



**Afghanistan Educational & Health Development Aids
Organization
AEHDA**

HR Policy

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1. Introduction

1.1. About AEHDA

The Afghanistan Educational and Health Development Aids Organization (AEHDA) is a nonprofit, non-political, non-sectarian, and non-governmental humanitarian women lead organization. Originally established as an association in July 2003, AEHDA underwent additional registration with the Ministry of Economy (MoE) at the end of 2020, officially becoming an NGO with registration number 5085. AEHDA's mission spans education, a One Health Approach, healthcare, public nutrition, water, sanitation, hygiene, food security, advocacy and communication, training, capacity building, as well as research and development.

AEHDA was established by a group of committed, dedicated and professional volunteers to offer result-oriented services to rural, urban slums and urban areas of Afghanistan. AEHDA's services will be delivered through utilization of easy adaptable, contextual, accessible and participatory community empowerment strategies in accordance with the key principles of result-based management (RBM) approaches, and in line with Afghanistan national development priorities and national strategic plans. On the other hand, considering the professional/technical capacities in provision of primary education and public health services, AEHDA is one of the pioneer local NGO that provides contemporary, affordable and quality educational and public health services to Afghan population.

Vision:

AEHDA envisions empowering Afghan women, youth, children, and vulnerable groups through equitable access to quality education, healthcare, well-being, sustainable livelihoods, and essential services, fostering a prosperous and resilient Afghanistan.

Mission :

AEHDA is committed to empowering Afghan women, youth, children, and vulnerable groups by providing accessible, quality, and sustainable education, healthcare, mental health and psychosocial support, livelihood opportunities, and essential services. We strive to foster community resilience, social cohesion, and economic growth, ultimately contributing to a prosperous and self-reliant Afghanistan.

1.2. Purpose of the HR Policy

The purpose of the Human Resource Policy and manual (the "Policy") is to ensure transparency and establish the fundamental principles of human resource management (HRM) for the smooth functioning of AEHDA. This Policy aims to positively impact the project's expected outcomes and results. It outlines the terms and conditions of employment for all AEHDA employees, helping them understand their rights, responsibilities, and benefits, and assisting in maximizing their productivity. The Policy includes guidelines on recruitment, job classifications, working conditions, performance management, compensation, benefits, employee relations, and termination procedures. By establishing clear guidelines, the Policy ensures consistency and fairness in the treatment of all employees, fostering a positive and productive work environment.

1.3. Organizational Chart

The organizational chart provides an overview of all possible functions within AEHDA Organization, showing the hierarchical structure and reporting lines. It helps employees understand their position within the organization and the flow of communication. The chart is regularly updated to reflect changes in the organizational structure, ensuring that it remains a useful tool for both management and staff.

Organization structure to be provided here;

2. Recruitment and Selection

2.1. Eligibility Criteria for Local Employment

To be eligible for local employment at AEHDA Organization, candidates must:

- **Hold Afghan citizenship:** Candidates must provide proof of Afghan citizenship to be considered for employment.
- **Be at least 18 years old:** This is verified through national ID or other legal documentation to ensure compliance with labor laws.
- **Be in good health as confirmed by a medical test:** Candidates must undergo a medical examination by a recognized clinic or hospital to confirm their fitness for the role.
- **Have at least a 12th-grade graduation certificate (for official positions):** This ensures that candidates have the basic educational qualifications necessary for the job.

These criteria are designed to ensure that employees are legally eligible to work and are capable of fulfilling their job responsibilities effectively.

2.2. Categorization of staff

AEHDA maintains the following categorization of staff.

- **Regular Staff:** Regular staff members are the core employees of the organization, appointed for core positions as defined in the HR policy organogram. They support the long-term goals and operations of the organization and undergo regular performance evaluations to ensure alignment with organizational goals and personal development.
- **Project Staff:** Project staff are employees hired for the duration of a specific project, with their employment tied directly to the project's lifecycle. They have fixed-term employment aligned with the project's timeline and may receive benefits similar to regular staff, adjusted to the project's duration and funding. Their responsibilities focus on project-specific tasks and objectives, with performance evaluations based on project milestones and deliverables.
- **Contract staff:** Contract staff are hired for a specific period or task, with terms and conditions governed by a contract. Their employment is fixed-term as stipulated in the contract, and they typically do not receive the same benefits as regular staff, though compensation and perks may be defined in their contract. Contract staff are brought in for specialized skills or expertise required for particular tasks, with performance monitored based on contract deliverables and timelines.
- **Part time staff:** Part-time staff work fewer hours than full-time employees, often with a flexible schedule. Their employment can be indefinite or fixed-term, depending on organizational needs, and they may receive limited benefits proportional to their working

hours. Part-time staff have responsibilities similar to regular staff but with a reduced scope due to fewer hours, and their performance is evaluated similarly, with adjustments for part-time status.

- **Intern:** Interns are students or recent graduates working temporarily to gain practical experience in their field of study. Their employment is fixed-term, often aligned with academic semesters or specific project needs, and they generally do not receive standard employee benefits but may receive stipends, mentorship, and learning opportunities. Interns are assigned tasks that provide relevant learning experiences and support regular staff, with performance evaluations based on their learning objectives, task contributions, and overall performance during the internship.
- **Management Trainee/Sr. Intern:** Management trainees are individuals undergoing training to potentially assume management roles within organization. Their employment is typically fixed-term for a defined training period, during which they may receive benefits similar to regular staff, along with additional training and development opportunities. They undertake rotational assignments across different departments to gain comprehensive organizational knowledge, with regular evaluations focusing on their learning progress, adaptability, and leadership potential.

This classification helps in organizing the workforce and defining their roles and responsibilities clearly.

2.3. Recruitment of staff

AEHDA would build its team with the best possible human resources available in the country. It would try to identify the best talent from the market through an open selection process.

2.3.1. Job Requirements

AEHDA management prepare detailed job descriptions and responsibility matrices for each position are in place or will be developed. Based on the job description, a set of minimum eligibility criteria for selection of suitable candidates are defined and are reviewed for new recruitments. This would comprise;

- Minimum education qualification required
- Minimum years of experience along with the field / nature of experience required.
- Age limit for the position

2.3.2. Strategy Development

Considers whether to recruit internally or externally, the recruitment methods to use, the geographical area for candidate search, and the sequence of activities for recruitment. This strategy helps in efficiently managing the recruitment process and ensures that the most suitable candidates are attracted. The strategy is reviewed regularly to incorporate new recruitment trends and technologies.

2.3.3. Searching

Utilizes both internal and external sources to attract candidates, such as job postings on official website/ pages, job portals and social media. This broadens the reach and attracts a diverse pool of applicants. The HR department also collaborates with educational institutions and professional organizations to source potential candidates.

2.3.4. Screening

Applications are screened against job requirements. Those not meeting the criteria are eliminated, and preliminary applications are reviewed. This step ensures that only qualified candidates move forward in the recruitment process. The screening process includes evaluating the candidates' educational background, work experience, and relevant skills.

2.3.5. Interview Preparation

The HR department collects CVs and applications, reviews them, and shortlists candidates for interviews. Arrangements for interview dates are managed. This preparation ensures a smooth and efficient interview process. Interview questions are designed to assess both technical skills and cultural fit within the organization.

2.3.6. Interviews

An interview panel conducts objective, transparent, and bias-free interviews, assessing candidates' qualifications, experience, and suitability. This ensures fair and consistent evaluation of all candidates. The panel includes representatives from HR and the relevant department to provide a comprehensive assessment.

2.3.7. Professional Reference Checks

At least three professional references for managerial positions and two for other staff are obtained and verified. This step helps in validating the candidates' professional background and reliability. Reference checks are conducted discreetly and professionally to respect the candidate's current employment.

2.3.8. Attested Education Certificates

Educational credentials are verified, and false credentials result in disqualification and blacklisting. This step ensures the authenticity of candidates' educational qualifications. The verification process involves contacting educational institutions and reviewing official transcripts.

2.3.9. Selection

Selected candidates are approved by the respective department head and HR department. This final approval step ensures that the selection is aligned with departmental needs and HR policies. The selection process includes a final review of the candidate's qualifications, experience, and interview performance.

2.3.10. Offer Letter

A standard offer letter is issued, outlining the salary and benefits. It remains valid during the initial orientation and training period. This formalizes the job offer and provides clarity on employment terms. The offer letter includes detailed information about the role, compensation, benefits, and any probationary period.

2.3.11. Employment Contract

One-year renewable contracts are prepared, detailing terms and conditions of employment. The contract is legally binding and outlines the rights and responsibilities of both the employer and

the employee. It includes provisions for contract renewal, termination, and any specific conditions related to the role.

2.3.12. Employee ID card

Issued upon employment and must be returned upon separation from the organization. The ID card helps in identifying employees and maintaining security within the organization. It also provides access to certain areas and resources within the organization.

2.3.13. Probation Period

New and promoted employees undergo a three-month probation period, for key positions, the head of organization or operational director can extend this three months' probation period to 4 till 6 months to assess suitability. During this period, employees are evaluated on their performance, behavior, and fit within the team. Feedback is provided regularly to help employees improve and succeed.

2.3.14. Personnel File

Personnel files are maintained for each employee and includes the documents as mentioned in section 3 of this policy.

The personal file serves as a comprehensive record of the employee's history with the organization. It is used for administrative purposes and is kept confidential.

2.3.15. Security Check

Comprehensive security checks are conducted for all new employees, especially for sensitive positions. This ensures that employees meet security standards and do not pose a risk to the organization. The security check includes background verification, criminal record checks, and any other necessary assessments.

3. Contents of the Personnel File

AEHDA HR department maintains comprehensive personnel files for each staff member, containing essential documents and records.

3.1. Documents Included:

1. Job Description
2. Advertisement
3. CVs
4. Written Tests
5. Interview Records
6. Scoring Sheets
7. Reference Checks
8. Background Checks
9. Educational Certificates
10. Offer Letter
11. Employment Contract
12. Probation Review
13. Performance Reviews

14. National identity card
15. Code of conduct
16. PSEA and Anti-Fraud/ Anti-Corruption
17. Educational certificates and reference letters
18. Confidentiality agreements and tax identification number (TiN)
19. Work permit from DoLSA (Department of Labor and Social Affairs)
20. Leave records and medical check records
21. Promotion letters, and other relevant correspondences

22. Clearance form/ Exit interview if any

3.2. Access to Personnel Files

Access to personnel files is strictly controlled to maintain confidentiality and integrity.

- **Confidentiality:** Files are stored securely and managed exclusively by the Admin/HR Manager.
- **Access Permissions:** Line managers may request specific documents for work-related purposes.
- **Staff Responsibilities:** All staff are obligated to maintain strict confidentiality; violations may result in disciplinary measures.
- **Employee Access:** Upon written request, staff members may review their personnel files or obtain copies of documents.

3.3. Handling of Ex-Staff Members' Files

Procedures for handling personnel files of former staff members, ensuring compliance with audit and donor requirements.

- **Retention Period:** Files of ex-staff members are retained for five years' post-separation, provided all final payments are settled.
- **Disposition:** Files are securely destroyed after the retention period, aligning with audit standards and donor regulations.

This structured approach organizes the information under clear headings, facilitating understanding and adherence to AEHDA's policies regarding personnel files and records management.

4. Employer and Employee Responsibilities

4.1. HR Responsibilities

The organization HR department is responsible for:

- **Formulating relevant HR policies:** Ensuring that HR policies are up-to-date and aligned with legal requirements and best practices.
- **Establishing a conducive working environment:** Providing a safe, healthy, and supportive workplace for all employees.
- **Defining employee responsibilities clearly:** Ensuring that job descriptions are clear and detailed, helping employees understand their roles.
- **Providing training and capacity building:** Offering opportunities for professional development and skill enhancement.

- **Ensuring hygienic and safe working conditions:** Maintaining cleanliness and safety in the workplace to prevent accidents and health issues.
- **Providing necessary information about the organization:** Keeping employees informed about the organization's mission, values, and strategic goals.
- **Offering trauma management support when needed:** Providing support for employees dealing with personal or work-related trauma.
- **Providing necessary safety and health training:** Ensuring that employees are trained in safety procedures and health practices.

4.2. Employee Responsibilities

Employees are responsible for:

- **Adhering to work schedules:** Being punctual and maintaining regular attendance.
- **Signing the attendance register daily:** Recording their presence to maintain accurate attendance records.
- **Avoiding unauthorized absences:** Seeking approval for leave in advance and providing valid reasons for absences.
- **Being punctual:** Arriving on time and being ready to start work at the designated time.
- **Maintaining confidentiality:** Protecting sensitive information and not disclosing it without authorization.
- **Safeguarding organization assets:** Using organizational resources responsibly and reporting any damage or loss.
- **Avoiding discrimination, harassment, and exploitation:** Treating all colleagues with respect and promoting a positive work environment.
- **Refraining from political activities:** Avoiding political activities that could conflict with their professional responsibilities.
- **Avoiding conflicts of interest:** Disclosing any potential conflicts and avoiding activities that could compromise their impartiality.
- **Maintaining a smoke-free environment:** Adhering to no-smoking policies and promoting a healthy workplace.
- **Prudent use of internet and IT facilities:** Using IT resources responsibly and in accordance with organizational policies.
- **Being accountable for their actions:** Taking responsibility for their work and behavior.
- **Abiding by the organization's code of conduct:** Following the ethical and professional standards set by the organization.
- **Paying applicable taxes on salaries:** Ensuring compliance with tax regulations and fulfilling their financial obligations.
- **PSEA:** All employees are responsible for upholding the principles of the Protection from Sexual Exploitation and Abuse (PSEA) and anti-harassment policies. This includes: Awareness and compliance, Reporting obligations, Professional conduct, Support and coordination and Confidentiality

5. Working Conditions

5.1. Normal Working Hours

Employees at AEHDA are expected to adhere to standard working hours, subject to seasonal adjustments and organizational needs.

Spring, Summer, and Fall Seasons

- **Days:** Sunday to Thursday
- **Hours:** 8:00 A.M. to 4:00 P.M.
- **Break:** One-hour lunch/prayer break (12:30 P.M. to 1:30 P.M.)

5.2. Winter Time Working Hours

During the winter season, working hours are adjusted as follows:

- **Days:** Sunday to Thursday
- **Hours:** 8:30 A.M. to 3:30 P.M.
- **Break:** One-hour lunch/prayer break (12:30 P.M. to 1:30 P.M.)

5.3. Overtime Policy

Employees may be required to work beyond standard hours due to operational needs, with provisions for additional compensation.

5.4. Staff Attendance

Punctuality and attendance are essential for all the staff members.

- **Time Sheet:** Timely submission of attendance records is required.
- **Exceptions:** Flexibility during natural disasters or civil unrest, subject to Executive Director's discretion.

5.5. Secondary Employment

Staff members must disclose any secondary employment to avoid conflicts of interest. Written approval of the director is required for secondary employment.

5.6. Conflict of Interest

All employees must conduct themselves with the highest level of integrity and impartiality in the execution of their duties. A conflict of interest arises when an employee's personal, financial, or other interests interfere, or appear to interfere, with their ability to perform their job responsibilities in an objective and effective manner.

Employees are required to disclose any actual or potential conflicts of interest to their immediate supervisor or the Human Resources Department as soon as they become aware of such conflicts. This includes, but is not limited to:

- Having a direct or indirect financial interest in, or a personal relationship with, an individual or organization that does business with or seeks to do business with the organization.
- Engaging in outside employment or activities that could conflict with the interests of the organization or affect the employee's performance.
- Using proprietary or confidential information for personal gain or to the detriment of the organization.

Failure to disclose a conflict of interest or to comply with this policy may result in disciplinary action, up to and including termination of employment. The organization reserves the right to take appropriate action to manage, reduce, or eliminate conflicts of interest, ensuring that the interests of the organization are protected.

All employees must review and acknowledge their understanding of this policy upon hire and annually thereafter. Use of Conflict of Interest Declaration Form (Annex 16).

5.7. Anti-Fraud Policy

AEHDA is committed to the highest standards of ethical behavior and integrity. Fraud, corruption, and other forms of dishonesty are strictly prohibited and will not be tolerated under any circumstances. Fraud includes, but is not limited to, any intentional act or omission designed to deceive others, resulting in financial or personal gain to oneself or causing a loss to the organization.

All employees are responsible for maintaining a work environment that is free from fraudulent activities. Employees are required to report any suspected or actual fraud immediately to their supervisor, the Human Resources Department, or through the organization's designated reporting channels. All reports will be treated confidentially and investigated thoroughly.

Retaliation against employees who report suspected fraud in good faith is strictly prohibited. Any employee found to have committed fraud or engaged in fraudulent activities will be subject to disciplinary action, up to and including termination of employment, and may also be subject to legal action.

Employees must review and acknowledge their understanding of this policy upon hire and annually thereafter. The organization reserves the right to update or amend this policy as necessary to maintain its commitment to ethical practices and legal compliance.

Reporting: Procedures for reporting suspected fraud are mentioned in the whistleblowing section.

5.8. Harassment in the Workplace

AEHDA is dedicated to providing a work environment that is free from harassment of any kind. Harassment, including but not limited to sexual harassment, bullying, and any other form of unwelcome behavior, will not be tolerated. Such conduct undermines the integrity of the workplace and the dignity of individuals.

Employees are expected to treat each other with respect and professionalism. Any employee who experiences or witness's harassment should report it immediately to their supervisor, the Human Resources Department, or through the designated reporting channels. All reports will be handled with confidentiality and investigated promptly.

Retaliation against individuals who report harassment in good faith is strictly prohibited. Employees found to have engaged in harassment will face disciplinary action, up to and including termination of employment. All employees must review and acknowledge their understanding of this policy upon hire and annually thereafter. The organization reserves the right to amend this policy as necessary to ensure a safe and respectful work environment.

Reporting: Clear procedures for reporting harassment incidents are mentioned in the whistleblowing section.

6. Employee Benefits

6.1. Salary

Refers to the basic salary, excluding bonuses and allowances. The salary structure considers lunch, hardship, and relocation costs. Salaries are determined based on the employee's qualifications, experience, and role within the organization.

6.2. Salary Structure

The salary structure of the organization includes the following benefits for employees:

- **Monthly Remuneration:** Compensation is based on the employee's grade and step according to the current salary scale.
- **Components:** The salary package comprises the basic salary, self-prepared lunch facilities, and provided tea and sweets.
- **Payment Method:** Salaries are disbursed in AFN via bank transfer or cash between the 25th and 30th of each month.

6.3. Deductions

Authorized deductions from employee salaries include the following:

- **Withholding Tax:** As per legal requirements, (Article 58 of Income Tax law) a portion of the salary will be deducted for withholding wages tax.
- **Salary Advances:** Any advances on salary taken by the employee will be deducted from subsequent payments.
- **Overpayments:** Any amounts overpaid to the employee will be recovered through salary deductions.
- **Unauthorized Absences:** Deductions will be made for any absences from work that are not authorized or approved by management.
- **Expired Advances:** Advances provided for specific purposes that are not utilized within the stipulated timeframe will be deducted from the salary.

6.4. Salary Advances

Salary advances are generally not provided. However, in cases of social hardship, advances may be granted with the approval of the Executive Director.

Repayment: Employees may request advances up to the equivalent of two monthly salaries. These advances are subject to fixed repayment terms. Requests must be submitted using the Salary Advance Request Form (Annex 19).

6.5. Income Tax

Income tax will be deducted at the source by the organization in accordance with the article 58 of the income tax law set forth by the Afghanistan government. This ensures compliance with national tax laws and the proper remittance of taxes on behalf of employees.

6.6. Eid Bonus

AEHDA will provide an annual Eid bonus to support staff, not exceeding 1,000 Afghanis (approximately 12 USD), as a gesture of appreciation and to support employees during the

festive season. This bonus is subject to the availability of funds in the annual budget and is designed to offer some financial relief and encouragement to the support staff.

The decision to disburse the Eid bonus, including the exact amount and the timing, will be made by AEHDA's senior executives. This decision is based on the annual budget review and availability of funds, ensuring that the organization remains financially responsible while rewarding its employees.

6.7. Cell Phone Allowance

Cell phone allowances will be provided to employees whose job responsibilities necessitate constant and reliable communication. Eligibility for this allowance is determined based on the nature of the job and its requirements.

The amount of the cell phone allowance will be specified by the Executive Director. This determination will be based on the specific needs of each project, ensuring that the allowance is appropriate and sufficient for effective job performance.

6.8. Uniform for Security Guards

Security guards employed by the organization will be provided with uniforms twice a year. These uniforms are for duty use only, ensuring guards maintain a professional appearance, are easily identifiable, and comply with safety and dress code standards.

6.9. Preparation of payroll

Payroll preparation is a critical function that ensures accurate and timely compensation for all employees of the organization. This process involves collaboration between the Finance Department and the HR Department to compile necessary data and execute payment in accordance with established policies and regulations.

HR Department Responsibility

The HR Department is responsible for providing accurate and up-to-date employee data required for payroll processing. This includes but is not limited to timesheets, attendance records, leave taken, overtime hours, and any other relevant information affecting employee compensation.

- HR ensures that all changes in employment status, such as new hires, terminations, promotions, and salary adjustments, are promptly communicated to the Finance Department to reflect accurately in payroll calculations.
- Compliance with legal requirements, such as tax deductions, social security contributions, and other statutory deductions, is also managed by HR to facilitate accurate payroll processing.

Finance Department Responsibility

The Finance Department is responsible for the actual preparation and distribution of payroll. This involves computing wages, salaries, bonuses, commissions, and other forms of compensation based on the data provided by HR.

- Finance ensures that all payroll calculations are accurate, taking into consideration deductions, taxes, benefits, and any other withholdings as required by law and Organization policy.

- Payment methods, such as direct deposits or physical checks, are managed by Finance, ensuring that employees receive their compensation in a timely manner.

Coordination

Effective communication and coordination between HR and Finance are essential throughout the payroll preparation process.

- HR should provide all necessary payroll data to Finance in a timely manner, ensuring that deadlines for payroll processing are met.
- Any discrepancies or issues identified during payroll preparation should be promptly communicated and resolved collaboratively between the two departments.

Confidentiality

Both HR and Finance Departments must adhere strictly to confidentiality policies regarding employee payroll information. Access to payroll data should be limited to authorized personnel involved in the payroll preparation process to maintain data security and employee privacy.

Policy Compliance

All payroll activities must comply with relevant employment laws, tax regulations, and Organization policies. Regular audits and reviews of payroll processes should be conducted to ensure accuracy, compliance, and efficiency.

By adhering to these guidelines, AEHDA aims to ensure that its payroll process is efficient, accurate, and transparent, thereby supporting employee satisfaction and organizational compliance with regulatory requirements.

6.10. Annual Salary Review

Salaries are reviewed annually to adjust for cost of living and to grant promotions. The review process considers performance appraisals, market trends, and the organization's financial position. Adjustments are made to ensure that salaries remain competitive and motivating.

6.11. Provision of Tea/Coffee

Free tea is provided to all employees based on the availability of fund. This provision helps in creating a pleasant work environment and supports employee well-being. It also encourages informal interactions and bonding among employees.

6.12. Transportation

Transportation is provided to staff for official duties and daily commuting subject to the availability of fund, there is exception for female staff. This benefit helps in reducing the logistical burden on employees and ensures timely attendance. Transportation facilities are well-maintained and operated in accordance with safety standards.

6.13. Use of Office Vehicles by Staff

The use of AEHDA-provided vehicles is a privilege extended to designated staff members for official purposes during official hours only. Employees granted access to office vehicles must adhere to all safety regulations, traffic laws, and Organization's policies governing vehicle usage. Prior authorization from department heads or designated personnel is required before using an office vehicle. Personal use of Organization vehicles is strictly prohibited unless explicitly authorized. Any misuse or violation of these guidelines may result in disciplinary

action, including possible revocation of driving privileges and other appropriate measures as outlined in Organization policies.

6.14. Per Diem and Lodging

Covers meals, accommodation, and incidentals for employees on official assignments away from their duty station. This ensures that employees are comfortable and supported during work-related travel. Per diem rates are set at \$15-16 per day, with lodging standards based on the location and duration of the assignment.

6.15. Death or Funeral Grant

A grant is provided to the family of a deceased support staff member to cover burial costs. This support helps the family during a difficult time and reflects the organization's commitment to its employees. For other staff, the grant amount is determined based on budget availability, the employee's position, and length of service.

6.16. Medical Allowance

A monthly allowance, subject to budget availability, is provided to cover day-to-day medical expenses. This benefit ensures employees have access to necessary medical care and can be used for doctor visits, medications, and other healthcare needs.

6.17. Ramadan Bonus

A bonus is given during Ramadan for support staff only. This bonus recognizes the cultural significance of the festival and contributes to employee satisfaction. The amount and timing of the bonus are determined by the organization's policies and financial performance.

6.18. Performance Bonus

Rewards are given to employees for achieving organizational goals. Performance bonuses motivate employees to excel and align their efforts with the organization's objectives. The amount of the bonus, based on individual performance, is subject to budget availability.

6.19. Employee Promotion

Based on performance appraisal and management approval. Promotions recognize and reward employees' contributions, providing opportunities for career growth. The promotion process includes a review of the employee's performance, potential, and readiness for increased responsibilities.

7. Leave Policy

The following are leaves as per labor law Afghanistan.

Type of Leave	Entitlement	Conditions
Annual Leave	18 working days of paid leave per year	- Pro-rata basis for the first year - Leave to be taken at times agreed upon with the employer
Sick Leave	Up to 10 days of paid sick leave per year	- Medical certificate required after three consecutive days - Extended sick leave may be unpaid

Public Holidays	Paid leave on public holidays as declared by the government (e.g., Islamic holidays, Independence Day, etc.)	- Number and dates of public holidays can vary each year
Pilgrimage Leave	45 days of paid leave for Hajj (once in service)	- Must be approved by the employer - Proof of pilgrimage required
Marriage Leave	3 days of paid leave for own marriage	- Documentation may be required
bereavement Leave	3 days of paid leave for the death of an immediate family member	- Immediate family typically includes parents, spouse, children, and siblings
Maternity Leave	90 days of paid maternity leave (45 days post-birth)	- Must be taken around the time of birth - Additional unpaid leave may be granted
Unpaid Leave	Various unpaid leaves can be granted at the discretion of the AEHDA Management	- Subject to approval and Organization policy

7.1. Leave Request

Employees must submit leave requests in advance, specifying the type and duration of leave. This process ensures that leave is managed effectively and does not disrupt organizational operations. Leave requests are reviewed and approved by the employee's supervisor and HR.

7.2. Leave Records

HR maintains records of all types of leave taken and due for each employee. Accurate leave records help in managing employee absences and ensuring compliance with leave policies. Employees can access their leave balance and history through the HR system.

7.3. Official Public Holidays

AEHDA observes official public holidays as announced by the government. This ensures that employees can observe important cultural and national events. The holiday calendar is communicated to employees at the beginning of each year.

7.4. Annual (Recreational) Leave

Employees are entitled to 18 working days of annual leave per year. This leave allows employees to rest and rejuvenate, contributing to their overall well-being. Employees are encouraged to plan their leave in advance and coordinate with their supervisors to ensure smooth operations.

7.5. Sick Leave

Employees are entitled to 10 working days of sick leave per year. This leave ensures that employees can recover from illness without financial strain. Sick leave must be supported by a medical certificate for absences longer than three days.

7.6. Disability Leave

Granted for recovery from major surgeries or injuries, subject to certification by a physician. Disability leave provides support during significant health challenges. The duration of the leave is determined based on medical advice and the employee's recovery needs.

7.7. Maternity Leave

Female employees are entitled to 90 days of paid maternity leave, with 45 days taken before delivery and 45 days after. This leave supports new mothers during the critical postnatal period. An extension of maternity leave may be granted as unpaid leave if necessary, subject to approval.

7.8. Miscarriage/Stillbirth Leave

Female employees are entitled to 5 working days of leave in case of miscarriage or stillbirth. This leave provides necessary support during a difficult time. Additional support and counseling services are available for employees experiencing such events.

7.9. Haj Leave

45 calendar days of leave are granted for performing Haj, subject to certain conditions. This leave allows employees to fulfill religious obligations. Employees must provide advance notice and coordinate with their supervisors to ensure coverage during their absence.

7.10. Leave Without Pay

Leave without pay can be granted at the discretion of employer, subject to approval. This leave provides flexibility for employees to manage personal matters without impacting their employment status. Requests for leave without pay are reviewed on a case-by-case basis.

8. Performance Appraisal

8.1. Probation review

After the completion of the probation period, the organization will conduct a probation review of the employee. A probation review form will be filled out, evaluating the employee's performance and determining whether they will be continued on a regular contract. This review process ensures that both the employee and the organization align in achieving mutual success and growth.

8.2. Annual performance review

At AEHDA, every December marks the culmination of a year of hard work and dedication for our employees. During this time, each employee will undergo an annual performance review to assess their achievements and contributions over the past year. The review aims to determine eligibility for promotion and salary increment, as well as to identify opportunities for capacity development. An annual performance appraisal form will be completed as part of this process, documenting feedback and setting goals for the upcoming year. These reviews are instrumental in ensuring continuous growth and alignment of individual performance with organizational objectives, while also becoming a valuable part of each employee's personnel record.

9. Disciplinary Procedures

All staff members are required to uphold AEHDA's standards for attendance, work performance, and conduct consistently. Failure to meet these standards, resulting in behavioral misconduct or performance below organizational requirements, may lead to disciplinary action in accordance with Afghan laws.

AEHDA ensures that disciplinary procedures are conducted fairly, constructively, and consistently. It is important to note that the final stage of these procedures may result in termination of employment. Staff members are expected to familiarize themselves with these procedures from the start of their employment.

Termination due to disciplinary action, although lawful, is a serious matter that requires careful consideration. Principles of natural justice must guide all disciplinary actions. Verbal or written warnings, as well as other disciplinary measures including termination, should not be implemented without prior consultation with the Management Team, who will provide guidance on the appropriate procedures.

In cases of gross misconduct or incompetence, immediate lawful termination may be necessary. Gross misconduct or incompetence refers to actions serious enough to be considered a fundamental breach of the employment contract. In such cases, the regular disciplinary process may not be suitable. Examples of gross misconduct and incompetence include violence at the workplace and criminal convictions during employment with AEHDA. Cases of sexual or other harassment will be handled confidentially, with appropriate disciplinary action taken.

9.1. Code of Conduct

All AEHDA staff are expected to uphold the organization's vision and mission, completing assigned tasks within the specified timeframe. In case of issues, staff should first discuss them with their line manager. If personal differences exist, grievances can be raised with a higher authority.

- Demonstrate commitment to AEHDA's vision and mission.
- Safeguard the organization's and donors' property, adhering to all policies.
- Respect and work under the guidance of your line manager.
- Meet the organization's performance standards.
- Cooperate with colleagues and stakeholders.
- Maintain honesty with the organization and its stakeholders.
- Avoid allowing political biases to influence your performance and decisions.
- Do not abuse authority.
- Refrain from accepting valuable gifts, gratuities, or favors from those AEHDA interacts with.
- Avoid public criticism of the organization's rules and regulations.
- Maintain confidentiality regarding organizational and stakeholder information, even after retirement.

9.2. Handling Minor offences

In cases of minor offences, the concerned staff member may meet with their line manager promptly to resolve the issue. Depending on the circumstances and impact, documentation may

be necessary, and the line manager may issue a letter of advice to the staff member, with a copy placed in their personnel file. Minor offences may include instances such as missing internal deadlines or failing to inform the line manager of an absence for the first time, evaluated based on responsibility, intent, and potential impact on AEHDA.

9.3. Termination

At AEHDA, adherence to high standards of conduct and performance is crucial. Instances of serious misconduct or repeated breaches of organizational policies may lead to disciplinary action, including termination of employment. The following examples illustrate behaviors that may result in such measures:

- Violation of AEHDA's rules, regulations, or code of conduct.
- Willful failure to comply with instructions or lawful directives from superiors.
- Habitual negligence or neglect of duties.
- Theft, fraud, or misuse of organization funds or property.
- Falsifying, tampering with, or damaging AEHDA's official records.
- Accepting or offering bribes or gifts related to employment.
- Habitual unapproved absences or failure to notify the office of extended absence.
- Chronic lateness to work.
- Reckless driving of office vehicles.
- Unacceptable work performance or behavior.
- Gross incompetence in job performance.
- Misrepresentation of skills or qualifications.
- Deliberate damage or loss of AEHDA's property.
- Inappropriate behavior causing humiliation or harassment to staff or partners.
- Providing false information about personal details.
- Intoxication or indecent behavior during working hours.
- Misuse of AEHDA's IT equipment.
- Criminal convictions impacting employment.
- Abusing authority or engaging in immoral behavior towards colleagues.
- Discrimination in any form.
- Engaging in political activities on behalf of AEHDA or using organizational resources for political purposes.

9.4. Fair Procedures for Disciplinary Actions at AEHDA

Disciplinary actions, including dismissal, against a staff member of AEHDA shall not be taken unless the following fair procedures are adhered to:

- Allegations against the staff member must be documented in writing and placed in their personnel file.
- The staff member shall receive a copy of the allegations and be provided with a minimum of seven days to submit their written explanations.
- The staff member shall have an opportunity to participate in a hearing or inquiry.
- Following the inquiry, if the staff member is found guilty, the Executive Director or authorized line manager shall review all findings and explanations, and approve the disciplinary action in writing.

9.5. Handling Allegations at AEHDA

Any allegation (except minor offences) against a staff member shall be formally communicated in writing to the Executive Director. Upon review, the Executive Director may appoint a designated person or committee to conduct an investigation. A written report detailing their findings will then be submitted to the Executive Director for further action.

9.6. Notice of Misconduct and Opportunity to Respond

In cases where a staff member is deemed guilty of misconduct, the Executive Director or Admin/HR Manager, as instructed by the Executive Director, will issue a notice explaining the charges. The staff member will be given a minimum of seven days to provide a written explanation if they do not accept the charges, detailing reasons why disciplinary action should not be taken against them for the alleged misconduct.

9.7. Determining Disciplinary Actions at AEHDA

The Executive Director, in consultation with the Admin/HR Manager, decides the appropriate disciplinary action based on the severity of the misconduct and the staff member's previous record. Possible consequences for misconduct include:

- Issuance of a written warning
- Suspension from work, with the duration determined by the investigation committee if the allegations are cleared, ensuring the staff member receives salary for the suspension period
- Termination of employment

Written warnings are issued by the direct line manager and approved by the Executive Director. In cases of repeated misconduct or failure to improve following warnings, a final warning letter is issued. Subsequent offenses may lead to termination following due disciplinary process.

Suspension of staff members requires written approval from the Executive Director and takes immediate effect upon delivery to the staff member. During suspension, the staff member is prohibited from office access, exercising financial or administrative authority, or representing AEHDA in any capacity.

9.8. Handling Complaints at AEHDA

A complaint is any expression of dissatisfaction, whether written or verbal, justified or not, related to an employment situation. AEHDA ensures:

- Staff members understand the complaint procedure.
- Staff members are protected from reprisals for using the procedure.

Any staff member with a complaint regarding their employment may submit a written petition detailing their concerns. Initially, complaints should be raised with the direct supervisor or line manager, who will strive for a fair resolution. If unresolved, the staff member may escalate to the Admin/HR Manager for further review and a written response. If still dissatisfied, the Executive Director will provide a final written decision, which will be considered conclusive.

9.9. Whistleblowing

Encourages employees and stakeholders to report serious concerns and ensure ethical conduct. Whistleblowing is a critical component of maintaining integrity within the organization. It

promotes transparency and accountability by allowing individuals to report misconduct without fear of retaliation.

This applies to all employees and external stakeholders. This broad scope ensures that anyone connected to the organization can report unethical behavior. It covers a wide range of issues, including fraud, corruption, safety violations, and harassment.

9.10. Reporting Procedure

Details the process for reporting concerns, including a dedicated email address for whistleblowers. Clear reporting procedures ensure that concerns are addressed promptly and effectively. Employees and stakeholders are encouraged to provide as much detail as possible to facilitate the investigation. Give Email and hotline

9.11. Confidentiality and Protection of Whistleblowers

Ensures the confidentiality of whistleblowers and protects them from retaliation. Protection of whistleblowers is crucial for encouraging the reporting of unethical behavior. The organization has strict policies in place to prevent any form of harassment or discrimination against whistleblowers.

9.12. False Allegations

Discourages and penalizes malicious or false allegations. This policy helps in preventing abuse of the whistleblowing system. Employees found to be making false allegations with malicious intent are subject to disciplinary action, including termination.

By incorporating these detailed policies and procedures, AEHDA aims to create a fair, transparent, and supportive work environment for all its employees.

10. Staff Separation at AEHDA

All cases of staff separation at AEHDA, whether through voluntary resignation or other means, will be handled in accordance with the terms of employment outlined in AEHDA's HR manual. The following methods of separation are recognized:

10.1. Resignation Policy

10.1.1. Notice Period for Resignation

Employees must submit a written resignation letter to their supervisor at least 30 calendar days before the proposed resignation date.

- The employee and supervisor must agree on final tasks and obligations.
- Entitlements include earned salary and unused vacation leave up to the last day of employment.

10.1.2. Lack of Notice Consequences

Failure to provide 30-day notice results in forfeiture of the last month's salary and days off.

10.2. Termination by Employer

AEHDA may terminate contracts with a 30-day notice for reasons such as poor performance, security concerns, budgetary issues, or project completion. However, for key positions such as Directors, Finance Managers, and Logistics Managers, a 3-month notice period is required.

10.3. Downsizing and Redundancy

In the event of downsizing or redundancy, the organization will adhere to the following process to ensure fairness, transparency, and compliance with legal requirements:

Consultation

- Engage with affected staff members to discuss the downsizing process, including the criteria for selection, the timing of the process, and details regarding compensation.
- Provide clear and thorough explanations to address any concerns or questions from employees.
- Ensure open communication to maintain transparency and support employees through the transition.

Redundancy Notice

- Employees with a minimum of one year of service are entitled to a redundancy notice or payment in lieu of notice, in accordance with legal requirements and organizational policies.
- The notice period and compensation details will be communicated clearly to the affected employees.
- Ensure that all actions comply with relevant labor laws and organizational policies regarding notice periods and redundancy compensation.

By following this process, the organization aims to manage downsizing and redundancy with sensitivity and fairness, while upholding legal and ethical standards.

10.4. Contract Expiry

This policy ensures that both the organization and employees are aware of their obligations and rights concerning the termination of employment contracts.

Automatic Termination

- Employment contracts will terminate automatically upon reaching the expiry date specified in the contract, unless a renewal or extension is agreed upon in writing prior to the expiry.

Probationary Staff

- For probationary staff, notice or pay in lieu of notice is required if the contract is not being renewed or extended.
- The notice period or payment terms will be in accordance with the terms specified in the probationary employment contract and in compliance with applicable labor laws and organizational policies.

10.5. Termination due to Medical Reasons

An employee may be terminated if they are unable to perform their job duties due to physical or mental incapacity that cannot be reasonably accommodated or mitigated by the organization. However, before any action is taken the organization, management should ensure the following process;

- **Medical Assessment:** The organization will require a comprehensive medical assessment from a qualified healthcare professional to determine the extent of the employee's incapacity. This assessment will be used to evaluate whether reasonable accommodations can be made or if the employee's condition meets the criteria for termination.
- **Accommodation Consideration:** The organization will explore all reasonable options for accommodating the employee's condition, including adjustments to the work environment or job responsibilities. Efforts will be made to provide support and alternative solutions where feasible.
- **Consultation and Documentation:** The organization will consult with the employee and relevant medical professionals to discuss the situation, ensuring that all actions taken are documented and based on objective medical evidence. The employee will be informed of the situation and the potential outcomes throughout the process.
- **Notice and Compensation:** If termination is determined to be necessary, the employee will receive notice or pay in lieu of notice in accordance with their contract and applicable labor laws. Severance or other compensation entitlements will be provided as per organizational policies and legal requirements.
- **Fairness and Confidentiality:** The organization is committed to handling such cases with sensitivity and confidentiality, ensuring that the employee's dignity is maintained throughout the process.

By following these procedures, the organization aims to address terminations due to medical reasons in a fair and compassionate manner, while adhering to legal and ethical standards.

10.6. Termination for Misconduct

The organization reserves the right to terminate an employee for significant misconduct or proven criminal offenses. Misconduct includes, but is not limited to, violations of company policies, unethical behavior, or criminal activities that undermine the integrity or safety of the workplace.

Process

- **Investigation:** Upon receiving a report of misconduct, the organization will conduct a thorough and impartial investigation. This may involve gathering evidence, interviewing witnesses, and providing the employee with an opportunity to respond to the allegations.
- **Decision-Making:** Based on the investigation findings, the organization will determine whether the misconduct warrants termination. The decision will be documented, and the employee will be informed of the outcome.
- **Notice and Compensation:** If termination is decided, the employee will receive notice or pay in lieu of notice as per their contract and legal requirements, unless immediate termination is warranted due to the severity of the misconduct.

Appeal Process

Employees have the right to appeal the termination decision through the organization's established grievance or appeal procedures. This process will ensure that the employee's concerns are reviewed and addressed fairly.

Confidentiality and Fairness

The organization is committed to handling termination cases with confidentiality and fairness, ensuring that the process respects the dignity of all parties involved and adheres to legal and ethical standards.

10.7. Retirement Policy

Employees are subject to mandatory retirement upon reaching the age of 65, in accordance with the organization's retirement policy.

Advance Notice

Employees are required to provide advance notice of their intention to retire. The standard notice period is six months, allowing sufficient time for transition and planning.

Entitlements

Upon retirement, employees are entitled to the following;

- **Unpaid Salary:** Any outstanding salary due up to the retirement date will be paid.
- **Allowances:** Any applicable allowances that have accrued but not yet paid will be settled.

In addition to the above entitlements, employees may be eligible for additional retirement benefits as per the organization's retirement benefits plan or any applicable legal provisions. This may include, but is not limited to, severance pay or retirement savings contributions.

Process

- Employees must submit a formal retirement notice to their supervisor or Human Resources department.
- The organization will coordinate with the retiring employee to complete exit procedures, including the settlement of final payments and the return of any organizational property.

The organization will handle retirement procedures with confidentiality and support, ensuring a smooth transition for retiring employees while respecting their contributions to the organization.

10.8. Death of Employee

In the unfortunate event of an employee's death, the organization provides support to the designated nominee(s) as follows:

Burial Expenses: An advance payment will be provided to cover burial expenses. This payment is intended to assist with immediate costs associated with the employee's passing.

The family or designated nominee(s) must inform the Human Resources Department as soon as possible following the employee's death. This notification should include relevant documentation, such as a death certificate, to facilitate the processing of benefits.

The Human Resources Department will guide the nominee(s) through the claims process for the burial expense advance. All required forms and documentation must be completed and submitted to process the advance payment.

Additional Support

The organization will review the employee's records to ensure that all final entitlements, such as unpaid salary or allowances, are settled appropriately. If available, the organization may offer counseling services or support resources to the family or designated nominee(s) during this challenging time.

The organization is committed to handling all matters related to the death of an employee with the utmost confidentiality and respect, ensuring that the process is as compassionate and supportive as possible.

10.9. Clearance and Final Settlement

10.9.1. Departure Process

This policy ensures that the departure process is handled efficiently and respectfully, providing a clear framework for task completion, return of organizational property, and final payments while allowing employees the opportunity to provide constructive feedback.

Task Transfer and Return of Office Equipment

- Employees departing the organization must ensure that all ongoing tasks and responsibilities are transferred to designated colleagues or successors. This includes completing any pending work and providing necessary documentation to facilitate a smooth transition.
- Employees are required to return all organizational property, including but not limited to, laptops, mobile phones, access cards, and other equipment or materials provided for work purposes. The return of these items should be coordinated with the Human Resources Department or IT support.

Exit Clearance and Final Payment Procedures

- The employee must complete the exit clearance process, which includes obtaining signatures from relevant departments (e.g., IT, Facilities, Finance) confirming that all tasks have been completed and organizational property has been returned.
- Final payments, including any outstanding salary, allowances, or other entitlements, will be processed following the completion of the exit clearance. The final settlement will be made in accordance with the employee's contract and applicable legal requirements.

10.9.2. Exit Interview

Employees leaving the organization are encouraged to participate in a voluntary exit interview. This interview provides an opportunity for employees to share feedback about their experience and offer suggestions for improvement.

All feedback provided during the exit interview will be treated with strict confidentiality. The information gathered will be used solely for management decisions and organizational improvements and will not be disclosed beyond the HR team and relevant management personnel.

Throughout the departure process, the organization is committed to handling all aspects with respect and confidentiality. This includes the secure handling of personal and sensitive information related to the employee's departure and final settlement.

11. Annexures

- 11.1. Annex 1- Personnel file checklist
- 11.2. Annex 2- Job Application Form
- 11.3. Annex 3- Job Description Template
- 11.4. Annex 4- Shortlist and interview result form
- 11.5. Annex 5- Written Test sample
- 11.6. Annex 6- Candidate Interview Form
- 11.7. Annex 7- Reference Check Form
- 11.8. Annex 8 - Job offer letter
- 11.9. Annex 9- Salary Scale
- 11.10. Annex 10- Code of Conduct form

- 11.11. Annex 11- Time sheet
- 11.12. Annex 12- Conflict of interest Declaration form
- 11.14. Annex 13- Leave Request Form
- 11.15. Annex 14 - Leave Balance Form and Leave Tracker
- 11.16. Annex 15- Advance Request Form
- 11.17. Annex 16- Employee Appraisal Form
- 11.18. Annex 17- Travel Authorization Form

ANNEX-1 Personnel File Checklist

S.NO	Document	Status
1	Annex 1- Personnel file checklist	<input type="checkbox"/> Attached
2	Annex 2- Job Application Form	<input type="checkbox"/> Attached
3	Annex 3- Job Description Template	<input type="checkbox"/> Attached
4	Annex 4- Shortlist and interview result form	<input type="checkbox"/> Attached
5	Annex 5- Written Test sample	<input type="checkbox"/> Attached
6	Annex 6- Candidate Interview Form	<input type="checkbox"/> Attached
7	Annex 7- Reference Check Form	<input type="checkbox"/> Attached
8	Annex 8 - Job offer letter	<input type="checkbox"/> Attached
9	Annex 9- Salary Scale	<input type="checkbox"/> Attached
10	Annex 10- Code of Conduct form	<input type="checkbox"/> Attached
11	Annex 11- Induction Template	<input type="checkbox"/> Attached
12	Annex 12- Time sheet	<input type="checkbox"/> Attached
13	Annex 13- Conflict of interest Declaration form	<input type="checkbox"/> Attached
14	Annex 14- Leave Request Form	<input type="checkbox"/> Attached
15	Annex 15 - Leave Balance Form and Leave Tracker	<input type="checkbox"/> Attached
16	Annex 16- Advance Request Form	<input type="checkbox"/> Attached
17	Annex 17- Employee Appraisal Form	<input type="checkbox"/> Attached
18	Annex 18- Travel Authorization Form	<input type="checkbox"/> Attached

ANNEX 2-Job Application Form

Fill the form below accurately indicating your potentials and suitability to job applying for.

Name*

First name

Last name

Birth date*

Select a year

Select a month

Select a day

Phone Num*

Email
Add*

Address*

Street

City

Postal code

Position Applied for*

How were you referred to us?

Motivation letter*

References*	
Person One	
Name	
Title	
Relationship	
Email	
Person Two	
Name	
Title	
Relationship	
Email	

ANNEX 3-Job Description Template

Job title:	
Salary:	
Location/Base:	
Directorate/Dept:	
Reporting to:	
Responsible for:	

Job purpose Summary

This section should describe the purpose of the job and what it is intended to achieve.

DUTIES AND RESPONSIBILITIES

This should form the main part of the job description and describe fully the objectives of the role. This part should outline the necessary skills required for the job.

COMMUNICATION SKILLS

Describe the communication skills required for the post. Describe the key relationships the post-holder is required to develop or interact with

POLICY & SERVICE RESPONSIBILITY

Describe the responsibilities of the job for development and implementation of policy and/or

services e.g. write, implement or comment on a policy.

ADMINISTRATIVE/ MANAGERIAL RESPONSIBILITIES

Describe whether the post holder has any responsibility for management, supervision, training and development of employees/students/trainees or equivalent others including whether they are responsible for recruitment, appraising and disciplinary matters.

Describe the post holder's responsibility for financial resources, e.g. cash, invoice payments, budgets and physical assets e.g. clinical, office and other equipment. The value of the resources/budget and the degree of responsibility.

ADDITIONAL INFORMATION / PERSONAL RESPONSIBILITIES.

EXAMPLES SHOULD BE GIVEN TO SUPPORT STATEMENTS.

INFORMATION RESOURCES

Describe nature of responsibility and degree to which it is shared with others with regard to inputting data, maintaining information systems/databases and report writing.

PHYSICAL EFFORT

Describe nature, level, frequency and duration of physical effort. This includes moving and handling, sitting or standing in restricted positions or locations. Duration should include how often within each shift/work period.

MENTAL EFFORT

Describe concentration required, unpredictability and interruptions and the need to meet deadlines.

EMOTIONAL EFFORT

Describe the nature, level, frequency and duration of the emotional effort required to undertake duties that are generally considered to be demanding direct/indirect exposure.

THE WORKPLACE:

Describe where the post-holder is likely to be based and other bases they will be required to travel to.

Equal Opportunities

The Organisation is committed to eliminate racism, sexism and forms of discrimination. The Trust will not discriminate on grounds of age, colour, disability, ethnic origin, gender, gender reassignment, culture, health status, marital status, social or economic status, nationality or national origins, race, religious beliefs, or non beliefs, responsibility for dependants, sexuality, trade union membership or hours of work. It is required of all employees to uphold this policy in the course of their employment with the Organisation and whilst undertaking their duties.

Health & Safety at Work

You are reminded that, in accordance with the Management of Health and Safety at Work

Regulations 1992 (as amended) and other relevant Health and Safety legislation, you have a duty to take responsible care to avoid injury to yourself and to others by your work activities, and to co-operate with the organisation and others in meeting statutory requirements.

Confidentiality

The post holder will maintain confidentiality when dealing with sensitive material and information, but will encourage people to be open and raise concerns.

Data Protection

All staff must be aware of the Data Protection Act 1998 and the Human Rights Act 1998. The protection of data about individuals is a requirement of the law and if any employee is found to have permitted unauthorised disclosure, the organisation and the individual may be prosecuted. Disciplinary action will be taken for any breach.

Mobility/Flexibility

Your normal place of work will be as stated above, but as a term of your employment you may be required to work from any of the organisations establishments within the geographical area of Hertfordshire.

No Smoking Policy

The organisation operates a smoke free policy which means that smoking is not allowed anywhere on organisation sites including buildings, car parks and entrances.

Employee signature: _____ **Date:** _____

Manager signature: _____ **Date:** _____

ANNEX-4 Shortlisting and Interview Results

Please complete and return this form to the Human Resources Department alongwith the Shortlist Record Forms and application forms

Post:-

Ref No: _____ Date of interview: _____

Venue:

(Pease ensure that the venue is pre-booked)

Name & telephone number of person to contact if candidate is unable to attend for interview:

SHORTLISTED APPLICANTS:

Name	Time of interview

INTERVIEW PANEL MEMBERS: (If external, please provide full postal address)

Name	Job title
1	1
2	2
3	3
4	4
5	5

Please detail below other selection tests to take place at the interview (e.g. typingtest). If presentation required, please state **subject matter/title, and duration ofthe presentation together with what equipment will be provided**

AEHDA Written test result

Employee Name:	[Employee Name]	
Date:	[Date]	
Test Score:	[Score out of 100]	
Question	Points Possible	Points Scored
1. What are the main steps in the writing process?	10	[Score]
2. Explain the importance of an effective thesis statement in an academic essay.	10	[Score]
3. Describe two techniques for developing body paragraphs in an argumentative essay.	10	[Score]
4. What are the key differences between MLA and APA citation styles?	10	[Score]
5. How can writers improve the clarity and concision of their sentences?	10	[Score]
6. Discuss two strategies for revising and editing a rough draft.	10	[Score]
7. Explain the role of counterarguments in persuasive writing.	10	[Score]

8. What are some common grammatical errors that writers should watch out for?	10	[Score]
9. Describe the purpose and structure of a literature review.	10	[Score]
10. How can writers effectively incorporate source material without plagiarizing?	10	[Score]

AEHDA HR Forms

ANNEX-6 Candidate Interview Form

Candidate Name:	
Interview Date:	
Interviewer(s):	
Evaluation Criteria	Rating (1-5) Comments

Relevant Skills and Experience

Problem-Solving Ability

Communication Skills

Teamwork and Collaboration

Adaptability and Flexibility

Motivation and Enthusiasm

Alignment with Company Culture

Overall Impression:

Provide an overall assessment of the candidate's performance and fit for the role

Recommendation:

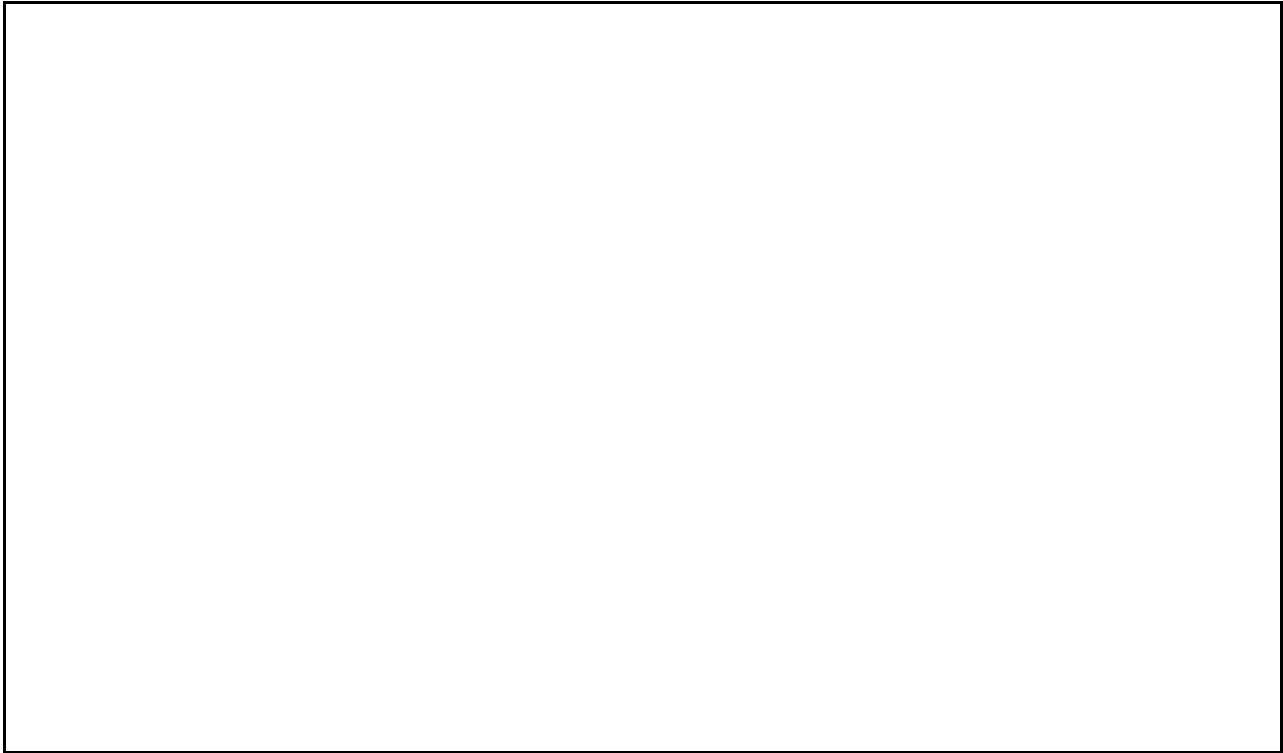
Indicate your recommendation for the candidate (e.g., hire, consider further, do not hire)

Interviewer Signature:

ANNEX-7 AEHDA Reference Check Forms

Applicant Name:	[Applicant Name]
Position Applied For:	[Position Applied For]
Reference Name:	[Reference Name]
Reference Title:	[Reference Title]
Reference Relationship:	[Reference Relationship]

Reference Letter



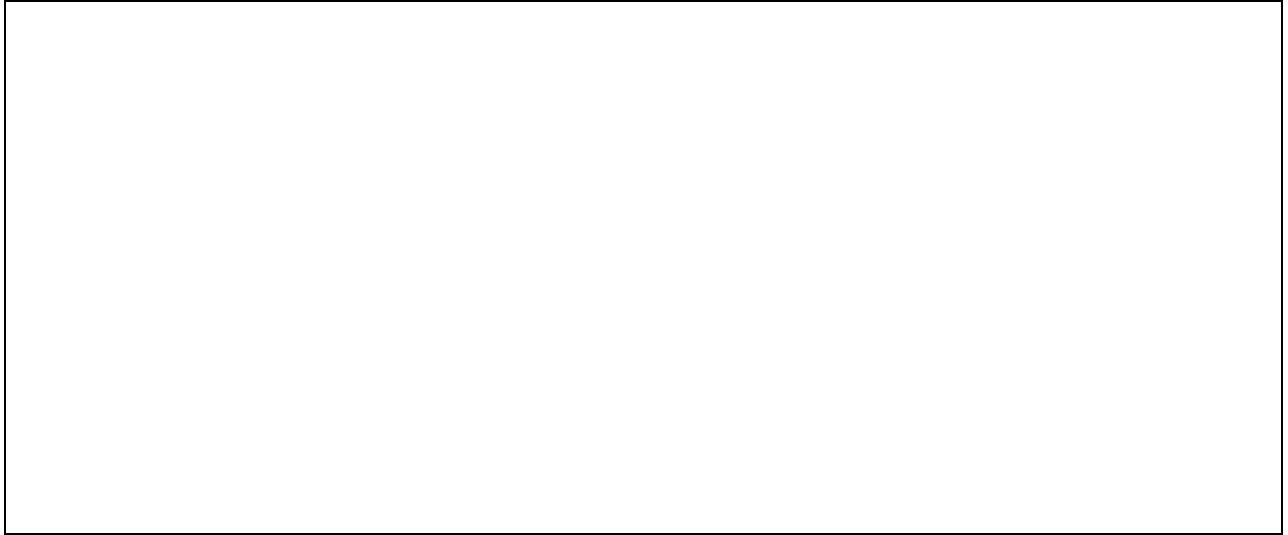
Signature: [Reference Signature]

Date: [Reference Date]

ANNEX-8 AEHDA Job Offer Letter

Applicant Name:	[Applicant Name]
Position Offered:	[Position Offered]
Department:	[Department]
Start Date:	[Start Date]
Salary:	[Salary]
Benefits:	[Benefits]

Job Offer Details



Signature: [Authorized
Signatory]

Date: [Offer Date]

ANNEX-9 Salary Scale Official Form

Job Title	Minimum Salary	Midpoint Salary	Maximum Salary
Entry-Level Analyst	\$500	\$650	800
Senior Analyst	\$700	\$900	\$1,100
Manager	\$900	\$1,100	\$1,300
Director	\$1,100	\$1,400	\$1,700
Vice President	\$1,500	\$1,800	\$2,100

This salary scale is effective as of
[Effective Date].

ANNEX-9 Salary Scale Official Form

Job Title	Minimum Salary	Midpoint Salary	Maximum Salary
Entry-Level Analyst	\$500	\$650	800
Senior Analyst	\$700	\$900	\$1,100
Manager	\$900	\$1,100	\$1,300
Director	\$1,100	\$1,400	\$1,700
Vice President	\$1,500	\$1,800	\$2,100

This salary scale is effective as of
[Effective Date].

ANNEX-12 AEHDA EMPLOYEE TIME SHEET

Date	Start Time	End Time	Break Time (minutes)	Total Hours
6/1/2023				
6/2/2023				
6/3/2023				
6/4/2023				
6/5/2023				
6/6/2023				
6/7/2023				
6/8/2023				
6/9/2023				
6/10/2023				
6/11/2023				
6/12/2023				
6/13/2023				
6/14/2023				
6/15/2023				
6/16/2023				
6/17/2023				
6/18/2023				
6/19/2023				
6/20/2023				

6/21/2023				
6/22/2023				
6/23/2023				
6/24/2023				
6/25/2023				
6/26/2023				
6/27/2023				
6/28/2023				
6/29/2023				
6/30/2023				
7/1/2023				
7/2/2023				
7/3/2023				
7/4/2023				
7/5/2023				
7/6/2023				
7/7/2023				
7/8/2023				
7/9/2023				
7/10/2023				
7/11/2023				
7/12/2023				
7/13/2023				
7/14/2023				
7/15/2023				

7/16/2023				
7/17/2023				
7/18/2023				

Employee Name:

Employee Signature:

Date:

Leave Balance Tracker

Document Summary

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Author	
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Approved By	
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Revision History

Version	Date	Author	Significant Changes	Source

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For Internal Use only

Conflict of Interest Declaration

Employee name:

Employee position:

Declaration:

Details:

Action taken:

Signature:

Date:

Leave Request Form

Employee Name	Employee ID	Department	Type of Leave	Start Date	End Date	Reason

Substitute name _____

Signature _____

Line manager _____

Signature _____

HR Manager _____

Signature _____

Advance Request Form

Name:

ID:

Manager Name:

Department:

Advance period

From:

To:

Details

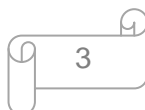
DATE	Description	CATEGORY	COST-AFN
Amount in Words:		SUBTOTAL	-

**Don't forget to
attach receipts!**

The advance is against salary of the employee to be returned in
_____ Installments.

Employee Signature

Date



Approval Signature

Date

Performance Appraisal Form			
Employee Name:		ID No.	
Position:		Department:	
Supervisor name:			

Objectives: This appraisal form helps the management assess employees' performance and keeps track of each employee's accomplishments and contributions throughout a given period.

Instructions/Directions

- A list of 6-8 performance goals for the year should be made.
- Goals should be set by the line manager in coordination with the employee.
- These are the goals that are intended to be accomplished by the end of the year.
- The goals should be linked to the strategic plan of the employee's department.

Remember:

- 1) If the Employees are setting goals for themselves, they MUST have their supervisor's approval/agreement
- 2) for the goals that are set.
- 3) Goals are supposed to be "quick" and "easy approaches" to summarize the main targets and may change
- 4) as the year passes.
- 5) Goals are a means of productive dialogue between an employee and the management. They help to
- 6) measure progress, accomplishments, performance needs, and areas for improvement.
- 7) progress, accomplishments, performance needs, and areas for improvement.

8

S M A R T

S SPECIFIC
Make goals clear and specific.

M MEASURABLE
Define measurable assets.

A ATTAINABLE
Confirm your goals are attainable.

R RELEVANT
Verify your goals are relevant.

T TIME-BASED
Set up a time-based plan.

S M A R T

Example (Goal 1)	
Goal:	Target Date:
<ul style="list-style-type: none">All employees must be provided with official ID Cards.	
Outcome:	Completion Date:
<ul style="list-style-type: none">All staff members are provided with official ID cards.	
Manager Feedback:	Ratings:

<ul style="list-style-type: none"> Despite the technical issues in the system, Mr./Ms. ABC was able to provide the staff with official ID cards. 	<p>Please click on a rating from the below:</p>
	<ul style="list-style-type: none"> Fully met the goal.

<p>PART ONE – Employee's goals for the year:</p>	
<p><i>These are the tasks that are part of the employee's job description in the contract. In other words, the tasks that the employee is responsible to complete during the specified appraisal period.</i></p>	
<p>Goal 1</p>	
<p>Goal:</p>	<p>Target Date:</p> <p>Choose the target date from the calendar below:</p> <ul style="list-style-type: none"> Different dates for different clients
<p>Outcome:</p>	<p>Completion Date:</p> <p>Choose the completion date from the calendar below:</p> <ul style="list-style-type: none"> Timely
<p>Manager Feedback:</p> <p>Click or tap here to enter text.</p>	<p>Ratings:</p> <p>Please click on a rating from the list below:</p> <ul style="list-style-type: none"> Fully met the goal.
<p>Goal 2</p>	
<p>Goal:</p>	<p>Target Date:</p> <p>Choose the target date from the calendar below:</p>

	•
Outcome:	Completion Date:
	Choose the completion date from the calendar below:
	•
Manager Feedback:	Ratings:
Click or tap here to enter text.	Please click on a rating from the list below:
	<ul style="list-style-type: none">• Fully met the goal.
Goal 3	
Goal:	Target Date:
	Choose the target date from the calendar below:
	•
Outcome:	Completion Date:
	Choose the completion date from the calendar below:
	•
Manager Feedback:	Ratings:
	Please click on a rating from the list below:
	<ul style="list-style-type: none">• Fully met the goal.

Click or tap here to enter text.	Choose the target date from the calendar below: Click or tap to enter a date.
Outcome: Click or tap here to enter text.	Completion Date: Choose the completion date from the calendar below: <ul style="list-style-type: none"> Click or tap to enter a date.
Manager Feedback: Click or tap here to enter text.	Ratings: Please click on a rating from the list below: <ul style="list-style-type: none"> <Choose one of the ratings>
Goal 8	
Goal: Click or tap here to enter text.	Target Date: Choose the target date from the calendar below: <ul style="list-style-type: none"> Click or tap to enter a date.
Outcome: Click or tap here to enter text.	Completion Date: Choose the completion date from the calendar below: <ul style="list-style-type: none"> Click or tap to enter a date.
Manager Feedback: Click or tap here to enter text.	Ratings: Please click on a rating from the list below: <ul style="list-style-type: none"> Fully met the goal.
PART TWO – Employee's additional achievements beyond the set-out goals and job description:	
<i>The achievements of the employee during the appraisal period should be listed here. Please note that the tasks that are included in the daily activities/job descriptions from the contract, and the tasks that were listed in the above goals, cannot be labeled as additional goals. Additional achievements are the tasks/goals that are achieved beyond the job description.</i>	
Achievement 1: Click or tap here to enter text.	Manager's Feedback: Click or tap here to enter text.
Achievement 2: Click or tap here to enter text.	Manager's Feedback: Click or tap here to enter text.
Achievement 3: Click or tap here to enter text.	Manager's Feedback: Click or tap here to enter text.
Achievement 4: Click or tap here to enter text.	Manager's Feedback: Click or tap here to enter text.
Achievement 5: Click or tap here to enter text.	Manager's Feedback: Click or tap here to enter text.
Achievement 6: Click or tap here to enter text.	Manager's Feedback: Click or tap here to enter text.
Achievement 7: Click or tap here to enter text.	Manager's Feedback: Click or tap here to enter text.
Achievement 8:	Manager's Feedback:

Click or tap here to enter text.		Click or tap here to enter text.	
Employee career development needs: <i>(The employee may list his/her needs or areas of improvement here such as training in a particular area etc. that may help him/her boost the skills, and level of understanding and may help in his/her career development.)</i>			
Click or tap here to enter text.			
Line Manager's overall assessment for the period (January 2023 to June 2023): <i>(A brief description from the Line Manager regarding the employee's performance throughout the year. The manager may also highlight the employee's behavior, attitude, punctuality, and/or any other concerns about the employee that may help the employee grow personally and professionally.)</i>			
Click or tap here to enter text.			
Appraisal Score (For Management use only) <i>Please choose a score for the employee's performance:</i>			
<Choose a score >			
Remarks:			
Click or tap here to enter text.			
Employee's Signature: _____		Supervisor's Signature: _____	
Date: _____		Date: _____	