

Capacity Enhancement and Community Support (CAPECS)

HUMAN RESOURCE MANAGEMENT POLICY

APRIL, 2021

Introduction

Capacity-building for CAPECS is an ongoing process. As we move ahead to bring about social change, we also end up facing new and unexpected challenges. However, constant training and exposure to new ideas can lead CAPECS to address these challenges and improve organizational growth.

The “Human Resource Management Policy” here aims to make CAPECS understand and assess organizational behavior and functioning; manage the organization through planning, implementing and monitoring activities strategically; improve the performance of staff; build effective management systems, policies and plans and improve long-term sustainability and resource mobilization.

Human Resource Information System for CAPECS

The Human Resource Information System (HRIS) is a database that records and maintains information about all employees in the organization. This system is useful in job recruitment, developing terms of reference, and monitoring, assessing and coordinating work with each of the employee. This system also ensures transparency of the organization in employing people.

Format for Human Resource Information System for CAPECS:

1. Employee Identification	Surname:	
	Middle Name:	
	Last Name:	
2. Personal Details	Gender:	
	Date of Birth:	
	Marital Status:	
	Nationality:	
3. Present Contact Information	Address:	
	Telephone number:	
	Email:	
4. Permanent Address	Address:	
	Telephone number:	
	Email:	
5. Family Information	Next of kin:	
	Number of Dependents:	
6. Location or Base	Head Office:	
	Field:	
7. Job History	Previous Position held:	

	Previous Job Dates:	
	Previous Employer Details:	
8. Qualification	Degree:	
	Professional Courses	
	Trainings:	
	Other:	
9. Competencies	Competencies:	
	Language Skills:	
10. Salary and Benefits	Salary:	
	Incentive:	
	Insurance:	
11. Development	Trainings required	
	Skills required	

Volunteers and Personnel Recruitment
Volunteers

Volunteers are individuals who work at CAPECS out of their own choice or have been deputed at CAPECS by other organizations. They will be assigned tasks from time to time as deemed necessary by CAPECS. CAPECS will have a limited contract with volunteers and will not provide any compensation except under special conditions. They will not be considered as full-time or part-time employees of the organization.

Personnel Recruitment

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

Notice of Vacant or New Position

It is the responsibility of the Board of Members to fill vacant positions as well as new regular positions and new temporary positions of a duration exceeding more than six months. The Board must make sure that the positions can be filled under the organizational budget.

For all new positions, a job description shall be established and include the following elements:

- Position summary, Description of duties and responsibilities, Conditions of work and Qualifications

Notice of a new or vacant position must be approved by the Board before it is released publicly.

Recruitment for a new or vacant position can be opened to internal and external competition, subject to the decision of the board. For external recruitment, positions in the professional category can be advertised publicly through newspapers if they are regular positions, or if there is a limited tendering process for consultation.

Interview and selection

As a general rule, a selection committee comprising of, at least two members shall be assembled for filling all positions.

The committee will go through the applications received, retaining those that show the best qualifications. It will evaluate each candidate's application with the help of an evaluation form created beforehand, containing well-defined criteria.

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

Writing Job Descriptions for Staff

A job description usually comprises of the following information of an individual staff about to be recruited or about to join the organization for work:

- Title of the Job
- Location or Base
- Date of Joining
- Name of the Supervisor
- Qualifications
- Tasks or Assignments

Performance Management Policy

As organizations are run by people, their performance holds the key for achieving results and ensuring growth. Holding up a good team within an organization can be very difficult. Staff members may start to feel frustrated, diverted from their objectives of work and may even leave the organization. One of the ways to keep them motivated and strengthen team work is to apply the performance management system.

In a Performance Management System, the supervisor and the employee work together constantly to plan, implement and evaluate the performance of the latter within the framework of the organizational objectives.

In CAPECS's Performance Management System, the following stages are followed:

- Planning the Performance where the supervisor/manager/director sit with the employee to discuss and finalize the targets and the work plan to be achieved by the

employee in relation to his/her competencies, expectations, resources and the results to be achieved.

- Appraising the Performance is where the supervisor takes regular feedback and evaluation of the performance of employee from time to time to ensure that both the parties are satisfied or not satisfied with the progress of the work.
- Improving the Performance is where the supervisor applies various techniques to build motivation for the employee to work more effectively. This could include providing rewards, incentives etc to the employee if the performance has been good or arranging extra trainings if the employee has not been able to perform well in the job.

Using the Annual Performance Plan for CAPECS Employees in Performance Management System

The Annual Performance Plan is developed jointly by the CAPECS leader or representative and the employee together after discussing and planning the objectives, activities and results to be undertaken by the employee. The Performance Plan for the year specifically outlines the targets to be achieved by the employee over the year and these targets will be used as benchmarks during the annual evaluation and appraisal.

Below is a sample format of the Annual Performance Plan:

Name of the Employee:

Position held:

Name of the Supervisor:

Performance Period (Start Date and End Date):

Set Targets for the employee	Results to be achieved by the employee	Activities
Eg. Improve the capacity of the field workers	Better delivery of services to communities	Providing training and exposure visits to field workers
Eg. Mobilization of funding resources for the organization	Availability of increased funding for the organization	Researching donors, finding funding opportunities, writing proposals etc.
.....
.....

In addition to the Annual Performance Plan, the employee has to develop a work plan on monthly basis in consultation with the supervisor and based upon the Annual Performance Plan.

A monthly work plan consists of:

Activities	Months
-------------------	---------------

	Jan	Feb	Mar	Apr	May	June	July	Aug
Eg. Conducting a baseline survey	•							
Eg. Organize a health camp		•						
Eg. Writing proposals			•					
.....								
.....								
.....								

The Performance Appraisal Form

Appraising of the performance of the staff can consider not only the job outputs of the staff but also his/her personal qualities and behavior. In order to appraise the staff, the supervisor has to keep the Annual Performance Plan and the Monthly Work Plan as references to evaluate the performance. An important component of the appraisal system is to get feedback from the staff about the work and its conditions.

Although the Performance Appraisal Format can be different for different categories of personnel, below is a standard form which can be adapted to various situations. The format below to be used by the supervisor to carry out the appraisal of the employee:

Name of the Employee:

Position held:

Name of the Supervisor:

Appraisal for the Period (Start Date and End Date):

	Below Average	Average	Satisfied	Excellent
Overall performance of the employee				
Knowledge of the job given				
Sense of responsibility				
Methodology of work				
Level of commitment				
Team work				

Improvements made during the year	
Potential areas of growth	
Recommendations	

Staff Performance Needs

Different staff members perform differently, but it is also true that all of them have the potential to work and perform well. It is for the organization to tap this potential and use it for overall growth. The following format can be used after the Performance Appraisal.

Performance Needs and Development

Name of the Staff	Performance Targets (for the forthcoming year)	Performance Needs		
		How (what activities)	When (timing)	Who (who will be responsible to ensure it)
Robert Denis	Ensure 40% increase in girls attending school	Provide training on community mobilization	1 st quarter of the year	Human Resource Manager
Jenny	Liaison with government officials and NGOs	Provide training on networking	2 nd quarter of the year	Project Coordinator
.....
.....