



Human Resource Management Policy and Procedures

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List of Acronyms

BoD –Board of Directors

HRO – Human Resource Officer

RRC –Relief and Rehabilitation Commission

CV – Curriculum Vitae

CPA – Comprehensive Peace Agreement

1. INTRODUCTION

This employee handbook is a summary of policies, procedures and practices related to human resource management at ACR.

The Executive Director is accountable for leading an effective staff team and is thereby accountable for the development and implementation of the policies outlined in this manual. Managers are responsible for human resource management within their own staff teams and should reference this manual to ensure organizational consistency in the application of these practices.

The Finance/Admin/HRO is responsible for the maintaining the procedures and systems which support human resource management for ACR and is available to answer any questions or provide clarification on any content of this manual.

ACR's benefits package, including the insurance and others, is coordinated through Finance & Administration department. Questions regarding the benefits package may be directed to the Finance/Admin/HRO.

1.1. STATEMENT OF PHILOSOPHY

ACR wishes to maintain a work environment that fosters personal and professional growth for all employees. Maintaining such an environment is the responsibility of every staff person. Because of their role, managers and supervisors have the additional responsibility to lead in a manner which fosters an environment of respect for each person.

It is the responsibility of all staff to:

- Foster cooperation and communication among each other
- Treat each other in a fair manner, with dignity and respect
- Promote harmony and teamwork in all relationships

- Strive for mutual understanding of standards for performance expectations, and communicate routinely to reinforce that understanding
- Encourage and consider opinions of other employees or members, and invite their participation in decisions that affect their work and their careers
- Encourage growth and development of employees by helping them achieve their personal goals at the [organization] and beyond
- Seek to avoid workplace conflict, and if it occurs, respond fairly and quickly to provide the means to resolve it
- Administer all policies equitably and fairly, recognizing that jobs are different but each is important; that individual performance should be recognized and measured against predetermined standards; and that each employee has the right to fair treatment
- Recognize that employees in their personal lives may experience crisis and show compassion and understanding

1.2. ACR Information background

. ACR Information background

ACR is a non-political organization that bridges important gaps between the government and grassroots communities, in order to enable a durable peace in South Sudan and surrounding region

ACR was formed on 24th March 2014 to mitigate the conflict scarring South Sudan. It believes in collaborating with other stakeholders to enhance peaceful co-existence among the communities of South Sudan regardless of age, gender, and ethnicity. ACR seeks to work in greater Upper Nile and Central Equatoria State.

ACR values the involvement of stakeholders in state and local-level decision making in order to build a sustainable peaceful society in South Sudan. Accountability to grass roots organizations will ensure good governance, transparency, and accountability. ACR will engage with traditional leaders and involve them in decision making with the aim of influencing national and sub national policy.

ACR will play an active role in communities' peace-building mechanism at the Bomas, Payams, county, and state level. Through its programs, ACR seeks to identify

and develop early warning and response indicators that will allow the prompt and efficient intervention in local conflict situations, which will allow their early mitigation. ACR will also produce policy recommendations for national and international actors, in order to improve capacity to prevent conflicts spiraling out of control. ACR will engage with various stakeholders on policy and strategies to respond to possible and actual conflicts at the state-level.

ACR will address justice issues that affect communities through advocacy. It will work closely with law practitioners to promote human rights issues, and involve women, children, and law enforcement in its projects. ACR is legally registered by the Ministry of Justice No: (2,556) and Relief and Rehabilitation Commission RR 236

5. Organizational Tenets: Vision, mission and Core Values

5.1. Vision

A peaceful, healthy, accountable and prosperous community based on justice, equality and respect for human rights

5.2. Mission

Deepening peace building, mitigating conflict and advocating with partners for sustainable development and through community engagement

5.3. Our Values

Trust between people is a critical foundation for lasting peace.

Peace is about resolving conflict without violence.

Leadership: We listen to and learn from our community. We address the root causes of community problems and mobilize resources for the community's priorities.

Equity: We strive for equity and we focus primarily, but not exclusively, on people who are vulnerable in the community.

Inclusiveness: We practice and champion inclusiveness in our community. We honor diverse strengths, needs, voices, and backgrounds of all members of our community.

Accountability: We serve as stewards for our community investments and honor the charitable intentions of our donors to meet current and future community needs. We The ACR Strategic Plan 2016-2019 hold ourselves to the highest standards of ethics, integrity, service, and fiduciary responsibility.

Respect for local culture and belief in the power of local capacities, ideas, and solutions.

Participation is a key as active interaction transforms relationships

2. EMPLOYMENT AT ACR

2.1. Employment Equity

ACR is an equal opportunity employer and employs personnel without regard to ancestry, place of origin, colour, ethnic origin, language, citizenship, creed, religion, gender, sexual orientation, age, marital status, physical and/or mental handicap or financial ability, while remaining alert and sensitive to the issue of fair and equitable treatment for all.

2.2. Recruitment and Selection

All employment opportunities at ACR are posted for a minimum 10 working day period. They are posted on the websites of South Sudan NGO Forum and affixed on County/RRC notice board. Occasionally, they are posted on employment websites or with an employment agency. Applications are encouraged from current employees but will be screened in the same manner as applications received from outside applicants.

Applicants are invited to submit their application, along with current curriculum Vitae, demonstrating that they meet the minimum criteria for the position being sought. At the closing date, all applications are screened, and candidates selected for

interview are contacted. If the interview is positive, references will be contacted. Depending on the feedback provided, a position may be offered to the applicant.

2.3. Nepotism

No candidate shall be hired for a position where they may report to, or supervise a member of their immediate family. Immediate family is defined as: parent(s), step parent(s), foster parent(s), sibling(s), grandparent(s), spouse {including common law a/o same sex partner}, step child (ren) or ward of the staff member, father-in-law or mother-in-law (including parent of same sex partner). Personal relationships with other employees or members of the ACR' Board of Directors or Committees of ACR should be disclosed prior to accepting any offer from the employer. Failure to disclose this information would be considered contradictory to the **Code of Ethics policy (Appendix A)**.

2.4. Orientation

All new employees to ACR shall receive an orientation session which will encompass an overview of general policies, procedures and operations. This will also provide employees, new to either a position or ACR, an opportunity to learn the performance expectations management has with regard to the position in question. They will be given a copy of this HR manual and will be expected to learn its contents. They will also make aware of policies such as, Code of Ethics, and asked to sign off on their adherence to same.

2.5. Employee Classifications

Each position at ACR shall be classified as either Administrative or Programme in nature, as determined by the Executive Director. This decision will be based on the duties assigned and qualifications required for each position.

2.6. Employee Duties

Attached to an Offer of Employment, is a description of the job and the associated responsibilities, along with any additional tasks possibly required. This manual will

be used to evaluate performance both during the probation period and after. If an employee is unsure of its contents, they should not hesitate to ask for clarification.

From time to time, it may be necessary to amend an employee's job description. These amendments will be discussed with the employee in advance however; the final decision on implementation will be made by management.

2.7. Personnel File

ACR does collect personal information for inclusion in personnel files. This information is available to the employee, the Executive Director and the Finance/Admin/HRO. This information is kept in a secure location, and is not shared with members of our Board or with ACR's funders. Information which is contained in an employee's personnel file includes the following: CV, letter of offer, performance reviews, amendments to job descriptions, disciplinary notices, tax forms, copies of enrolment forms for benefits and approved leave requests.

2.8. Probation

The first six 3 months of employment are probationary. During this time both parties may assess suitability for employment with the Employer. This also provides management an opportunity to assess skill levels and address areas of potential concern. During the first ninety (90) days of the probationary period, employment may be terminated by either party for any reason whatsoever, with or without cause, and without notice or payment in lieu of notice. The Employer shall have satisfied any and all obligations to the employee, South Sudan Labour Law. At the completion of the probation period, the employee and employer shall meet and review progress to date. At this time one of three things will occur:

- i. Probation will end
- ii. Probation may be extended for an additional three months
- iii. Employment will end

2.9. Annual Salary / Justification of scale

Below are the salaries structures to be paid to the staff:

- Senior staff (Management Level) e.g. Executives Director)
- Middle Managers e.g. program coordinators, senior program officer and Finance officer
- Middle and lower officers e.g. program officers
- Project volunteers
- General and unskilled labour
 - A. Pay per month ranges from \$ 2500 -\$ 3000
 - B. Pay per month ranges from \$ 1500- \$ 2500
 - C. Pay per month ranges from \$ 850- \$1200
 - D. Pay per month ranges from \$700-\$-1000
 - E. Pay per month ranges from \$ 300-\$ 500

ACR shall pay employees on a monthly basis, less the usual and necessary statutory and other deductions payable in accordance with the Employer's standard payroll practices. These payroll practices may be changed from time to time at the Employer's sole discretion.

2.10. Performance Appraisals

The performance review document will be a living document for each employee. Each employee will be responsible for developing their respective work plan for the year. This plan will be reviewed by Management and amended as necessary. ***For detail see section 7***

2.11. Professionalism

When representing ACR, staff should dress and behave appropriately. Employees should choose to dress in a manner which presents a professional image to the public and is respectful of others. Excessive use of profanity is neither professional nor respectful to co-workers and will not be tolerated.

2.12. Discipline

Discipline at ACR shall be progressive, depending on the nature of the problem. Its purpose is to identify unsatisfactory performance and / or unacceptable behaviour.

The stages may be:

- i. Verbal reprimand
- ii. Written reprimand
- iii. Dismissal

Some circumstances may be serious enough that all three steps are not used. Some examples of these types of situations are theft, assault or wilful neglect of duty. In all cases, documentation should be included in the employees personnel file.

2.13. Norma Working Hours

The regular office hours for ACR are 8:30 a.m. to 5:30 p.m. Monday through Friday inclusive (excluding holidays). During core hours, it is expected that most staff will be available. All employees are expected to work 8 hours per day, exclusive of paid eating lunch of at least one (1) hour. Employees may also be expected to work such other hours as may be requested or required, from time to time. Employees hired on a part time basis will have schedules determined on a case by case basis.

Employees are required to notify their supervisor, in advance, of planned days away from the office. Unplanned absences from the office should be reported to the employee's supervisor as soon as could reasonably be expected. At the discretion of the Executive Director, depending on circumstances, employees may be allowed to work from home for specific periods of time. As a courtesy, the Finance/Admin/HRO should also be notified of absences.

2.14. Statutory Holidays

Republic of South Sudan has below public holidays and other days for which staff will be paid. They are:

New Year's Day/January 1 st	Civic holiday
January 9th	CPA Day
Good Friday	March/April

Easter Monday	March/April
May 1st	International Labor Day
May 16th	SPLM/A Day
July 9th	South Sudan Independence Day
July 30	Martyrs' Day
August 8th	Eid el Fitr
October 15 th	Eid al Adha
December 1st	World AIDS Day
December 6th	South Sudan Constitution's Day
December 24th	Christmas Eve
December 25th	Christmas Day
December 26th	Boxing Day

In the spirit of family, the Executive Director reserves the right to close the office between Christmas and New Year's to enable employees to spend time with their families. This will be reviewed annually and will depend on operational requirements. These non-statutory days will have no impact on employee vacation or lieu time.

2.15. Overtime

All overtime must be authorized by the Executive Director in advance of being worked. Employees will be provided with time off in lieu of overtime pay at straight time for all hours worked between forty (40) and forty-four (44) hours per week. After forty-four (44) hours worked in a week, employees shall accumulate time off in lieu of overtime pay at the rate of time and one-half (1.5) the regular non-overtime rate of pay. The employer in necessary emergency may ask the worker to perform overtime work hours after the official working for necessity emergency to be overtime by two parties provided that the period shall not exceed four hours per day or twelve hours a week, South Sudan Labour Law (**Labour bill 2011**),**section 44/1**

Business travel for conferences, meetings, etc, which cause an employee to depart or arrive home on a non-work day does not constitute overtime. If travel is part of the employee's job, or could be reasonably expected to occur in the course of performing one's duties, it is merely an inconvenience. Some travel, which may be exceptional to

the employee's normal duties, may qualify as overtime at the discretion of the Executive Director.

Any overtime worked and not taken in lieu will be paid out in the event that the employee leaves ACR for any reason.

3. DEPARTURE/TERMINATION

3.1. Termination for Cause

An Employment Contract may be terminated by the Employer at any time for cause, without notice or payment in lieu of notice or severance pay whatsoever, except payment of outstanding wages, overtime and vacation pay to the date of termination. Cause includes, but is not limited to, any act of dishonesty, conflict of interest, breach of confidentiality, harassment, insubordination, or careless, negligent or documented poor work performance.

3.2. Termination without Cause

An Employment Contract may be terminated by the Employer at any time and for any reason on a without cause basis, upon the provision of notice or payment of notice instead, and severance pay if applicable, as is minimally required by South Sudan Labour Law. In addition to notice, the employee shall be entitled to an additional one (1) weeks' notice or payment in lieu of notice for every year of completed service (severance pay) with the Employer to a maximum of sixteen (16) weeks' notice inclusive of the notice requirements under South Sudan Labour Law. The notice as described in this paragraph is inclusive of all statutory and South Sudan Labour Law entitlements to notice or payment in lieu of notice. Upon satisfaction of the requirements under this paragraph, the Employer shall have satisfied any and all obligations to the employee, whether under South Sudan Labour Law. The notice requirement contained in this clause constitutes a material inducement to the Employer to enter this agreement.

3.3. Resignation

After completion of the first ninety (90) days of the probationary period, employees must give the Employer two (2) weeks' notice of resignation. The Employer may waive the resignation notice period in whole or in part at any time by providing payment of regular wages for the period so waived.

3.4. Layoff

Operation requirements are subject to change based on workload and the funding levels received on an annual basis. All efforts will be made to keep staff in a position similar, in scope and salary, to that they have become accustomed to. If ACR is unable to do this, then employees will receive one (1) week notice for each year of service, as required by the **South Sudan Labour Law**. For employees who have a minimum of three years of service, this amount will be augmented by one (1) week of severance pay (or equivalent notice) for each year of service.

3.5. Employer Property

Upon termination of employment for any reason, all items of any kind created or used pursuant to the employee's service or furnished by the Employer including but not limited to computers, reports, files, flash disks, manuals, literature, confidential information, or other materials shall remain and be considered the exclusive property of the Employer at all times, and shall be surrendered to the Executive Director, in good condition, promptly and without being requested to do so.

4. TIME AWAY FROM WORK

4.1. Annual Leave

The annual leave the right of the worker and shall be in accordance with the provisions of section (45) South Sudan Labour Law after the completion of one year of continuous service with the employer and for each subsequent year provided that it shall be with to full pay and shall be tabled during to the needs of work and shall include the official holidays and vacation.

The annual leave shall be calculated as follows:

if the worker completed from one year up to three years continuous service ,he or she shall be entitle to an annual leave equal to twenty days;

if the worker completed eight years and less than fifteen years of continuous service, he or she shall be entitle to an annual leave equal to twenty-five days;

if the worker completed fifteen years and more in continuous service, he or she shall be entitle to an annual leave equal to thirty days.

In accordance with South Sudan Labor Law, the worker, in case of termination of the work contract for any reason or in the case of resignation, the worker shall be entitle to a wage for all days of the annual leave or the propionate part period he or she spent and had not been granted .

The worker with consent of the employer, may postpone his or her annual leave for one year, or he or she may divide it between the year in which it was due the following year and shall not be postpone for more than one year and the worker shall be entitle to his or her annual leave plus the postponed leave in the following year.

4.2. Sick Leave

Employees will be entitled to twelve (12) days of sick leave per calendar year accumulated on the basis of 1 day per month. A maximum of twelve (12) days of sick leave may not be carried forward to the next calendar year, regardless of the amount of sick leave accumulated; sick leave will not be paid out upon resignation, retirement, or termination of employment for any reason. Furthermore, since Sick Leave has no cash value, employees may not use more than they have accumulated, without the express written permission of the Executive Director. Employees working less than full time will have their rate of accumulation adjusted accordingly.

Sick leave can be used for personal illness, personal medical appointments, and visits to specialists.

The Employer reserves the right to request information with respect to limitations, restrictions, prognosis in such manner as it deems necessary in the circumstances with respect to any request for paid or unpaid sick leave. The employer also reserves the right to request a doctor's note for absences of three (3) days or longer.

4.3. Compassionate Leave

ACR will grant up to three (3) working days per event on the occasion of a death in the staff member's immediate family. Immediate family is defined as: parent(s), step parent(s), foster parent(s), sibling(s), grandparent(s), spouse (including common law a/o same sex partner), step child(ren) or ward of the staff member, father-in-law or mother-in-law (including parent of same sex partner).

Additional compassionate leave may be granted at the discretion of the Executive Director for reasons not covered elsewhere in this manual. These requests should be discussed in person with the Executive Director and followed by a written submission.

4.4. Maternity and Paternity leave

(1) A female employee after the completion of six months of service from date of her appointment and for any subsequent year of service shall be entitled to a delivery leave on full pay. The female employee shall be entitled a maximum of 8 weeks maternity leave on full pay. During probation and under temporary terms of service, there are no provisions for maternity and paternity leave.

During the maternity leave period, the normal benefits and entitlements of the employee including her contractual rights and accumulation of seniority shall continue uninterrupted and her period of employment shall not be considered to have been interrupted, reduced or broken. In the event of illness, certified by a registered practitioner, arising out of pregnancy or confinement, affecting the employee or her child, the organization shall grant the employee additional leave as required according to the situation.

A maximum of four days, if applied for, will be given to the male employee once every two years for paternity leave. This leave will be taken within a period of four days after the spouse has delivered.

Employee is encouraged to announce her pregnancy to her immediate supervisor as early as possible, and on such grounds, she will be allowed time off for her antenatal visits. Similarly same way, the nursing mother will be allowed time off during working hours for breast-feeding. The duration of absence should be determined on case-by-case basis, but should not exceed a period of two hours per day for a maximum of six months after giving birth.

In circumstances whereby an expectant employee may be working under dangerous conditions, which could result, into serious health hazards, management may re-design her duties. This will have to be certified by the organization appointed medical doctor.

4.5. Unpaid Leave

Employees may take unpaid leave with the written consent of the Executive Director. During periods of unpaid leave, medical, dental, life and insurance coverage shall continue to be paid by the employer, vacation shall continue to accrue and seniority shall be maintained. If the employee makes a contribution, ACR shall match it; otherwise no contributions shall be made by ACR. Every attempt will be made to return employees to a position of equal responsibility on return from leave status, however, no guarantees exists that the exact position left will be available on return.

5. TEMPORARY APPOINTMENTS

5.1 Introduction

Temporary appointments means: employees on temporary contracts, casuals, trainees on graduate work experience program, and consultants. Any extensions of temporary appointments will be effectuated on approval of the Executive Director after a performance appraisal exercise. Temporary appointments can only be renewed twice and should not exceed a total period of one year.

An employee on temporary terms of employment shall observe the following conditions of employment:

- Probation
- Salaries and wages
- Conduct
- Notice of termination/resignation
- Leave

5.2 Piecework employment

ACR may occasionally recruit employees on piecework or task work basis. Depending on circumstances, this form of arrangement can be renewed daily or as to when the situation warrants. The piecework employee is strictly entitled to his/her remuneration which may be calculated on daily rate or at the completion of that specified task.

5.3 Trainee programs

ACR may have or develop experience programs for trainees. The engagement is substantially for a period of one year but reviewed on a six-month basis. Pay and benefits accruing to the appointee should not exceed an identified post to which he/she could be posted. During, or at the completion of this program, the individual is free to apply for any job within the organization. Terms and Conditions for this engagement are specifically articulated in the contract.

5.4 Consultancy services

ACR may feel the need to hire some consultancy services in various areas of the organization's activities. This is usually a short-term arrangement and at piecework rate. The need for consultancy services should be reflected in both the plans and budgets of ACR.

5.5 Part-time employment

Part-time employment will normally be defined as an employment where the employee is not working the normal amount of full-time hours per week. For part-time employees the same counts as for temporary appointments with regard to terms and conditions of service, if they are not on a permanent contract

6. Travel Rules & Regulations at ACR

6.1. Travel

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

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

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

6.2. Per Diem

All employees and volunteers are provided Per Diem of \$15 (Breakfast \$3, lunch \$ 6 and dinner \$ 6) to cover the cost of food for each night spent outside the city as approved by ACR.

6.3. Accommodation

All employees and volunteers are entitled to claim expenses incurred for accommodation for official trips outside duty station. Maximum claims for accommodation shall not exceed \$10. Claim for accommodation will be reimbursed upon submission of bills/receipts.

6.4. Mode of Transport

ACR will pay only surface transport as far as possible, i.e. bus. If any individual is using personal vehicle for ACR related work, they can be reimbursed the actual fuel cost based upon the mileage. Some maintenance will also be awarded if required. However, the private transport must be shared by more than one ACR member or employee.

7. Performance Appraisal Policy

7.1. Appraisal Policy

ACR is committed to supporting every employee to reach their potential and achieve their personal goals, which in turn will assist the organization to achieve its objectives.

The performance appraisal policy supports the performance appraisal scheme. The scheme is a formal process centered on an annual meeting of each employee and their line manager to discuss his/her work. The purpose of the meeting is to review the previous year's achievements and to set objectives for the following year. These should align individual employees' goals and objectives with organizational goals and objectives.

7.2. Core Principles of the Appraisal Policy

1. The appraisal process aims to improve the effectiveness of ACR by contributing to achieving a well-motivated and competent workforce.
2. Appraisal is an ongoing process with an annual formal meeting to review progress.
3. The appraisal discussion is a two way communication exercise to ensure that both the needs of the individual and of the organization are being met, and will be met in the next year.
4. The appraisal discussion will review the previous year's achievement, and will set an agreed Personal Development Plan for the coming year for each member of staff.
5. All directly employed employees who have completed their probationary period are required to participate in the appraisal process.
6. The appraisal process will be used to identify the individual's development needs and support the objectives of the Training and Development Policy.
7. All staff will receive appraisal training as an appraisee, and where appropriate as an appraiser.
8. The appraisal process will provide management with valuable data to assist succession planning.
9. The appraisal process will be a fair and equitable process in line with our Equality Policy.

7.3. Performance Appraisal Implementation

Performance appraisal discussions will be held over a designated 4 week period on an annual basis. They will be arranged by the appraiser's line manager. Line managers are encouraged to provide the opportunity for an additional 6 month verbal appraisal review, mid-year and other informal reviews as necessary throughout the year.

The discussion will be held in private. Information shared during the appraisal will be shared only with senior management. The exception is training needs that will be provided to the HR / administration for action. Confidentiality of appraisal will be respected.

The appraiser (usually the employee's line manager) will be expected to have successfully completed appraiser training, and to be familiar with the appraisee's work.

All appraisal documents should be issued to both parties prior to the discussion, in order to allow time for both parties to reflect and prepare. These will provide a framework and focus for the discussion.

A time and venue for the discussion will be advised at least one week before the meeting takes place.

7.4. The Appraisal Discussion

The appraisal discussion will allow an opportunity for both the appraisee, and the appraiser to reflect and comment on the previous year's achievements. It will praise achievement and encourage the appraisee in his/her role.

The appraiser is accountable for giving the employee constructive, timely and honest appraisals of their performance, which should take into account both the goals of the organization and of the individual.

The discussion should be a positive dialogue, and will focus on assisting the appraisee to acquire the relevant knowledge, skills and competencies to perform his/her current role to the best of his/her abilities.

The appropriate forms will be completed and signed by both parties. The appraisee will be given the opportunity to note any comments that he/she does not agree with and complete a self-assessment.

The appraisee and line manager should agree on a Personal Development plan for the appraisee for the following year. This will reflect the appraisee's aspirations and the organisation's requirements, and should align personal and organisational goals. The organisation and the line manager will support the individual to achieve these goals during the forthcoming year.

Any training needs, future training requirements, planned qualifications, development opportunities and career planning should be discussed in the light of the Personal Development Plan.

7.5. Training and Monitoring

Senior Management is responsible for the appraisal process, and he/she shall ensure that appraisers and appraisees are adequately equipped and trained to undertake the performance appraisal.

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8. PROFESSIONAL DEVELOPMENT

At the discretion of the Executive Director, employees may be able to attend conferences, courses, seminars and meetings, identified through annual work plans and performance reviews, which may be beneficial to the employee's professional development. If these opportunities are directly related to the employee's position, or are suggested by the Executive Director, then ACR will cover the cost of registration, course materials and some travel expenses.

If ACR has agreed to pay for a course, the fees will be paid on evidence of successful completion. If ACR sponsors a course (or courses) and the employee departs ACR within a year of completion, the course fees will become repayable in full.

9. Conflict Management Policy in ACR

9.1 Conflict Management

9.1.1 Conflict Resolution

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

9.1.2 Staff Behavior

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

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

(1) Political Activities

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

(2) Discrimination and Harassment

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

(3) Conflict of Interest

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

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

10. STAFF SALARIES

Salaries are obligatory payments that ACR makes every month to its employees who deserve them

Salaries shall be scaled according to employees' position, education, skills and experiences

Salaries shall be paid conditional to employees completing their timesheets at the end of every month reflecting the number of days and hours they actually worked. Leave and holidays shall be clearly marked/indicated on the timesheets

No payments shall be made to any of the ACR's employees unless their timesheets are duly filled and timely submitted to their supervisors for approval

All salaries shall be paid at the end of every month by ACR's finance and administration officer, designate or cashier

The employees shall sign their pay slips for receiving their salaries as evidence that salaries have actually been paid out to the employees. ACR and its employees shall keep copies for their records

The pay slips shall bear:

- (a) The employee's full names as in their service contract
- (b) Dates when payment is being made
- (c) Period for which the payment is due
- (d) Employees' organization ID number

- (e) Gross amount of salary payable to the employee
- (f) Allowances payable to the employee:
 - (1) Housing allowances
 - (2) Medical allowances
 - (3) Cost of living allowances
- (g) Statutory deductions such as:
 - (1) Personal Income tax (PIT) as the Public Service Law of the Republic of South Sudan (10% of the employee's salaries above 300 SSP or its equivalent in any other currency according to the formal rates as prescribed by the Bank of South Sudan (BOSS)).
 - (2) Personal contributions to the employee's pension (8% of the employee's gross salary) as the Public Service of the Republic of South Sudan

11. CONFIDENTIAL INFORMATION AND INTELLECTUAL PROPERTY

Confidential Information

From time to time, employees of [ACR] may come into contact with confidential information, including but not limited to information about [ACR]'s members, suppliers, finances and business plans. Employees are required to keep any such matters that may be disclosed to them or learned by them confidential.

Furthermore, any such confidential information, obtained through employment with [ACR], must not be used by an employee for personal gain or to further an outside enterprise.

Intellectual Property

Any intellectual property, such as trademarks, copyrights and patents, and any work created by an employee in the course of employment at ACR shall be the property of [ACR] and the employee is deemed to have waived all rights in favour of ACR. Work, for the purpose of this policy refers to written, creative or media work. All source material used in presentation or written documents must be acknowledged.

12. IT Information Storage and Security

Any storage devices (CD's, USB's, Flash Discs) used by employees at ACR, located at ACR's address, acknowledge that these devices and their contents are the property of ACR. Furthermore, it should be understood by employees, that company equipment should be used for company business only during normal working hours. Downloading of personal materials on company equipment can be harmful to said equipment and should not be done.

13. HEALTH AND SAFETY

ACR, along with its employees, must take reasonable precautions to ensure that the workplace is safe. ACR complies with all requirements for creating a healthy and safe workplace in accordance with South Sudan Labour Act 2011.

Employees who have health and safety concerns or identify potential hazards should contact the Admin/HRO

Alcohol consumption or illegal drug use is not permitted during work hours on the premises. From time to time, with the Executive Director's permission, alcohol may be used to celebrate an occasion/event.

AIR QUALITY

Indoor air quality can lead to many health issues. ACR recognizes this and attempts to minimize the risks associated with indoor air quality and the effects on its employees. Issues pertaining to air quality should be reported to the Manager, Finance and Administration.

Smoke Free Environment

As such, smoking in the offices of ACR is not permitted at any time. An 'enclosed workplace' is defined as the inside of any place, building or structure or conveyance or a part of any of them that a) is covered by a roof or b) employees work in or frequent during the course of their employment whether or not they are acting in the course of their employment at the time, and c) is not primarily a private dwelling

Scents

ACR is aware that some persons may have allergies or sensitivities to perfumes, lotions, colognes and / or chemical smells. As a result, we discourage the overuse of these products.

Pets

The offices of ACR are a place of business, and as such, pets are not welcome during normal working hours. Staff and visitors with seeing-eye dogs are the exception.

Renovations

As odours from building materials and noise levels for tools can cause discomfort to employees, renovations will be scheduled to have a minimum impact on employees. This may include renovating during non work hours (evenings & weekends) and ensuring direct ventilation to control fumes. Carpets should be installed and cloth furniture unwrapped late in the day so emissions may occur during non working hours.

14. HARRASSMENT

ACR wants to provide a harassment-free environment for its employees and volunteers. Mutual respect, along with cooperation and understanding, must be the basis of interaction between members and staff. ACR will neither tolerate nor condone behaviour that is likely to undermine the dignity or self-esteem of an individual, or create an intimidating, hostile or offensive environment.

There are several forms of harassment but all can be defined as any unwelcome action by any person, whether verbal or physical, on a single or repeated basis, which humiliates insults or degrades. “Unwelcome”, for the purposes of this policy, refers to any action which the harasser knows or ought to reasonably know is not desired by the victim of the harassment.

Specifically, racial harassment is defined as any unwelcome comments, racist statements, slurs, jokes, graffiti or literature or pictures and posters which may intentionally or unintentionally offend another person.

Sexual harassment is any unwanted attention of a sexual nature such as remarks about appearance or personal life, offensive written or visual actions like degrading pictures, physical contact of any kind, or sexual demands.

15. WORKPLACE VIOLENCE

Workplace violence can be defined as a threat or an act of aggression resulting in physical or psychological damage, pain or injury to a worker, which arises during the course of work. Further to the definition of violence, is the definition of abuse. Abuse can be verbal, psychological or sexual in nature. Verbal abuse is the use of unwelcome, embarrassing, offensive, threatening or degrading comments. Psychological abuse is an act which provokes fear or diminishes a person’s dignity or self-esteem. Finally, sexual abuse is any unwelcome verbal or physical advance or sexually explicit statement.

ACR has a zero tolerance limit with regards to harassment and violence. Employees or volunteers engaging in either harassing or violent activities will be subject to discipline, which may include termination of employment, removal from Boards or committees and possibly criminal charges.

16. POLICY APPROVAL STATEMENT

The BoD in exercise of its Constitutional Mandate of approving the organization policies and represented by the Executive BOD Members whose signatures are as below, have adopted this developed Human Resource Policy and procedures Manual as the official policy in the conduct of the affairs of ACR.

By Order of the BoD of ACR

Position: Signature:

_____	_____
_____	_____
_____	_____
_____	_____
