraisal Criteria

1. Key Performance Indicators:

Key Performance Indicators (KPI) will be the concrete and quantitative statements for which weight ages can be allotted for verification purposes.

2. Competencies:

All staff is appraised for the following competencies and criteria:

During the appraisal interviews, gender will be given due weight-age to ensure accountability for gender sensitivity.

- Technical/Professional Knowledge and Understanding;
- Problem Solving and Decision-making;
- Planning and Forecasting of Work-Related Tasks;
- Team Building and Developing Others;
- Meeting Deadlines and Commitments;
- Delegation of Responsibilities;
- Communication with Others;
- Attitude Towards Others;
- Creativity and Initiative;
- Leadership and Integrity;
- Adaptability, Flexibility and Mobility;
- Time Management;
- Dependability; and
- Personal Appearance and Image.
- Gender and cultural sensitivity.

7.4. Rewarding Good Performance

All employees depicting good and consistent performance will be rewarded. The reward can be a simple 'Acknowledgement', a 'Commendation Certificate' or an increment/ bonus added to the monthly salary depending on the budgetary allowance.

7.5. Addressing Poor Performance

If an employee is not performing at the level appropriate for his/her position then s/he will be informed and helped to overcome the poor performance through training, coaching, mentoring and close supervision. However, if there is no improvement, then continued poor performance may attract disciplinary action and may even lead to termination of the employee.

The whole procedure will be handled in a sensitive, objective and fair manner. The normal sequence of actions is as follows:

- Training and Coaching – customized but short training focused on employee’s particular weaknesses.
- Supervision – employee is supervised and monitored closely to see if his/her performance improves.
- Counseling – employee is constantly reminded of the areas where he/she needs to improve and how this should be achieved; and
- Retention - if employee improves performance, he/she will be retained.

However, if he/she does not respond to the above efforts and continues to perform poorly, the formal process of written warning followed by termination will be followed as mentioned in the Disciplinary Policy.

CHAPTER: 8:

8. Holidays, Leaves and Employee Administration

8.1. Annual Leave:

1. Staff members under fixed term contract will be entitled to annual leaves.
2. Interns, trainees, employees in probation and consultants will not be entitled to annual leaves.
3. Annual leave is calculated on the basis of 1.5 days per month, or 18 working days per year.
4. The leave year is from 1st January to 31st December or prorated accordingly.
5. Annual leave cannot be claimed as a matter of right and the employee requires prior approval of leave from the line Manager/Supervisor.
6. Annual leave will be calculated from the date of joining.
7. The annual leaves cannot be encashed.
8. Annual leaves to a maximum of 9 days can be carried forward to the next year for permanent employees.
9. The total annual leaves carried forward shall be credited to the individuals at the beginning of the next year.
10. The annual leave has to be approved by the relevant line manager.
11. Advance annual leaves are generally discouraged. But for extraordinary circumstances, advance annual leaves need to be endorsed by the respective Line manager and approved by the Executive Director.
12. All pending tasks of the employee availing annual leave will be assigned to his/her substitute.
13. Non-working days (Gazette holidays) falling within the period of leave will not be counted as part of the annual leave.
14. During the notice period of employee's separation from service, the employee can avail from the balance of his/her earned leave to a maximum of his annual leave balance subject to prior approval of the line manager.

8.2. Sick Leaves:

1. Employees will be allowed a total of eight (8) working days of paid sick leave in a year.
2. Any sick leave availed without medical certification will be restricted to 2 working days.
3. Sick leave not availed cannot be carried forward to the next year.
4. Staff who is absent because of illness should notify their Line Manager immediately.
5. In case of absence due to sickness for more than two consecutive days, the employee will have to get a sickness certificate (stating the illness and the period recommended) from a registered medical practitioner.
6. The certificate along with the leave request form should be provided latest by 24th of the month.

7. Any uncertified absence of longer than 3 days will be treated as a disciplinary issue.
8. The sick leave for more than eight (8) days will be adjusted against the "Annual Leaves" account
9. Interns/trainees will be entitled to sick leave prorated on the number of months of internship contract and all other rules and procedures for sick leave will be applicable upon them.
10. Employees on probationary period are entitled for sick leave as per rules.

8.3. Casual Leave

1. All employees will be entitled to casual Leave of 10 working days in one year (prorated accordingly from the date of joining).
2. Casual leave will be granted only for urgent and important reasons.
3. Casual leave will be allowed only for one (1) working day at a time, unless otherwise allowed by the Executive Director.
4. A Holiday cannot be combined in between two casual leaves.
5. Interns/Trainees will be entitled to casual leave.
6. Casual leave cannot be combined with any other leave nor will it be carried forward to next year or en-cashed.
7. If an employee exhausts all his/her casual leaves, any additional leaves availed by the employee in this category will be treated as unpaid leaves.

8.4. Statutory Leave

Employees will observe official Iraqi public holidays as designated by the Government of Iraq. The list of official holidays will be provided to employees at the beginning of each calendar year. Employees must work normally as per scheduled hours the day before and after the holiday. If a holiday falls during an employee's previously authorized annual leave, that day shall not be charged to annual leave.

8.5. Maternity Leave

1. Female members of staff will be entitled to 60 days maternity leave with full pay, provided they have completed the probationary period (This facility could be limited to 2 number of deliveries to be decided by the BOG after thorough deliberations at all levels)
2. Paid maternity leave does not affect the annual leave entitlement.
3. A member of staff who becomes pregnant will notify her Line Manager and apply for maternity leave at least two months prior to expected confinement.
4. Leave can be taken anytime from 2 weeks prior to the expected delivery date.

8.6. Paternity Leave

1. Male members of staff will be entitled to 05 working days of paternity leave with full pay provided that they have successfully completed their probationary period.
2. Leave can be taken from anytime between 2 weeks before the expected date of birth to two weeks after the birth of the child.

8.7. Unpaid Leave

1. Special leave without pay will only be granted when exceptional grounds exist.
2. It may be granted when a member of staff has exhausted his/her accrued entitlement of annual leave.
3. CEO will take the final decisions on all requests for unpaid or special leave and can refuse any requests which are judged to be detrimental in any way to WOHR's interests.
4. All requests for unpaid and special leave should be sent to the Line Manager.
5. Unpaid and special leave will not be granted to anyone who has not completed a year of service or is under formal disciplinary proceeding, or who was given a transitional rating on their last assessment.
6. Unpaid leave cannot be granted in case a person has an outstanding amount payable to the organization unless the ED issues a special waiver.

8.8. Hajj / Minority Leave

Hajj leave may be granted to employees after completion of ten years in the organization. Hajj leave will be allowed only once during the service period and is to be approved by the ED. Religious leaves for non-Muslims and minorities will be dealt with the laid down management policies as approved by the competent authority.

8.9. Sickness before and during Annual Leave

1. Annual leave may not be taken as an alternative to sickness absence.
2. Staff who fall ill immediately before or during annual leave should inform their Line Manager accordingly on the first day of illness or as soon as possible afterwards.
3. On provision of a doctor's statement certifying the illness and duration of the illness, the annual leave missed due to the illness may be re-instated.

8.10. Compensatory Leave

1. Compensatory leave will only be allowed to the employees for any work done on weekends or on public holidays with the approval of the ED.

Leave form is exhibited in **Annex 4**

CHAPTER: 9:

9. Official Travel and Entitlements

9.1. Travel away from Office:

1. If the employees are required to work away from their normal work location/headquarter town, all arrangements for boarding lodging of the employees are made by WOHR'S through approved vendors.
2. If, arrangements cannot be made by the WOHR'S, the employee can claim reasonable actual (boarding, lodging, and transport) plus the agreed residential rate for the location on providing actual bills approved by the project manager.
3. This rate will be the same for all staff staying in that city/location.

9.2. Approval:

1. Travel Approval Form (**Annex 5**) is to be filled and approved by the concerned manager/supervisor prior to making a business trip.

9.3. Travel Advance:

1. Employees might be paid advance payments prior to official travel. Advances will only be made when absolutely necessary or when failure to make an advance might make a staff member go through undue hardship. Travel advance is made only with prior approval of the concerned manager/supervisor. A request for travel advance is to be completed and approved before any advance is made.

9.4. Travel Entitlements

4. The rules and rates as announced by WOHR'S will apply to all WOHR'S staff (where appropriate), its consultants or guests traveling anywhere in Iraq.
2. The amounts are calculated to cover all costs incurred to travel on official business.

9.5. Domestic Travel

1. Head of Departments have the delegated authority to approve, from their respective budgets, any domestic travel request from their team members. This delegated authority allows the Managers to incur expenditure from the budgets they manage on travelling of their team for official purposes.
3. Travel on business by air will be in the economy class.

9.6. International Travel

International travel of staff can be undertaken only after prior written approval of the ED.

9.7. Travel Procedure

1. The authorization of using personal vehicle must be pre-approved by the Line manager and can be claimed, on the basis of the table of distances.
2. The concerned department/unit will generate the activity approval form and attach travel authorization form if applicable at least 5 days in advance in case of domestic travel and at least one month in advance in case of international travel.
3. Once the forms are complete and dully signed by all concerned department/authorities, they will be forwarded to Admin unit for reservations and bookings in hotels etc. as stated in the activity form.
4. On completion of the travel the person responsible in the authorization form will furnish the boarding passes within three days of completion of the travel.
5. In case where the boarding passes have been lost or misplaced a letter signed by the line manager will be provided as waiver.
4. Requests for travel advances must be made at least 5 working days before the date of collection of an advance.
5. Receipts (where necessary) must be provided with the claim.
6. If receipts are not available, an explanation should be noted either on the claim or on an attached memo and countersigned by the authorized line manager.
7. If a cash advance was issued and it has not been cleared within one week the travel/activity, the cash advance will be recovered through the payroll of the individual.
8. No further advances will be made until the previous advance is cleared.

CHAPTER: 10:

10. Separation from Employment

10.1. Resignation

1. Employee must notify the respective line manager if he/she intends to resign from service. Such notice must be served one month in advance or as specified in the agreement/contract in writing.
2. Action will not be taken until the employee confirms this in writing, but once such resignation has been confirmed in writing, WOHR'S is not obliged to accept a subsequent withdrawal.
3. The employee terminating the contract without a notice period shall have to pay a 30 days (or as specified notice period in the contract) salary as compensation to WOHR'S.
4. In the event of such notice of resignation by an employee, he/she will remain liable to serve the Organization for one month and to hand over the charge of all the responsibilities assigned to him/her.

Notice Period

The notice period for resignation starts from the date mentioned in the resignation, if approved by the ED. Employees will not be allowed to extend their notice period to take advantage of public holidays falling immediately after the expiry of their required notice period.

The notice period can only be waived in special circumstances either of a personal nature or due to a professional obligation. The right to waive a notice period is exclusively reserved by the ED.

Exit Interview

Documented exit interview will be conducted with the employee leaving in order to determine the reason. The exit interview detail shall be forwarded to the Head of Department and will be recorded in the personnel file.

Return of Organization Property

Upon leaving WOHR'S service, the employee hands over to his/her concerned supervisor, all the accounts, contacts, data, records and documents, whether in paper, tape, diskette or electronic form, related to his/her job. WOHR'S reserves the right to deduct from the resigned employee's final payment an amount equivalent to the value of any property, which is not returned or is damaged.

Final Payment

An employee, who resigns, is entitled to all the accrued benefits till the date of resignation. Final payment is not made unless and until the concerned supervisor confirms that the resigning employee has returned all assets and records in his/her possession. The final payment including basic salary, job related payments or reimbursements, payment in lieu of accrued unused annual leave and money due to the employee, if any, is paid to the resigned employee by cheque within 14 days from his/her effective date of resignation.

Confidentiality

The leaving employee is bound ethically and professionally not to disclose any information that he/she has about the organization or about staff member once he/she leaves the organization. The scope of the information can be about projects, planning, or of individual nature.

10.2. Redundancy/Termination

1. Redundancy means terminating an employee when his/her services are no longer required or when there is an excess of employees working in the WOHR'S. The criteria for redundancy is based on a number of factors e.g. performance review, length of service, attitude at work, recommendations of concerned /supervisor etc. However in the absence of sufficient information, the 'last in, first out' basis is used. Efforts are made to reassign the staff member who is under consideration for redundancy to another position within the WOHR'S, if he/she meets the job requirement. Upon being redundant, an employee is given one-month notice or salary in lieu of the notice. Redundant employee is entitled to all the accrued benefits till the date of termination. Redundant employee is considered for re-employment, should a suitable position become available. Only the ED/Chairman approves redundancy of an employee.
2. If an employee is terminated due to code of conduct violation or due to any other reason he/she will not receive any end of service benefits.
3. If an employee's performance is unsatisfactory or not up to the required standard;; or under any other circumstances other than those specified for disciplinary action below, WOHR'S may lawfully terminate his/her contract of employment with notice in writing or payment in lieu as specified in the contract of employment.

An employee can be terminated from service by WOHR'S without notice if the employee;

- Willfully disobeys a lawful and reasonable order;
- Misconducts himself, such misconduct being inconsistent with the due and faithful discharge of his/her duties;
- Is guilty of theft, fraud, corruption or dishonesty;
- Is habitually neglectful in his/her duties;
- Becomes involved in improper transactions, or without approval discloses to a third party any confidential information obtained from his/her employment; or
- On any other grounds which would entitle WOHR'S to terminate the employment without notice.
- Does not comply with the Code of Conduct

An employee who is terminated has the right to appeal for a hearing by a panel constituted for this purpose by WOHR'S. (The employee is entitled to be accompanied to the panel hearing by a colleague, friend, lawyer or other person whom he/she wishes to. The decision of the panel is final.

10.3. Retirement age

1. The normal age of retirement is 60years.
2. Service may be extended beyond that age at WOHR'S discretion and the decision of extension will be reviewed annually. The extended period shall be considered as a Consultancy contract and not an extension of permanent employment.

CHAPTER: 11:

11. Code of Conduct

11.1. General

Standards of work performance, conduct and attendance have an important impact on (CSO) success. Code of conduct policy covers misconduct, health and safety of employees, drug abuse, sexual harassment and conflict of interest. .

11.2. Gross Misconduct

1. Gross misconduct is defined as behavior so unacceptable as to warrant dismissal. This may include:
 - i. Stealing or attempting to steal property.
 - ii. Frequent absenteeism.
 - iii. Committing a fraud including incurring expenditure for personal benefit.
 - iv. Misusing a computer system, including the internet, which might include viewing or attempting to view pornographic sites, chatting, listening to loud music and other misuse which affects the employee' productivity.
 - v. Putting the safety or health of colleagues in danger.
 - vi. Willfully misusing status and position in (Insert the name of WOHR'S) for personal advantage.
 - vii. Showing serious insubordination to Line Manager, e.g. by persistently refusing to follow a reasonable instruction.
 - viii. Disclosing without prior permission/approval in writing of the WOHR'S, or threatening to disclose information within the knowledge in confidence during the exercise of her / his duties and by virtue of the position held by the employee whether such disclosure or threat to disclose be in private or public or in any forum of whatsoever nature.
 - ix. Not taking reasonable precaution to safeguard of organization's property to prevent accident or damage to it.
 - x. Unauthorized collection or attempt to collect records or documents of the WOHR'S
 - xi. Interfering with, tampering, altering, or fabricating records of the WOHR'S
 - xii. Possession of any lethal weapon within the premises of the WOHR'S
 - xiii. Consumption of any intoxicant or drugs while on duty.
 - xiv. Soliciting or accepting any gift or grant from any person having official business with WOHR'S without prior approval of the Executive Director.
 - xv. Refusal to appear or to cooperate in any inquiry ordered by the Management in accordance with the rules enforced when summoned by the Ethics Committee.
 - xvi. Threatening, intimating or manhandling any employee.
 - xvii. Committing sexual harassment or violence against a man or woman colleague.
 - xviii. Drug and alcohol abuse.

2. If a member of staff is suspected of gross misconduct the matter will be referred to Line Manager, who will conduct an investigation if necessary.
3. The member of staff may be suspended on half pay until the matter is resolved.
4. As part of the investigation the Ethics Committee comprising of at least one-woman member will interview the member of staff.
5. The committee will outline in writing the reason for suspecting misconduct and allow the member of staff to respond in writing.
6. The member of staff has the right to be accompanied at the disciplinary meetings by a colleague or representative of the staff association recognized by WOHR'S
7. If at the end of the investigation gross misconduct has been established, the committee will hold a meeting with the member of staff and outline the reason for concluding that the member of staff has committed gross misconduct and give further opportunity for the member of staff to present his/her defense. .
8. If the committee finds the staff member guilty as charged, it will recommend dismissal of the staff member to ED or, if there are very strong mitigating circumstances, issuance of a letter giving final written warning and/or a fine, or both.
9. This letter will become part of the individual's personal record.
10. Should the concerned staff member choose to resign during this time, management reserves the right to accept or reject the resignation.

11.3. Drug/Alcohol-Free Workplace:

WOHR'S is committed to providing a safe work environment and to promoting and protecting the health, safety, and wellbeing of its employees. This commitment is endangered when any WOHR'S employee engages in use, possession, sale, conveyance, distribution or manufacture of illegal drugs, intoxicants, controlled substances or abuses prescription drugs or alcohol.

Therefore, WOHR'S has established the following policy:-

- It is a violation of the organization's policy for any employee to use, possess, sell, convey, distribute, or manufacture illegal drugs, intoxicants, or controlled substances, or to attempt to do the same.
- It is a violation of the organization's policy to be impaired or under the influence of legal or illegal drugs or alcohol in the organization or client premises, if such impairment or influence adversely affects the employee's work performance, the safety of the employee or of others, or puts at risk the organization's reputation.
- It is a violation of the organization's policy for anyone to use prescription drugs illegally. It is the responsibility of the employee to report the use of prescribed drugs that MAY (per warning labels provided by the pharmacy) affects the employee's judgment, performance, or behavior.
- Any employee convicted of a violation of a criminal drug statute must inform the management in writing within 5 calendar days after the conviction.

Random Testing: Employees may be selected at random for drug and/or alcohol testing at any time.

Post-Accident Testing: Any employee involved in an on-the-job accident or injury under circumstances that suggest possible use or influence of drugs or alcohol in the accident or injury event may be asked to submit to a drug and/or alcohol test. "Involved in an on-the-job accident or injury" means not only the one who was or could have been injured, but also any employee who potentially contributed to the accident or injury event in any way

All employees are required to sign the WOHR'S Drug free workplace policy-Employee Consent Form **(Annex 9)**

12. Chapter-12:

Conflict of Interest:

From time-to-time WOHR'S staff members and or the governing body members may encounter conflicts of interest when participating in WOHR'S decision-making processes, as their professional or personal roles intersect. Potential areas where a conflict of interest may arise include:

- Recruitment of staff.
- Procurement of goods and services.
- Undertaking new projects or entering into new partnerships.
- Representing (CSO) in other forums.

In general, a conflict of interest can arise if:

- It is likely that the performance of a person's duties as a WOHR'S employee or governing body member could be prejudicially influenced by that person's other interests (private, personal or professional), or that a reasonable person would believe that the person could be so influenced; or
- A person's participation as an employee of a WOHR'S or a governing body member could be prejudicially influenced by the interests of organization that the person is representing, or that a reasonable person would believe that the person could be so influenced.

WOHR'S expects that staff and governing body members will be mindful of potential conflicts of interest (or the likely perception of a conflict), and declare a conflict of interest before it arises. (Please see conflict of interest declaration **form - Annex 8**. Appropriate action can then be taken in consultation with colleagues. For instance, the concerned individual will usually be expected to withdraw from a particular selection panel or absent him/her from discussion about particular issues if it presents a conflict of interest. Minutes of the meeting should note the conflict of interest.

All staff and governing body members must declare in advance, any relationship with persons, firms or companies, which have dealings with WOHR'S. They must also declare in advance if: a) they are directors or partners in a firm or company, which propose to have any dealing with WOHR'S; b) if their immediate family members (spouse, parent, child, brother and sister) hold directorship or partnership in firms or companies, which propose to have any dealing with the WOHR'S if to their knowledge, a member of their immediate family has any financial interest in any matter being considered by WOHR'S Individuals who fail to make declaration of a conflict of interests as explained above are liable to account to WOHR'S for any profit made or benefit received from or in respect of the failure or violation.

12.1. Private Trade

1. No employee shall, except with the previous sanction of the ED, engage in any trade or undertake any employment or work other than his official duties, provided that s/he may, without such sanction undertake any honorary work of a religious, social or charitable nature or occasional work of a literary

or artistic character, subject to the condition that his/her official duties do not thereby suffer and that the occupation of undertaking does not conflict or is not inconsistent with his opinion or obligation as an employee but he shall not undertake or shall discontinue such work if so directed by the ED.

12.2. Discrimination

Discrimination means treating a person less favorably than another person in comparable circumstances because of age, sex, marital status, pregnancy, family status, disability, race, color, descent, national or ethnic origins, nationality or religion etc.

It is against WOHR'S policies to discriminate with respect to the hiring or promotion of individuals, conditions of employment, disciplinary and discharge practices, or any other aspect of employment on the grounds of the employee's age, sex, marital status, pregnancy, sexual orientation, gender identity, family status, disability, race, color, descent, national or ethnic origins, nationality or religion.

In preventing discrimination, employment related decisions such as recruitment, promotion, transfer, training, dismissal and redundancy as well as terms and conditions of employment are based on consistent selection criteria. Individuals are assessed according to their ability to carry out a given job and are not judged by irrelevant considerations. Employees who make employment related decisions should not assume that persons of a particular age, sex, marital status, gender identity, family status, race, color, descent, national or ethnic origin, nationality or religion, or who are pregnant or have a disability are only able to do certain kinds of work, and should ensure that these factors are not used as grounds for making decisions. Records of notes of employment related decisions are made and filed with the Human Resource Department, which serve as a valuable explanation and defense against any unfounded suggestion of discrimination. Employees who fail to abide by the guidelines explained above are liable to account to WOHR'S which may take disciplinary actions against such employees.

12.3. Workplace Conflict

1. Workplace conflict is a time-consuming and costly problem that can have a severe impact on the bottom line.
2. Workplace relationship problems can arise as the result of
 - i. Clashing personalities.
 - ii. Miscommunication.
 - iii. Perceived backbiting.
 - iv. Negative politics
 - v. Perception of hidden agendas.
3. These factors create bad relations between people, and are generally the result of not following proper communication practices, or of grudges built from the outset of a relationship where initial problems were not addressed.
4. Conflict in the workplace is can also result from serious disagreement over official matters, and can result in behaviours such as gossip, avoidance, verbal abuse, passive/aggressive

communication and hostility. This can in turn lead to a drop in WOHR's productivity, a focus on problems rather than solutions and a slump in creativity and innovation.

5. While tensions and misunderstandings are normal and inevitable, if left unresolved they result in hostility, stress and wasted resources.

12.3.1. Resolving Workplace Conflict:

1. Once the management have been made aware of a relationship problem, it will meet with both parties and try to find out the real causes of the problem. Once the causes are identified, the management will take appropriate actions to address these causes to the extent possible. In parallel, the management will mediate between the two parties so as to help them develop a healthy working relationship. However, if the issues are not resolved even after these efforts, the matter will be reported to the ED who may take suitable steps to resolve the issue, ignore it or even terminate one or both the employees as he/she deems fit.

12.4. Ethical Conduct

Ethical conduct requires more than knowledge and observance of laws, regulations, and policies. Respecting colleagues, understanding and practicing the organizations' standards and values as well as policies, are the keys to ethical conduct and decisions made with confidence.

Reporting criminal conduct and unethical behavior is the responsibility of all employees. An employee suspecting non-compliance with the organizations' policies and procedures should speak with his/her supervisor. If the supervisor is involved in the misconduct, the employee should speak with his/her next level of supervision. This information will be kept confidential to the extent permitted by law.

12.5. Sexual Harassment/ Exploitation

(CSO) believes strongly in the human dignity of each individual. Therefore, WOHR'S strongly condemns and prohibits any behavior on the part of an WOHR'S employee which constitutes any form of sexual misconduct, including sexual harassment, sexual exploitation, and sexual violence towards any other staff member, client patient, beneficiary, or other individual participating in an WOHR'S activity. Retaliation for reports of sexual misconduct is strictly prohibited and will not be tolerated; Sexual misconduct and/or retaliation of any kind will result in termination of employment. For the purposes of this policy, WOHR'S employees include international staff, national staff, volunteers, interns' consultants, temporary employees, field staff or temporary contractors. WOHR'S is committed to providing a work environment that is free of discrimination and unlawful harassment. Actions, words, jokes, or comments based on an individual's sex, race ethnicity, age, religion, or any other legally protected characteristics are not acceptable. As an example, sexual conduct (both overt and subtle) is a form of employee misconduct that is demeaning to another person, undermines the integrity of the employment relationship, and is strictly prohibited.

WOHR'S fully complies with the Protection Against Harassment of Women at Workplace Act, 2010. As per Clause 1 (i) of this act, Sexual Harassment is defined as any unwelcome sexual advance, request for sexual favors or other verbal or written communication or physical conduct of a sexual nature or sexually demeaning attitudes, causing interference with work performance or creating an intimidating, hostile or offensive work environment, or the attempt to punish the complainant for refusal to comply to such a request or is made a

condition for employment, is unacceptable behavior in the workplace, including any interaction or situation that is linked to official work or official activity outside the office. All such acts are a violation of this Act.

Sexual Harassment includes any unwelcome sexual advance, request for sexual favors or the other verbal or physical conduct of sexual nature, causing interference with work performance, is made a condition of employment or creates an intimidating, hostile or offensive work environment, or the attempt to punish the refusal to comply with such a request. The intimidating behavior or act can be of a person in authority, who controls conditions of the complainant's employment or from a co-worker, who as a result of intimidation can make the work enjoyment hostile for the complainant. Under this code of conduct, sexual harassment is prohibited regardless of the sexual orientation of the parties.

12.6. Reporting and Resolution of Sexual Harassment

As per Clause 1 (M) of this Act, the Management of WOHR'S is required to incorporate this act as part of its Work place policy. Abiding by the following points will ensure compliance with this act:

1. The Responsibilities of Management include
 - i. Management will be responsible to follow the HR Manual in true letter and spirit, and to ensure that all staff members read it.
 - ii. Each complaint of employee of organization is addressed responsibly.
 - iii. The Management will-be impartial in the process and facilitate a just and fair inquiry process without retaliation
 - iv. The management will not victimize the complainants or the witnesses in the case.
 - v. The management will conduct awareness sessions about the Code and the consequence of such harassment at workplace for both the affected person and the accused as a regular part of their training.
 - vi. Display copies of this Manual to employees in English or Urdu.
 - vii. Recurring acts, which may have a cumulative effect or even a single incident, would be considered enough to establish sexual or gender-based harassment.
 - viii. The complainant should inform the accused about conduct constituting sexual harassment. That will be recorded and should be maintained in writing all incidents, noting dates, places. Descriptions of act, notification to accused and names of those to whom the incident may have been mentioned.

12.7. Workplace Harassment

WOHR'S expects every employee and person to be treated with fairness, respect, and dignity. Accordingly, any form of harassment based on an individual's race, color, sex, religion, national origin, age, or disability is a violation of this policy and will be treated as a disciplinary matter.

WOHR'S is committed to maintaining a safe and healthy work environment and takes all appropriate health and safety precautions consistent with current medical knowledge. Accordingly, employees may not refuse to work with or cooperate with, withhold services from, or otherwise harass, intimidate, demean, or isolate

coworker because of a known or suspected disability or disease, or because of a coworker's association with a person with a disability or disease.

12.8. Work place violence

WOHR'S is committed to providing a safe work environment. Any form of violence, threats of violence, intimidation of others or attempts to instill fear in others will not be tolerated. The possession of a weapon in the workplace, or while conducting company business, menacing behavior or "stalking" is all prohibited actions. Violations of this policy may lead to disciplinary action up to and including termination and the involvement of appropriate law enforcement authorities.

Any person who exhibits threatening behavior or threatens or commits a violent act on property, or on company business or is found or suspected to be carrying a concealed or open weapon on WOHR'S premises may be removed from the work site as investigation. WOHR'S will attempt to resolve the complaint within a reasonable period of time while preserving the confidentiality to report situations that may have a risk of violence.

CHAPTER: 13:

13. Health, Environment & Safety – HSE

13.1. Work Safety

1. WOHR'S aims to provide a safe and environmentally healthy working condition for the staff.(CSO) will take measures to protect the safety and health of workers of both genders, including the protection of their reproductive health. The organization will promote mechanisms for delivery of occupational safety and health education and training, in particular for management, supervisors and workers. WOHR'S will take measures to ensure assessment of any workplace risks related to the safety and health of the pregnant or nursing woman and her child. The results of the assessment will be made available to the woman concerned.

Employees have a part to play by ensuring that:

2. Personal belongings are kept safely and they never block the passage or exits.
3. All visitors, contractors and temporary staff are issued with security passes where required.
4. Employees are expected to stop and point out if they ever find anyone in the building either unattended or without a security pass.
5. To the extent possible, recycle the used materials.
6. To the extent possible, procure environmentally friendly and energy saving equipment.
7. Employee's Line Manager should be informed about any actual or potential health, safety or environmental problems or risks.
8. All accidents at workplace should be notified to the respective Line Manager or the next responsible person as soon as possible.
9. Employees should not engage in behavior, which is hazardous to the health and safety of themselves or others. If an employee engages in activities that create a safety hazard, the employee's supervisor may take disciplinary action, ranging from a reprimand to dismissal.
10. Employees have the right to refuse work where it poses a safety hazard to themselves or others. However, employees should make safety concerns immediately known to their supervisor.
11. Coordinate and cooperate with your coworkers to identify hazards and to prevent potential accidents.
12. Offer safety suggestions that contribute to safer work within your environment.

13.2. Security Inspections

WOHR'S wishes to maintain a work environment that is free of illegal drugs, alcohol, firearms, explosives, or other improper or inappropriate materials. To this end, WOHR'S prohibits the possession, transfer, sale, or use of such materials on its premises. WOHR'S requires the cooperation of all employees in administering this policy.

Desks, lockers, computers, and other storage devices may be provided for the conveniences of employees but remain the sole property of WOHR'S. Accordingly, they, as well as any articles found within them, including

computer files, can be inspected by any duly authorized agent or representative of the WOHR'S at any time, either with or without prior notice.

13.3. Fire and Incident Control

It is important that the employees understand the fire and incident control procedures and they should:

1. Routinely check the safety of electrical wiring.
2. Identify all possible sources of potential ignition and combustible materials and minimize these where possible.
3. Know the names and locations of the First Aid Officer and Fire Warden. A staff member, for each floor, must be nominated as a First Aid Officer and Fire Warden. Fire extinguishers should be placed at prominent places, preferably in every room. Occasional, safety drills might also be a good idea.
4. Be familiar with evacuation procedures.
5. Recognize and respond to the sound of fire alarms.
6. Know where designated assembly points are, and never leave the assembly point before the body count is complete and all are given permission to leave in periodic fire drills.
7. In case of fire:
 - a. Point out any fire or safety hazard whenever one observes.
 - b. Gently but firmly encourage people to leave the area.
 - c. Bang loudly on locked doors, and shout to occupants to evacuate. Do not spend unnecessary time waiting at a locked door for a response.
 - d. Do not use elevators.
 - e. Try to keep occupants calm during and after the evacuation.
 - f. Do not allow anyone to return to the building, even if the alarm stops. You will be directed to return by a Security officer or the Fire department.
8. A visible first aid box is available at the reception / or each floor, as the case may be.

13.4. Infectious Diseases

1. A staff member who is in contact with any infectious disease should not report for duty if a doctor has advised against it, and they should inform their Line Manager of the position.
2. If a member of staff has been in contact with infectious diseases, a clearance certificate is necessary prior to returning to work.
3. In either case, absence would be treated as sick leave with pay.

13.5. Threatening Illness at Workplace

Employees with life-threatening illnesses, such as cancer, heart disease, and HIV/AIDS, often wish to continue their normal pursuits, including work, to the extent allowed by their condition. WOHR'S supports these endeavors as long as employees are able to meet acceptable performance standards. As in the case of other disabilities, WOHR'S will make reasonable accommodations in accordance with all legal requirements, to allow qualified

employees with life-threatening illnesses to perform the essential functions of their jobs.

Medical information on individual employees is treated confidentially. WOHR'S will take reasonable precautions to protect such information from inappropriate disclosure. Managers and other employees have a responsibility to respect and maintain the confidentiality of employee medical information. Anyone inappropriately disclosing such information is subject to disciplinary action, up to and including termination of employment.

Employees with questions or concerns about life-threatening illnesses are encouraged to contact their supervisor and/or the ED for information and referral to appropriate services and resources.

13.6. Smoke-free Workplace

In keeping with WOHR'S intent to provide a safe and healthful work environment, smoking is prohibited throughout the workplace, including WOHR'S vehicles.

Sample Appendix

14. Generic Job description of Core Team (For illustrative purposes)

Generic Job Descriptions of a core team for management of an organization are outlined below. Job Description should include accountability for ensuring gender sensitivity in the scope of work. This core team consists of following members;

- a) Executive Director
- b) Finance & Admin Manager
- c) Human Resource Manager
- d) Procurement Manager

14.1. Executive Director:

1. Prepare annual operational plan in accordance with the vision and requirement of the organization including the strategic directions given by BoG and submit the plan for board's approval.
2. Based on the annual implementation plan, prepare an annual budget in line with organizational needs and obtain board approval.
3. Develop, implement and monitor strategies for ensuring staff training, retention, achieving organizational goals and ensuring long term financial viability.
4. Oversee and manage the entire operations of the organization ensuring ethical and legal compliance.
5. Ensure an environment that exhibits organizational vision, values, and encourages best practices and rewards productivity.
6. Evaluate organizational and staff performance on periodical intervals and ensure that board has adequate and up to date operational information.
7. Ensure that Annual General Meeting – AGM and other committee meetings as mandatory by the articles and memorandum of associations are held according to schedule.
8. Ensure that minutes of all board meetings are completed, signed and vetted by the board members.
9. Prudently manage organizational resources within the budgeted guidelines and ensure sufficient funding for research and development (R&D) activities.
10. Ensure that all legal, taxation, labor and other laws are complied with and relevant corporate returns are filed on time.
11. Provide prompt, thorough and accurate financial information to board members and also post public information on the website.
12. Ensure that internal audit department performs the duties according to the charter and also that annual external audit is completed on time and a report issued to BoG.
13. Review and oversee current trends of organizational performance and anticipate future trends likely to have impact on operations.
14. Develop and formulate fund raising strategies in consultation with BoG and ensure timely action in submitting grants proposals.

14.2. Finance & Admin Manager:

1. Develop and implement proper Admin & Finance systems (filing and reporting systems, operational guidelines etc.) in line with standards defined by the organization.
2. Developing and implementing systems/guidelines for proper management of project assets.
3. Ensure strict following of the project finance and procedural manual
4. Effectively managing financial systems to ensure timely availability of financial resources for project needs and financial reporting to project management.
5. Ensure effective implementation of Financial Policies and Procedures (FPP) and supporting management on compliance of the system.
6. Responsible for developing and implementing the month-end reporting checklist in line with the requirements of the Finance Unit.
7. Responsible for timely payment to vendors and maintaining a list of liabilities. This list of liabilities should be shared with the project management and Finance Unit on a monthly basis with payable aging details.
8. Ensure that finance related documentation are properly prepared and processed for timely disbursements to employees, vendors and project office(s), if any.
9. Ensure that all project procurements are done in a timely fashion so that project operations are not effected/ delayed.
10. Ensure that effective liaison is maintained with vendor pool to provide timely logistics & financial support for the project operations.
11. Maintain updated record of project team such as personnel files, contracts (new and renew), insurance formalities, and leave record etc.
12. Assist internal and external auditors and ensure addressing the observations highlighted by auditors.
13. Responsible for assisting in all client or office related external audits.
14. Any other assignment assigned by the management of the organization.

14.3. Human Resource Manager

1. Prepare human capital budget, identify staff vacancies, carry -out recruitment cycle, interview and select appropriate candidates.
2. Arrange orientation and induction of new employees together with other departmental heads.
3. Administer compensation, benefits and performance management systems in compliance with organizational policies.
4. Provide to all employees with information about HR policies, job descriptions, working conditions, relevant salary information, and opportunities for growth and staff benefit schemes.
5. Resolve employment related issues such as – administrative disciplinary actions, letters of reprimand, employees grievances and work related conflicts.
6. Advise departmental heads on organizational policies including equal employment opportunity, work place safety and ethical code.
7. Analyze staff training needs in consultation with departmental heads and design employees’ development program for staff training and growth.
8. Develop, administer and implement a transparent employee appraisal system
9. Analyze and modify compensation and benefit policies keeping in view the industry practice and related legal/ taxation laws.
10. Plan, direct, supervise and coordinate work activities of staff relating to compensation, labor and employee relations.

11. Maintain personnel records and complete statistical data including hiring, transfers, absenteeism, performance appraisal, and vacation bank and turnover rate.
12. Conduct exit interviews and document the reason(s) for employees' termination/ resigning.
13. Keep a follow up on human capital budget by preparing a variance of actual expenditure versus budgeted expenditure.
14. Serve as a bridge between the management and employees by handling questions, interpreting and administering contracts and helping resolve work related problems.

14.4. Procurement Manager

1. Development of Procurement policy and guidelines in consultation with departmental heads and getting this document approved by the competent authority for implementation.
2. Work closely with all departmental heads and other functions and the business areas of the company to support the growth of the organization.
3. Manage a designated group of products and suppliers to ensure a secure and sustainable supply chain is developed and maximum value is achieved for the business.
4. Work closely with the all departments to introduce and apply professional procurement tools and techniques to support the effective working of the organization.
5. Ensure professional supplier management is applied across the supply base, taking responsibility for a number of suppliers assigned and ensuring their performance is maintained and where possible improved.
6. Negotiate with suppliers to deliver best value to the company.
7. Prepare and present supply strategies for products, which ensure an ongoing delivery of Quality Product with a secure but cost competitive supply.
8. Act as the external face of the organization with the supply community and ensure the company is well represented in a professional and competent manner at all times.
9. Take complete responsibility for all of suppliers/ vendors and ensure a structured and professionally applied Supplier Management Program is implemented and maintained.
10. As per laid down procurement guidelines, ensure and run professional tender processes to ensure the objective and secure selection of best suppliers for goods and services to the company.
11. Analyze, interpret and where required present the results of market analysis, tender results and
12. Strategic recommendations to colleagues and senior management. This will take the form of written reports and actual presentations.
13. Work closely with other disciplines to create and deliver Supply Strategies, which support the aims and aspirations of the organization.
14. Develop and formulate supply strategies which ensure continued Compliant, High Quality, Secure and Cost, Competitive products and services are supplied to the organization.
15. Possess market knowledge for products and suppliers to become an "expert" to whom others can turn for advice for key products / suppliers under your management.

15. Appendix 2List of Acronyms and Abbreviations

BoG	Board of Governor
BTC	Bill to Company
CEO	Chief Executive Officer
CPR	Cardiopulmonary resuscitation
CV	Curriculum Vitae
GM	General Manager
HO	Head Office
HOD	Head of Department
HR	Human Resource
HRM	Human Resource Management
ICT	Islamabad Capital Territory
(CSO)	(Insert the name of CSO)
NFR	Note for Record
NGO	Non Government Organization
OCM	Over the Counter Medicine
OPD	Outpatient Department
PCP	Pay Continuation Plan
SG	Salary Group
TN	Training Nomination
TOR	Terms of Reference

16. Annexures

16.1. Annex 3: Employee Requisition Form

**INSERT THE NAME OF
WOHR'S**

Employee Requisition Form

<i>This form is used for initiating recruitment for a vacant position. The concerned department is requested to submit this form to the HR department.</i>			
1. Position Information			
Designation Title:		No of Vacancies:	
Department Name:		Date of Vacancy to be Filled:	
Salary Range (Monthly):			
Is this position a NEW position? () Yes () No, Name of employee replaced: Reason of replacement:			
2. Recruitment Contact Information			
Immediate Supervisor-Name:		Department Head-Name:	
Summary of Essential Duties and Responsibilities:			
Where would you like advertising for this position? () Newspapers () Online		Requisition Close Date:	
Supervisor and Department Head signature		Date	
CEO/President Signature		Date	
For HR Use Only			
Date Received in HR:		Approved for Recruitment:	

16.2. Annex 4: Employment Offer Form

INSERT THE NAME OF WOHR'S

Employment Offer

Dear, _____

The CSO is very pleased to extend to you an offer of employment as _____ at the rate of pay of ____ per _____ beginning on _____. In addition to this wage, you are eligible for the following benefits:

You retain the right to resign by submitting a minimum of one-month advance written notice of your resignation. If there is no written notice or the advance notice is of less than one month, an amount equal to your salary for the number of days of notice not given is deducted from his/her final payment.

WOHR'S has the same right with respect to termination. WOHR'S also retains the right to lawfully terminate a contract of employment without notice or payment in lieu. This approach of termination of employment by an employer is only applied to cases where an employee has committed very serious misconduct or fails to improve himself/herself after the employer's repeated warnings.

If you understand and accept these terms, please sign this letter and return it to our office. Again, we are pleased that you will be working for WOHR'S. We look forward to you joining our team!

Sincerely,

I accept employment with WOHR'S under the terms described above:

Signature: _____

16.3. Annex 5: Leave Record Form

INSERT THE NAME OF WOHR'S

Name

Position

Month

Key Tasks	Total Time	Number of days											
Leave Aailed													
Statutory Holidays													
GRAND TOTAL		-				-	-			-	-	-	-

Signed By _____

Verified By _____

Approved By _____

16.4. Annex 6: Leave Request Form

INSERT THE NAME OF
WOHR'S

LEAVE FORM	
PART 1 (Employee)	
Name of employee	
No. of working days requested for	
Dates of requested leave period	From till
Type of leave requested	
Reason for requesting leave (provide proof where possible, plus as many details as possible if required)	
<div style="display: flex; justify-content: space-between; margin-bottom: 20px;"> Employee signature Date </div> <p style="margin-bottom: 20px;">PART 2 (Immediate supervisor)</p> <p>Leave has been discussed with employee and suits within the work planning.</p> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 30%; border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="width: 30%; border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="width: 30%; border-bottom: 1px solid black; margin-bottom: 5px;"></div> </div> <div style="display: flex; justify-content: space-between; margin-top: 5px;"> Immediate supervisor (name) Signature Date </div>	

16.5. Annex 7: Travel Authorization Form

**INSERT THE NAME OF
WOHR'S**

Travel Authorization Form

Please fill out Travel Authorization Form & obtain approval prior to making reservations.

Estimated cost of trip (IN PKR) _____

Traveller's Name		Designation	
Duty Station		Contact number during travel	
PURPOSE OF TRIP			
ITINERARY			
FROM	TO	DATE	DEPARTURE TIME
	(if	c	
OFFICE VEHICLE REQUIRED? YES NO <input type="checkbox"/> yes please <input type="checkbox"/> complete information below)			
CITY	NUMBER OF DAYS	SPECIAL INFORMATION	
OVER NIGHT STAY REQUIRED? YES NO (<input type="checkbox"/> yes please <input type="checkbox"/> complete information below)			
CITY	DATE(S)	SPECIAL INFORMATION	

EMPLOYEE SIGNATURE		SUPERVISOR'S SIGNATURE
DATE		DATE

16.6. Annex 8: Performance Appraisal Form

**INSERT THE NAME OF
WOHR'S**

Annual Staff Appraisal Form

Name: _____

Job Title: _____

Supervisor: _____

Location: _____

Hire Date: _____

Last Appraiser Date: _____

DEFINITION OF RATINGS

EXCEPTIONAL (5): Consistently exceeds all relevant performance standards. Provides leadership, fosters teamwork, is highly productive, innovative, responsive and generates top quality work.

EXCEEDS EXPECTATIONS (4): Consistently meets and often exceeds all relevant performance standards. Shows initiative and versatility, works collaboratively, has strong technical & interpersonal skills or has achieved significant improvement in these areas.

MEETS EXPECTATIONS (3): Meets all relevant performance standards. Seldom exceeds or falls short of desired results or objectives. Lacks appropriate level of skills or is inexperienced/still learning the requirements of the job.

BELOW EXPECTATIONS (2): Sometimes meets the performance standards. Seldom exceeds and often falls short of desired results. Performance has declined significantly, or employee has not sustained adequate improvement, as required since the last performance review or performance improvement plan.

NEEDS IMPROVEMENT (1): Consistently falls short of performance standards.

The Appraiser is required to describe the employee's contributions in each of the performance categories below:

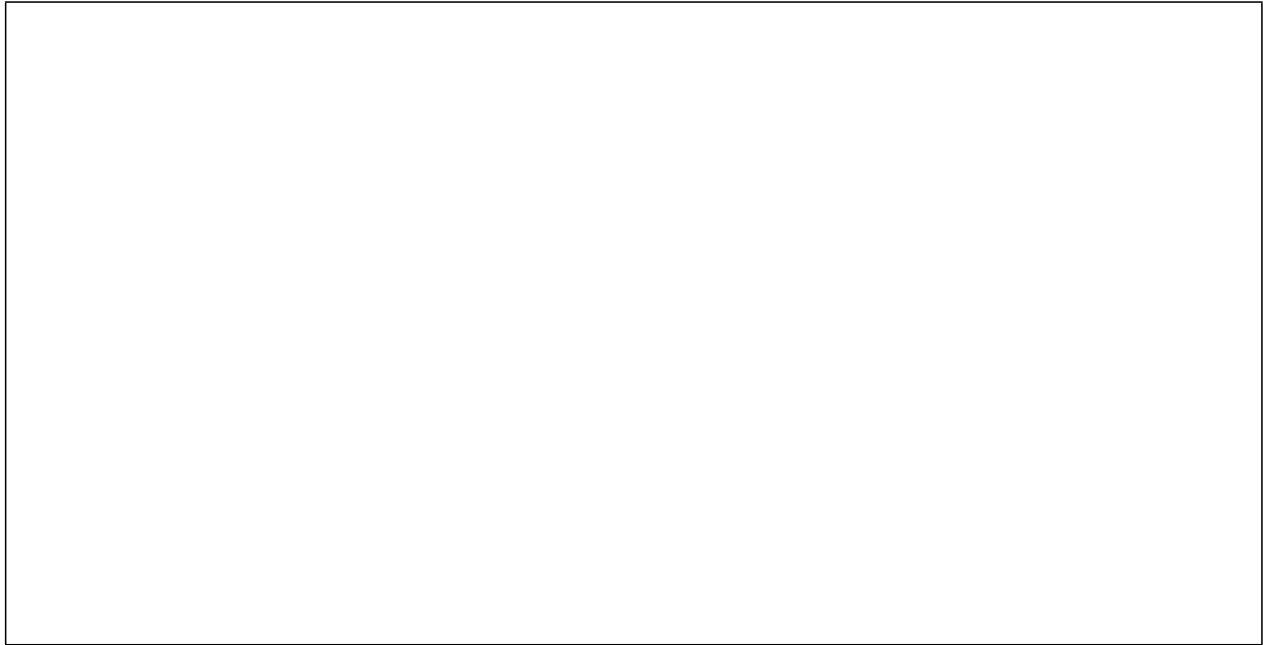
Personal Attributes (Matrix Form)

<p>Key Performance Indicators (Please specify concrete targets and goals set on an annual basis and agreed with the employees in advance. These goals should be set through the SMART objectives which means Specific, Measurable, Attainable, Relevant and Time Oriented during the goal setting period)</p>				
		Self		
Assessment		Supervisors Assessment		
1.				
2.				
3.				
4.				
5.				
Criteria		Interim Self Assessment	Interim Supervisors Assessment	Comments
1. Professional Competence:				
1.1 Understanding job requirements				
1.2 Technical knowledge and skills				
1.3 Problem solving/decision making				
1.4 Planning and organization				
1.5 Team building/delegation				
1.6 Meeting deadlines/commitments				
1.7 Quality of outputs and results				
2. Initiative:				
2.1 Striving to learn and improve				
2.2 Taking new challenges/responsibilities				
2.3 Motivation and enthusiasm				
2.4 Creative thinking				

3. Communication Skills			
3.1 Organization/expression of ideas			
3.2 Communication with stakeholders			
3.3 Active listening			
4. Interpersonal Skills:			
4.1 Sensitivity to others' needs/feelings			
4.2 Team work			
4.3 Adaptability and flexibility			
Overall Rating			

Concluding Appraiser Comments Year-end or Interim

Appraisee Comments



Appraisee Signature: _____

Appraiser Signature: _____

Date: _____

16.7. Annex 9: Sexual Harassment Form

**INSERT THE NAME OF
WOHR'S**

SEXUAL Harassment POLICY

SIGNATURE FORM

The sexual misconduct policy is an integral part of the HR manual. PLEASE READ IT CAREFULLY. Upon completion of your review of the policy, please sign the statement below, and return to your supervisor within the first week of your employment.

I, _____ have received and read a copy of WOHR'S sexual Harassment policy

I am aware of the contents of this policy. By my signature below, I acknowledge, understand, accept, and agree to comply with the information contained in the policy.

I understand that any violation in part or in whole of the policies may result in my immediate dismissal from (CSO) employment.

Employees Signature _____

Date _____

16.8. Annex 10: Conflict of Interest Disclosure Form

INSERT THE NAME OF WOHR'S				
Conflict of Interest Disclosure Form				
<p>I hereby declare that I have a close personal relationship as described in the Conflict of Interest Policy with the following employees, clients, beneficiaries or individuals participating in WOHR'S programs or activities:</p>				
Details of Close Personal Relationship(s):				
Sr. No.	Name	Designation	Type of Relationship	Additional Remarks

Name:	
Designation:	
Signature:	
Date:	

16.9. Annex 11: Organization Drug Free Workplace Policy-Employee Consent Form

**INSERT THE NAME OF
WOHR'S**

Organization Drug Free Workplace Policy-Employee Consent Form

I hereby agree to the Drug Free Workplace Policy of WOHR'S. I understand that if I violate this policy then I may be subjected to appropriate disciplinary action, up to and possibly including discharge from employment.

Furthermore I also understand that WOHR'S will require a drug screen and/or Alcohol test under this possibility whenever I am involved in and on-the job-accident or injury under the circumstances that suggest possible involvement or influence of drugs or alcohol in the accident or injury event, and I agree to submit any such test.

I understand that only duly-authorized WOHR'S, employees, and agents will have access to information furnished or obtained in connection with the test; that they will maintain and protect the confidentiality of such information to the greatest extent possible; and that they will share such information only to the extent necessary to make employment decisions and to respond to inquiries or notices from government entities.

I will hold harmless the WOHR'S, its appointed physician, and any testing laboratory that WOHR'S might use, meaning that I will not sue or hold responsible such parties for any alleged harm to me that might result from such testing, including loss of employment or any other kind of adverse job action that might arise as a result of the drug or alcohol test, even if the Organization or laboratory representative makes an error in the administration or analysis of the test or the reporting of the results. I will further hold harmless WOHR'S its appointed physician, and any testing laboratory that WOHR'S might use for any alleged harm to me that might result from the release or use of information or documentation relating to the drug or alcohol test, as long as the release or use of the information is within the mandate of this policy and the procedures as explained in the paragraph above.

This policy and authorization have been explained to me in a language I understand, and I have been told that if I have any questions about the test or the policy, they will be answered.

Employee Name: _____ Signature: _____ Date: _____

(CSO) Representative: _____ Date: _____

16.10. Annex 12: Employment Contract

EMPLOYMENT CONTRACT

This Employment Agreement is made at Islamabad this DATE between WOHR'S, having its office at _____
(hereinafter referred to as the "Organization") ON THE ONE PART

AND

Mr. Ms. _____ son, daughter, w/o _____, resident of
_____ CNIC NO. _____ hereinafter referred to as the
"Employee" ON THE OTHER PART.

(The Organization and the Employee shall hereinafter individually be referred to as a "Party" and collectively as the "Parties")

WITNESSED

WHEREAS the Organization is desirous of appointing the Employee on permanent basis and the Employee is willing to accept appointment as "Designation/ job title" in the Organization. His/ Her job description is detailed in "Appendix A. Job Description" and his/her terms of Employment as per Policy of (Insert the name of CSO) are hereinafter contained.

IT IS HEREBY AGREED as follows:

1. The Organization hereby appoints the Employee and the Employee hereby accepts the appointment as full time in the Organization commencing from _____, subject to termination as hereinafter provided The Employee shall be on probation for 3 (three) months from the date of his assumption of duty. The probation period may be extended for another period of 3 (three) months without assigning any reason. During the probation period, this contract may be terminated without any notice or compensation.
2. The place of Employee's duty shall originally be in _____, provided that the Organization shall have the right to transfer the Employee from time to time or any time to any other place or station in Iraq. The Employee might also be required to travel within Iraq on Organization business.

3. The Employee shall perform duties as the HR / Administration/ HOD, or any of their designees, may instruct.
4. It is understood that the employment is conditional upon the Employee satisfactorily passing physical examination given by the physician.
5. The Employee shall receive monthly, **Remuneration/Salary, Allowances & Benefits** as listed below:
6. The Organization is committed to a comprehensive and ongoing safety and security program. The Employee shall comply with all Organization safety and security regulations issued by the Organization. Organization excludes any liability for personal injury and/or loss of or damage to property of Employee whether caused by negligence or otherwise, arisen during or in connection with the performance of his/her work, that are not covered by Organization.
7. The Employee shall be fully and solely responsible for his/her **Tax** liability. However, Employee hereby authorizes the Organization to make all **tax withholdings** required by law or regulation. The Employee shall fulfill, perform and conduct such duties and business of the Organization as may be assigned from time to time by the Organization or any authorized representative of the Organization. The Employee shall maintain a high standard of efficiency and diligence and will perform all such work as conveyed to him.
8. The Employee shall devote whole time and attention to the duties assigned by the Organization from time to time and shall do all in his power to promote, develop, extend and protect the business of the Organization and shall not directly or indirectly engage or be concerned or the employee interested in any other business, occupation or profession of any kind.
9. During the employment with the Organization or at any time thereafter, the Employee shall not disclose information relating to the affairs of the Organization to any person not legally entitled thereto nor shall Employee permit or allow any such person to inspect or have access to any electronic media, proprietary books, documents, maps or other papers belonging to or in possession of the Organization.
10. Either party hereto may terminate this Agreement during the probation period by giving 1 (one) day's written notice to the other party and thereafter 1 (one) month's advance written notice or one month's salary in lieu of the notice period. It is expressly understood and agreed by the Employee that the Organization shall not be liable for any termination damages or indemnities.
11. In case the Employee is found guilty of any act of negligence, insubordination, misconduct or being absent without prior permission or committing breach of the terms of this Agreement, the Employee shall be liable to disciplinary action, which may result in termination of employment without notice or compensation.
12. The Employee shall make good any loss or damage to the Organization property caused by his negligence, omission, carelessness, fraud or deliberate act. The termination of the employment for such cause shall not relieve the Employee from liability to make good such loss or damage. The Employee shall be relieved of liability if the deficiency proves to have been caused by unavoidable circumstances.
13. The Employee will be governed by all applicable Organization Policies and Procedures in place and as amended from time to time.
14. Any alteration or amendment of the Agreement shall be in writing and signed by both parties.
15. **This Agreement**, constitutes the entire agreement between the Parties with respect to the subject matter hereof and hereby cancels and supersedes any and all prior or written agreements or understandings between the Parties.
16. This Agreement shall in all respects be interpreted in accordance with the laws of Iraq.
17. Employee, through by way of his signing present contracts, confirms to have received one copy thereof.

18. Present contract has been executed in 2 original copies; one for the Employer and one for the Employee.

IN WITNESS WHEREOF the parties above name have executed the Agreement on the date above mentioned.

17. For and on behalf of

Employer

Employee

(Insert the name of WOHR'S)

Date:

Appendix A

Job Description

Annexure 13 Checklist for Gender Integration in Human Resource Management (HRM)

Checklist for Gender Considerations regarding Recruitment



Bring visibility to gender through affirmative advertisements in the newspaper /website e.g., statements such as, “equally qualified females are encouraged to apply”.



Ensure gender desegregation of employment data and analysis.

For example, male-female ratio, management level, age, educational qualifications, required skills etc.



Establish gender sensitive indicators for measuring the impact of employment policies.



Encourage seeking gender balance throughout the organization, at all levels and in all departments.

✓	<p>Ensure that all selection committees, both for entry into the organization and for promotions, are gender balanced and apply strictly objective criteria in making decisions.</p>
✓	<p>Ensure that all regulations and policies of the organization are not gender biased, in particular those related to recruitment, training and promotions.</p>
✓	<p>In case of a gender imbalance with less proportion of women, mandate targets for recruiting women in the organization. Set specific, targeted goals for the percentage of women at different positions, with strict timelines.</p>
✓	<p>Ensure that gender mainstreaming is on the agenda of the Senior management meetings every six months.</p>
✓	<p>Ensure that the Terms of Reference (ToR) for selection and promotions boards apply gender-sensitive and measurable criteria and emphasize merit and achievement for promotion and selection.</p>
✓	<p>Ensure that women have meaningful and equal professional career opportunities and are not limited to “relegated” duties.</p>

Checklist for Gender Considerations regarding Workplace/ Addressing Sexual and Gender-Based Violence



Ensure that the organization provides the basic necessities and meet the needs of women such as separate toilets, prayer area/ nursing areas.



Examine all salary scales for all ranks of officers to assess and eliminate any discrepancies between men and women with the same tasks or responsibilities.



Review pension funds and insurance arrangements and verify that similarly situated male and female officers are treated equally.



Make maternity and paternity leave equally available.



Note and equally reward positive performance of all officers. Promotions, salary increases, preferred assignments, and overseas training opportunities should be awarded based on meritorious service, not gender considerations.

✓
Ensure commitment and accountability for the implementation of the Anti Sexual Harassment policy at the highest executive level.

Ensure there is “whistleblower” protection for complaints of discrimination, abuse or harassment based on gender, such as promoting practices of receiving and deciding complaints of gender discrimination and sexual harassment.

Survey all officers to determine their awareness of the codes of conduct, and disciplinary rules and procedures for filing a complaint.

Identify organizational problem areas in the field of gender to better analyze and address needs.

Track all cases/complaints of gender discrimination and sexual harassment. Specify the gender of complainant and the accused and the disposition of the cases.

Ensure that all staff, male and female, have basic training to respond to incidences of sexual and gender-based violence and can act as “first responders”

Checklist for Gender Considerations regarding Training



Ensure that all training incorporates gender and human rights principles



Include a balance of skilled men and women in all teams tasked with the designing, planning and/or carrying out of training activities.



Ensure women get equal opportunity to acquire on-the- job training and mentoring



Mainstream gender and human rights perspectives throughout the induction training for new staff



Ensure that training facilities are appropriately tailored for women, including providing restroom /prayer facilities etc.



Use case studies based on the real operational context to convey gender and human rights principles.



Put a priority on training trainers, and ensure that a balance of women is included in the core group of trainers.



Create a mentoring system to provide on-the-job advice, guidance and feedback for both male and female employees.



Create a standard form for assessing and evaluating mentors which is gender-sensitive and enables objective monitoring of performance.



Inculcate a culture of continuous performance evaluation using specific measurable benchmarks which highlights gender-sensitivity as standard criteria for evaluation.