

ACTIONAID INTERNATIONAL
GLOBAL HUMAN RESOURCE STANDARDS 2013

CONSULTATION & COMMUNICATION
LEARNING, TRAINING & DEVELOPMENT
HEALTH, SAFETY & SECURITY
HUMAN RESOURCES & STRATEGY
STAFF POLICIES AND PRACTICES
RECRUITMENT & SELECTION
MANAGING PEOPLE

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1. INTRODUCTION

1.1. Purpose

These Global HR Standards have been developed to steer and inform the development of HR policies, procedures and practices across the Federation. They are the minimum HR standards for every entity of ActionAid and are there to ensure that all ActionAid staff feel valued, are treated fairly and respected.

1.2. Application: Affiliates, Associates, Country Programmes and International Secretariat

These standards are applicable to all entities within the Federation; Country Programmes, Associates, Affiliates and the IS. They are included in all membership agreements and should be treated as core non-negotiable HR standards and applied consistently in all HR policies and practices across the Federation.

When the employment legislation and social security of a country provide staff with more beneficial terms and conditions of employment than the respective local law should prevail.

Please note that all references to **Country** in this document are inclusive of affiliates, associates, country programmes and International Secretariat (IS) offices and all references to **Federation Leaders** in this document are inclusive of Heads of countries, units and functions unless otherwise noted.

1.3. Working with People in Aid

People in Aid provides a code of practice in people management and having signed up all members of the Federation to the code ActionAid demonstrates the value we place on our staff and recognises the role they play in achieving our vision, mission and values. Our membership also provides accountability within our organisation for good people management practices and a benchmark with our peer organisations.

The Global HR Standards are aligned to, and have incorporated, the seven principles of the People in Aid Code by ensuring that they are imbedded and inform each element of the standards.

1.4. Compliance

The responsibility of ensuring that these Global HR Standards are implemented lies firstly with the HROD Manager/HR focal person for each country with the overall responsibility of ensuring compliance to these standards lies with Country Directors.

Compliance of these standards can be checked by:

- Federation Leaders periodically monitoring and evaluating compliance of HROD policies and procedures to both these Global HR Standards and the local labour laws.
- The HR function of each Country should be audited, using ActionAid's HR Auditing Toolkit, a minimum of once every two years to ensure compliance to these standards, and local labour laws with the reports submitted to the relevant Federation Leaders, Head of Internal Audit, HROD Country Coordination and national boards where applicable.

2. HUMAN RESOURCES STRATEGY

2.1. HROD Strategy and Plan

The HROD strategy and plan should reflect ActionAid's commitment to promote inclusiveness and diversity.

- All recruitment of in-country HROD Managers or focal persons should be discussed with the IS HR (HROD Country Coordinators) prior to the roles being advertised.

2.2. Staff Planning

- A one year HROD plan must be submitted as part of each country's annual operational plan. Where a Long-term Funding and Finance Plan (LTFFP) is in place, approximate staff numbers and structures that support that plan must be given.
- All countries must keep records that clearly show relevant HR management information. These reports must be submitted to IS HR on a quarterly basis.

Human resources are an integral part of our strategic and operational plans

2.3. HROD Capacity

- In each country, there must be a dedicated Human Resource person and the HR function should be represented within the country/senior management team.

3. HR POLICIES, CONSULTATION AND COMMUNICATIONS

3.1. HR Polices

Policies and practices that relate to staff employment are set out in writing and are monitored and reviewed, particularly when significant changes in the legal or working environment take place.

The policies and practices implemented are consistent in their application to all staff.

Staff are familiarised with policies and practices that affect them.

When reviewing policies and practices they are monitored according to how well they meet:

- organisational and programme values, mission and vision
- reasonable considerations of effectiveness, fairness and transparency.
- local compliance to in-country laws

Our human resources policies aim to be effective, fair and transparent

3.2. Consultation and communication

Federation Leaders need to ensure that all staff are adequately informed and consulted when HR policies or practices that affect them are developed and reviewed.

Dialogue with staff on matters likely to affect their employment enhances the quality and effectiveness of our policies and practices

4. RECRUITMENT & SELECTION

Creation of new positions and grading

- The relevant approval for new positions needs to be obtained prior to being created.
- All roles need to undergo a formal job evaluation and grading process when being created.

Advertising

Advertising strategies should aim to attract the widest possible pool of suitably qualified candidates.

Selection Process

The selection process should be fair, transparent and consistent.

Interview panel composition

- An interview panel with appropriate gender and diversity representation must be set up for all positions where operationally possible.
- In the case of Country Directors selection, an appropriate external panel member and Board member, with acknowledged domain expertise (functional or geographic) must be included.

Conflict of interest

- All ActionAid staff are required to disclose any potential or real conflict of interest with ActionAid prior to/or shortly after joining.
- Similarly, ActionAid staff who are responsible for recruitment (line managers, HROD managers and interview panel) must declare any conflict of interest with potential staff as well as individuals for hiring non-staff categories e.g. consultants.

Our policies and practices aim to attract and select a diverse workforce with the skills and capabilities to fulfill our requirements

Documentation and Feedback

- Appropriate recruitment and selection documentation is maintained and responses/feedback are given to candidates regarding their selection/non-selection to posts.

Approval of appointments

- Authorisation to both recruit and to appoint must be obtained from the recruiting line manager's line manager.
- In the case of multiple accountabilities, there must be consensus between the line manager and the concerned unit or region manager in recommending an appointment.
- A consolidated selection report must support the recommendation to appoint.
- References are to be obtained for all new appointments, using a standard reference checking form and where necessary confirmed verbally.

Contracts of Employment

- Staff contracts need to be in line with local labour laws (e.g. gratuity if applicable), and every staff member needs to have a signed contract of

employment when they join the organization.

- All staff are required to sign a values and compliance statement or Code of Conduct when joining ActionAid.

Child Protection

- Any member of staff working with children under the age of 18 or with vulnerable adults, either directly or indirectly must have the necessary checks carried out on them to ensure that there is no known reason why they should not be employed in this area of work.
- Where possible, ActionAid must check legitimate registers (such as police records) in all cases where the individual is likely to come into unsupervised contact with vulnerable groups.

Induction

- Adequate induction, including the Global online Induction and briefing specific to each role, is given to all staff.

5. REMUNERATION AND BENEFITS

Annual salary review

- ActionAid endeavours to pay our staff based on internal equity, external competitiveness and the ability to pay. With the aim to remunerate our staff between the 50th and the 75th percentile of the comparable market standards
- An annually reviewed and approved Remuneration & Benefits document must be referred to for all pay and benefit decisions (inclusive of updated salary scales if applicable).
- Countries should undertake cost of living reviews annually ensuring that they consider all credible cost of living indices available to them in making a decision whether or not to apply a Cost of Living Adjustment. Where the official cost of living indices are not credible, the figures provided by credible national non-government financial and research institutions will be acceptable.
- To ensure market competitiveness; country and peer salary surveys are to be conducted once in every three years.
- Annual salary and cost of living reviews may not automatically result in increases but will be contingent on affordability. The

feasibility of making such increases should be considered and the ultimate approving body should make a decision based relevant information available to them, and after following any locally agreed consultation or negotiation processes.

Payment of salaries

- All salaries will be approved by HR and paid on a regular basis (monthly or weekly) appropriate to both the needs of staff and ActionAid administration.
- All national salaries shall be denominated and paid in national currencies.
- All employees are responsible for payment of their tax, except where it is required to be deducted at source. If deducted at source AAI needs to ensure compliance with local tax regulations.
- Appropriate social insurance payments must be made by ActionAid and employees in line with the local regulations.

Standard benefit package will include

- ActionAid will make a contribution for eligible employees to a provident fund, social security or pension scheme.
- The basis for calculation, unless the national law specifically provides otherwise, of provident fund, social security or pension scheme calculations will be basic salary.
- A membership of a Life Assurance scheme to cover for both natural and accidental causes should be in place.
- Health cover needs to be in place for all staff unless there are significant government funded, or other, healthcare schemes available.
- Travel insurance for work related travels at both international and national level.

Separation benefits

- Severance pay will apply in cases of redundancy resulting from planned phase out of a project or position, program shrinkage, unplanned, unforeseen project termination and economic reasons. Severance pay will be calculated at 1 months' current salary for every completed year of service (or portion thereof).

Salary Advances

- Salary advances are not encouraged at ActionAid, however in emergency circumstances staff can make one salary advance per calendar year of up to, but not exceeding, half of their basic total monthly salary.
- Advances should be agreed with your Line Manager and requested from Human Resources using a formal request form/process.

Our rewards and benefits are clearly identified and applied in a fair and consistent manner

Annual Leave

- All staff are entitled to 21 working days annual leave in every complete year of service.
- Additional public holidays are to be granted in line with local laws and practices.
- No leave encashment is allowed except during the final separation.

- A local policy must be in place in relation to the carry forward of unused leave for any leave year.

Time off in lieu (TOIL)

- TOIL is provided to staff when work is undertaken outside normal working hours; no payment will be offered as reimbursement for this time.
- TOIL is only given if agreed with the line manager in advance, and can only be claimed for half or full-days.
- TOIL must be claimed within one month of working the additional hours/days.

Sick Leave

- ActionAid provides for 10 working days paid sick leave.
- In cases of serious illness, sick leave can be extended inline within defined local laws.
- Appropriate sick leave records are to be provided; shared with line managers and given to HR.

Compassionate Leave

- At times of critical illness or in the unfortunate event that an immediate (your father, mother, primary caregiver, brothers and sisters, children and spouse/partner)

becomes seriously ill or dies whilst you are working for ActionAid you will be provided 15 days compassionate leave on full pay per annum.

Maternity Leave

- ActionAid will provide 4 months full paid maternity leave.
- Employees who have not completed one full year of service with ActionAid will be provided with an option of 4 months paid maternity leave or alternative unpaid leave. Full pay will only be provided if an employee states that she intends to return to work and agrees (in writing) to repay this amount in full should she fail to return to work.

Paternity Leave

- ActionAid provides 15 paid working days for paternity leave.

Adoption Leave

- Provision of adoption leave is provided to support staff at the time of adoption for children up to the age of 24 months; the adoption leave will be in line with ActionAids Maternity and Paternity Leave standards in this document.

6. MANAGING PEOPLE

6.1. Performance Management

- ActionAid's Performance Management cycle runs from January to December each year.
- All Federation Leaders must ensure that their respective staff have an agreed annual performance plan and employee development plan by February each year, this should include clear work objectives and performance standards.
- Staff performance should be reviewed continuously with a formal, and recorded, annual appraisal conducted by December of each year.
- Line Manager and Federation Leaders are expected to proactively deal with poor performance, and in line with appropriate capability policies and procedures.

6.2. Employee Relations

Legal compliance

- ActionAid abides by the laws of the countries we work in. Any situation, relating to staff, that could result in legal action must be documented at all stages and the HROD Manager or focal person must be informed at the earliest opportunity.

Dismissible Offences

- Examples of dismissible offences should be given in local disciplinary procedures to ensure transparency. These include but are not limited to: sexual harassment, child abuse, theft, fraud and/or embezzlement of organisational funds and gross misconduct.

Discipline procedures

- Any act of misconduct must be dealt with based on legislation and according to the disciplinary policies and procedures set out in each country. Appropriate action must be taken if individuals consistently act in ways that contradict ActionAid's values.
- All disciplinary procedures must be unbiased and should involve fair investigations with the opportunity for discussion, improvement and appeal. Minor and serious misconduct must be clearly outlined in the disciplinary policies and procedures.

Grievance procedures

- Staff should raise grievances through the in-country grievance policy and procedures.

6.3. Termination

Legal compliance

- ActionAid will comply with the laws within countries when handling all termination related matters.

Notice period

- ActionAid gives at least 3 months written notice for senior positions and 1 month for other positions.

Clearance and handover

- All staff should submit a hand-over report for the role they vacate before leaving ActionAid, and must return all ActionAid assets.
- HR should record reasons for leaving, analyse the information and share trends with the respective Federation Leaders - this information can be obtained from debriefing meetings or questionnaires.

Good support, management and leadership of our staff is key to our effectiveness

7. LEARNING, TRAINING & DEVELOPMENT

- Written policies outline the training, development and learning opportunities should be in place and accessible to all staff.
- Regular and relevant training should be provided to all staff.
- Plans and budgets are explicit about training provision.
- The effectiveness of learning and training is monitored; meeting organisational and programme aims as well as staff expectations.

Learning, training and staff development are promoted throughout ActionAid

8. HEALTH, SAFETY & SECURITY

8.1. Staff Safety and Security

- Staff Security policies and procedures are to be made easily available to staff.
- There are clear lines of accountability and responsibility to ensure staff safety and security is effectively managed.
- Each Country is to have a designated Security Focal Person in place with a formalised job role.
- Staff, (including volunteers, interns, consultants and visitors), are to receive a personal security training/induction relevant to their context when joining ActionAid and especially before any deployment.
- HROD Managers need to maintain a record of all staff next of kin details and where necessary proof of life.
- Records are to be maintained of work-related injuries, sickness, accidents and fatalities, and are monitored to help assess and reduce future risk to staff.

8.2. Staff Wellbeing and Health

- HROD Managers, are required to develop appropriate health and wellbeing policies, including work-life balance, stress management, psychosocial counseling and relevant insurances and, along with Federation Leaders, ensure they are implemented effectively.
- Before an international assignment /deployment staff are to receive health clearance.

The security, good health and safety of our staff is a prime responsibility of ActionAid