

Practical Guideline On Human Resource Management



May 2013



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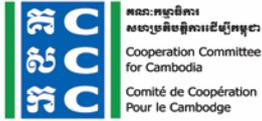
A Practical Guideline: Human Resource Management In The NGO Sector

Version 1

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Version 1



FIRST EDITION

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FOREWORD

One of the measures of success of our civil society is our responsiveness to the changing needs and circumstances of NGOs in Cambodia. We are learning how to work with a fully elected legislature and how to deliver new and improved services demanded by a more prosperous and sophisticated civil society. We have become more open and accountable, and have committed ourselves to specific standards of performance against which the public can gauge what they can and should expect from us. Such responsiveness and adaptability call for an enormous amount of resilience, dedication and skill from all of us. We must ensure that our human resource management (HRM) practices develop even further the commitment to and performance of civil society.

Each person within their organization has a role to play in meeting the challenge of improving our HRM practices and maintaining a dynamic and progressive approach to managing people. This ***Practical Guideline: Human Resource Management in the NGO Sector*** not only encapsulates the vision and guiding principles of how we intend to manage people in the future, but also provides a practical tool to assist us all in realizing that vision.

CCC seeks to make a robust contribution to a healthy Civil Society in Cambodia. As people are any society's most precious assets, we hope colleagues will make the most of this Guideline to upgrade the value of the services they provide in terms of Human Resource Management, seeking to instil and promote transparency, accountability and professionalism in all aspects of their dealings with employees and society in general.

This document has been prepared for use by Cambodian NGOs and we have endeavoured to give sound guidance regarding the many HR issues they are required to manage but it is a living document. We would like to encourage readers and implementers to be mindful that their feedback on the value of document and its efficacy in implementation is critical to keeping it relevant.

PREFACE

Non-Governmental Organizations (NGOs) provide essential functions: caring for the social movements within civil society, strengthening the foundations of an emergent civil society, and providing a voice for engaged citizens. These are just a sample of the many and varied missions that are supported by around 124 both international and local NGOs in Cambodia.

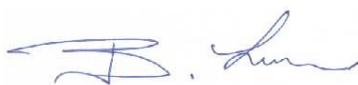
Endless growing competition for resources, expanding service demands, and an increasing chorus of calls for accountability result in a high-pressure situation in which NGOs must maximize their effectiveness and efficiency to be successful. The employees who comprise the workforce for these organizations carry out their critical missions, which contribute so much to our civil society. Accordingly, there is an urgent need for information and assistance to help NGOs create an effective work environment. Recruitment, motivation, and retention of a qualified workforce require investment in development of human resource management.

Additionally, NGOs need to reduce the risk of lawsuits and claims by knowing the laws and adopting and implementing good employment practice policies. This guideline provides user-friendly explanations covering a wide variety of human resource management aspects, with examples of related forms and supplemental information. Although the coverage of topics is extensive, it is not all-inclusive. It is hoped that many of the functions, policies and procedures outlined might apply to most NGOs.

Others parts are more specialized; for example, there are policies about the interaction of staff and partners that will fit only certain types of direct service organizations. Each organization will need to evaluate the need for each policy and to take care to ensure that example policies are adapted to fit their own unique situations.

The guideline is organized by chapters, and chapters are organized into subheadings. The Contents Page provides a guide for location of topics of specific interest. In addition, at the end of the guideline you will find a number of helpful Annexes. Included is a list of forms and useful information.

We sincerely hope this guideline makes the job of NGO managers and leaders easier as they develop an effective work environment.



Lun Borithy
CCC, Executive Director

TABLE OF CONTENTS

Edition	i
Acknowledgements.....	ii
Foreword.....	iii
Preface	iv
Table Of Contents	v
List Of Acronyms	viii
Chapter I: Overview Of The Guideline	1
1.1. BACKGROUND	1
1.2. PURPOSE OF THE GUIDELINE	2
1.3. HOW TO USE THE GUIDELINE.....	2
1.4. SCOPE AND LIMITATION	2
Chapter II: Introduction To Human Resource Management	3
2.1. THE CONCEPT OF HRM	3
2.2. PEOPLE IN HRM.....	3
2.3. HR PROFESSIONAL ETHICS	5
2.4. EFFECTIVENESS OF HRM AND DEVELOPMENT	5
2.5. HR PLANNING AND STRATEGIES.....	6
2.6. HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS).....	9
Chapter III: Human Resource Management Functions.....	10
3.1. RECRUITMENT & SELECTION (PLEASE ALSO SEE 4.3).....	10
3.1.1. RAISING A HIRING REQUISITION.....	10
3.1.2. RECRUITMENT CHANNELS	10
EXTERNAL RECRUITMENT CHANNELS:	11
3.1.3. SELECTION PROCESS.....	11
3.1.4. MAKING AN OFFER.....	12
3.2. TRAINING & PROFESSIONAL DEVELOPMENT (SEE ALSO 4.4).....	12
3.2.1. Setting The Training Objective	13
3.2.2. Conducting The Training Needs Assessment	13
3.2.3. Preparing The Training Plan	14
3.2.4. Implementing The Training Plan	14
3.2.5. Conducting The Training Evaluation	14
3.3. PERFORMANCE MANAGEMENT (SEE ALSO 4.5).....	14
3.3.1. DEVELOPING THE PERFORMANCE APPRAISAL FORM	15
3.3.2. DETERMINING THE PERFORMANCE CYCLE.....	15
3.3.3. DEFINING THE RESPONSIBILITIES	16
3.3.4. DEVELOPING THE ACTION PLAN	17
3.4. COMPENSATION & BENEFITS ADMINISTRATION (SEE ALSO 4.6).....	17
3.4.1. DETERMINING THE PAY RATES.....	17
3.4.2. DETERMINING SALARY INCREMENT.....	18
3.4.3. DETERMINING BENEFITS	18
3.4.4. DETERMINING PAY FOR PERFORMANCE	18
3.5. EMPLOYEE RELATIONS (SEE ALSO 4.7).....	19
3.5.1. BUILDING EMPLOYEE COMMITMENT.....	19
3.5.2. DISCIPLINARY	20
3.5.3. DISPUTE RESOLUTION.....	21
3.5.4. WELFARE	24

3.6.	EMPLOYEE ADVOCATE	24
3.7.	TALENT MANAGEMENT	25
3.8.	HUMAN RESOURCE PARTNERS AND HUMAN RESOURCE LEADERS.....	25
3.9.	CHANGE MANAGEMENT	25
Chapter IV: Human Resource Policies And Procedures		26
4.1.	CODES OF CONDUCT.....	26
4.1.1.	Child Protection Policies.....	26
4.1.2.	Anti Corruption& Whistle Blowing Policies.....	27
4.1.3.	Anti – Terrorism	28
4.1.3.	Disability.....	29
4.1.4.	Gender.....	29
4.1.5.	Harassment & Sexual Harassment	30
4.1.6.	Conflicts Of Interest	30
4.1.7.	Misuse Of Property	31
4.1.8.	Behavior Of Employees, Codes Of Conduct, Work Rules For Employees	31
4.1.9.	Disclosure And Confidentiality.....	32
4.1.10.	Weapons And Ammunition.....	32
4.1.11.	Drugs	32
4.1.12.	Tobaco Products.....	33
4.1.13.	Alcohol.....	34
4.1.14.	HIV/AIDS Guidelines.....	34
4.2.	EMPLOYMENT	34
4.2.1.	Employment – At – Will.....	34
4.2.2.	Equal Employment Opportunity	34
4.2.3.	Employment Contracts.....	35
4.2.4.	Personal Appearance Of Employees (Uniforms).....	39
4.2.5.	Hours Of Works	40
4.2.6.	Transfer – Sets Procedures For Transferring Employees	40
4.2.7.	Promotion And Demotion	40
4.2.8.	Retirement	41
4.2.9.	Termination Of Employment	41
4.2.10.	Layoff And Dismissal	42
4.3.	RECRUITMENT & SELECTION.....	45
4.3.1.	The Employee Resourcing Process.....	45
4.3.2.	Developing Job Description And Personal Specifications	45
4.3.3.	Policy On Relatives And Friends Hired	46
4.3.4.	Job Advertisement	46
4.3.5.	Shortlisted Candidate.....	46
4.3.6.	Interview	47
4.3.7.	Conduct Reference Check	47
4.3.8.	Health Check	47
4.3.9.	Police Clearance	48
4.3.10.	Selection & Hiring.....	48
4.4.	TRAINING & DEVELOPMENT	49
4.4.1.	Job Related Training.....	49
4.4.2.	Languages Training.....	49
4.4.3.	Professional Development	49
4.4.4.	Orientation.....	50
4.4.5.	On-Job Training	50
4.4.6.	Off-Job Training.....	50
4.4.7.	Training Request Procedures	50

4.4.8.	Responsibility Of Employee And Line Manager	51
4.4.9.	Following-Up The Training And Development	51
4.5.	PERFORMANCE MANAGEMENT	51
4.5.1.	Probationary Period	51
4.5.2.	Performance Appraisal Process	51
4.5.3.	Roles And Responsibilities.....	52
4.5.4.	Employee Development.....	52
4.5.5.	Performance Review	53
4.5.6.	Feedbacks.....	54
4.5.7.	Performance Incentives	55
4.5.8.	Managing Poor Performers.....	55
4.6.	SALARY & BENEFITS ADMINISTRATION	56
4.6.1.	Salary Administration.....	56
4.6.2.	Employee Benefits	58
4.6.3.	Travelling Policy.....	62
4.6.4.	Rewards & Retention	63
4.7.	EMPLOYEE RELATIONS	64
4.7.1.	Equality Of Opportunity	64
4.7.2.	Grievance Procedures	64
4.7.3.	Employee Health And Safety At Work Areas	65
4.7.4.	Security & Parking Area.....	66
4.8.	HR INTERNAL AUDIT	67
ANNEXES: FORMS.....		69

LIST OF ACRONYMS

ADRA	Adventist Development and Relief Agency
AEA	Aide et Action
Art.	Article
CARE	CARE Cambodia
CSO	Civil Society Organization
CBA	Collective Bargaining Agreement
C&B	Compensation & Benefits
COLA	Cost of Living Adjustment
DIAKONIA	DIAKONIA
ER	Employee Relations
EA	Employment Agreement
E & D	Enfant et Development
FDC	Fixed Duration Contract
FIDR	Foundation for International Development / Relief
HRM	Human Resource Management
HRP&P	Human Resource Planning and Process
IDE Cambodia	International Development Enterprises in Cambodia
JD	Job Description
KPIs	Key Performance Indicators
KrY	Krousar Yoeung
LWF	Lutheran World Federation / Department for World Service
NSSF	National Social Security Fund
NGOs	Non-Government Organizations
Off-JT	Off-Job Training
On-JT	On-Job Training
OD	Organizational Development
OT	Overtime
OXFAM (America)	Oxfam America-East Asia Regional Office
PACT	Pact Cambodia
PA	Performance Appraisal or Performance Assessment
PBI	Performance Based Increase
PLAN	Plan Cambodia
R&S	Recruitment & Selection
SCA	Save the Children Australia
SMART	Specific, Measurable, Achievable, Replicable, and Time bound
ToR	Terms of Reference
CABCONSULTANCY	The Advance Business Consultancy (Cambodia) Co., Ltd
CCC	The Cooperation Committee for Cambodia
T&D	Training & Development
TNA/TGA	Training Needs Assessment & Training Gaps Assessment
UDC	Undetermined Duration Contract
VMGO	Vision, Missions, Goals, and Objectives

DEFINITION OF KEY TERMS

Capacity Development	Activities, approaches, strategies, and methodologies which help organizations, groups and individuals to improve their performance, generate development benefits and achieve their objectives.
Code of Conduct	A statement and description of required behaviors, responsibilities, and actions expected of employees of an organization. A code of conduct usually focuses on ethical and socially responsible issues. Employees are required to comply with their employer's Code of Conduct.
Collective Labor Dispute	Any dispute that arises between one or more employers and a certain number of their staff over working conditions, the exercise of the recognized rights of professional organizations within the enterprise, and issues regarding relations between employers and workers. This type of dispute could jeopardize the effective operation of the enterprise or social peace.
Compensation & Benefits	Compensation includes direct cash payments, indirect payments in the form of employee benefits and incentives to motivate employees to strive for higher levels of productivity.
Consultants and sub-contractors	Short term contract personnel whose services are purchased by an organisation. They are usually an expert or a professional in a specific field. A consultant usually works for a consultancy firm or is self-employed, and engages with multiple and changing clients.
Disciplinary Action	Action taken by an organization in order to make an employee aware of the seriousness of misconduct and to encourage employee corrective action as soon as possible.
Employee	All paid staff of the organization whether full-time, part-time, fixed-term contract, salaried or hourly, including management, but excluding voluntary staff
Employee Handbook	An outline of relevant organization policies and procedures written in concise accessible form.
Employee Relations	Describes communication and relationships between management and employees. Employee relations normally aim to secure maximum cooperation from employees, and to motivate employee to give their best by ensuring that they feel fairly treated, understand the overall direction and values of the organization and those of their departments, and how decisions that affect them have been reached.
Employment Agreement/Contract	Signed agreement between employer and employee, signed by parties, outlining terms and conditions of employment.
Grievances	Complaints and appeals relating to conditions, expectations or behavior in the workplace.(note, a grievance is not only from employees)
Governing Authority	Governing body means a body of persons or officers having ultimate

(Body)	control of an organisation. They are mainly constituted for the purpose of administration and legal status. For example, a Board of Directors or Management Committee is the governing body of many organisations.
HR Generalist	A person with responsibility for performing a variety of HR activities.
Human Resource Management	The Management of people within an organization in order to achieve organizational goals with alignment to organization policies and procedures.
HR Professional	A person with recognised expertise in HR and focuses on related operational and administrative issues. Could be a HR Generalist or a HR Specialist.
Human Resource Planning	The process of assessing current workforce capabilities, demographics and work processes, determining future workforce requirements, identifying gaps and implementing solutions to bridge the gaps.
Human Resource Policy and Procedures Manual	Guideline for decision-making in an organization. Policies will not make the decision, but are tools for your organization to use so that it will not have to 'reinvent the wheel' every time a decision is needed. These general guidelines are called policies, and specific activities towards implementing these are often called procedures.
HR Specialist	A person with in-depth knowledge and expertise in a specific area of HR.
Individual Dispute	A Dispute that arises between the employer and one or more workers or apprentices individually, and relates to the interpretation or enforcement of the terms of a labor contract or apprenticeship contract, or the provisions of collective agreement as well as regulations or laws in effect.
Interview	A procedure designed to solicit information from a person's oral responses to oral inquiries. A selection interview is a selection procedure designed to predict future job performance on the basis of applicants' oral responses to oral inquiries.
Job Description	A list of a job's duties, responsibilities, reporting relationships, working conditions, and supervisory responsibilities. Also called Duty Statement or Terms of Reference.
Line Management	The lines of management, supervision and reporting within an organisation, represented by an organisational structure diagram.
Line Manager	The person that an employee reports to/ their immediate supervisor.
Performance Appraisal	Involves the identification, measurement, and management of employee performance in organizations. Often conducted annually including for administrative reasons (a decision about an employee's working conditions, including promotions and rewards) and/or developmental reasons (a decision concerning strengthening the employee's job skills or performance,). Also known as Performance Assessment.
Performance Management	The integrated process of maintaining or improving employee job performance through the use of objective setting, coaching and feedback, and appraisal.

Recruitment & Selection	Concerned with identifying, attracting & choosing suitable people to meet an organisations human resource requirements. Recruitment is the process of searching for and obtaining potential job candidates in sufficient numbers & quality so that an organisation can select the most appropriate people to fill its job needs. Selection is the process concerned with predicting which candidates will make the most appropriate contribution - now and the future.
Senior Manager	The highest ranking paid employee in the organization to whom all other employees report either directly or indirectly, and who reports to the Governing Authority (Body). Possible titles for this position include: Executive Director, Executive Officer, Country Director, Country Representative or Country Manager.
Succession Planning	A process for identifying and developing internal people with the potential to fill key leadership positions in the organisation. It can be a key contributor to the long term sustainability of organisations.
Termination	Ending an employment contract. This can be done for any number of reasons including resignation, redundancy, retirement, dismissal, and death in service.
Terms of Reference (ToR)	See Job Description. Also called Duty Statement.
Training & Development	The process of planning for and conducting activities that develop employee capabilities, abilities, knowledge and know-how to meet business, organizational and individual needs.
Training Needs Assessment	The process of determining what knowledge, skills, and attitudes the employee who is to be trained actually possesses and what training would be suitable to meet their own professional and the organizations needs.

Chapter I

Overview of the Guideline

CHAPTER I: OVERVIEW OF THE GUIDELINE

Chapter Summary

This chapter introduces the background and purpose of the guideline, how to use the guideline, and its scope and limitations. It emphasizes the increasing need for NGO's to adapt transparent Human Resource Management principals in their daily operations.

1.1. BACKGROUND

Non Government Organizations (NGOs) are citizen-based associations that operate independently of government NGOs are categorized by the World Bank as either **operational** NGOs, that are primarily concerned with development projects that deliver services/resources, or **advocacy** NGOs, that are primarily concerned with promoting a cause. NGOs are also commonly described internationally as Civil Society Organisations (CSOs).

By law, NGOs are required to keep internal documents, a set of rules that enables each organization to conduct its affairs in a fair and transparent manner. Documentation of the kind found in this guideline is becoming increasingly necessary for the registration of NGOs with national and public authorities. It is also good practice to have clear, sound human resource processes.

The Cooperation Committee of Cambodia (CCC) is the pre-eminent membership organization of the non-government sector in Cambodia. Since 1990 CCC has taken a lead role in representing the voice of NGOs to the government and donor community. CCC effectively represents the professional interests of NGOs across diverse sectors which makes us unique. Our reputation for high quality information management, information sharing and capacity development is widely acclaimed and highly valued by many stakeholders throughout Cambodia.

In 2007, the Human Resource Forum was established by CCC to provide opportunities to its members to discuss and reflect on several topics including the implementation of Human Resource (HR) policies, performance review systems, compensation and benefits, Cambodian labor law, termination of contract and effective recruitment and hiring.

During this period it was recognized that while there were numerous human resource professionals within various member organizations possessing relevant skills and knowledge on these issues there was no concrete mechanism to facilitate the exchange of experience and best practices between organizations.

The tendency instead has been to resort to one-off trainings by external "experts" which often lack relevance to the specific realities of Cambodian NGOs, use methods and approaches which fail to recognize the cultural, social, political and learning environment in Cambodia and as a result fail to generate necessary movement and momentum for change within communities or organizations.

1.2. PURPOSE OF THE GUIDELINE

The guideline has been compiled and prepared for NGOs to improve the quality of their professionalism in Human Resource Management. The main purposes of this guideline are to:

- Promote professionalism and best practices related to Human Resource Management in NGOs in Cambodia
- Reduce the risk of lawsuits and claims by encouraging transparency in decision making and adopting and implementing good employment practice
- Provide a useful documentation of best practices related to HRM.

1.3. HOW TO USE THE GUIDELINE

This Guideline has been prepared for all those who take on Human Resource Management related responsibilities and tasks with varied levels of responsibility. For the sake of easy reference, it is presented as a set of chapters, each of which focuses on a broad element of HRM. Each Chapter has sub headings that are listed in the table of contents and allow you to focus on particular aspects of HRM as you require. This makes it possible for you to focus on the materials that are relevant for your needs as they become relevant to you and/or your organization. You might want to adapt parts of the guideline on particular HRM functions and share them with colleagues and partners.

Whatever your level of responsibility for HRM, the guideline is only a guideline. For it to be truly effective, users will have to adapt the relevant ideas and procedures found within to the unique needs and context of their respective organizations.

1.4. SCOPE AND LIMITATION

The guideline can be used as a reference document for any Cambodian NGO that wishes to review or improve the daily practice and management of Human Resources. The Guideline can be considered alongside any existing HR Manuals or guidelines that the organisation may already be using. It addresses key issues and sectors of concern to internal organizational development of NGOs in Cambodia. However, it is neither a legally binding document, nor a standardized guideline for all NGOs.

All annexed documents are updated and relevant as of 2011. Therefore, they are subject to review and should be revised periodically.

CCC strives to review and improve its services at all times. We welcome any feedback or comments that users may have regarding these guidelines.

Chapter II

Introduction to Human Resource Management

CHAPTER II: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

Chapter Summary: *This chapter focuses on the concept, effectiveness, and key functions of Human Resource Management. It also examines professional ethics in Human Resource Management, Human Resources planning and strategy and Human Resource management and information systems.*

Please note: The terms 'Human Resources' and 'Human Resource Management' have largely replaced the terms 'Personnel' and 'Personnel Management' as a description of the processes involved in managing people in organizations.

- **HR:** Human Resources
- **HRM:** Human Resource Management

2.1. THE CONCEPT OF HRM

HRM is the management of people employed within organizations in order to achieve their organization's goals in alignment with the organization's policies and procedures¹.

In basic terms, HRM involves employing people, developing their resources and skills, utilizing, maintaining and compensating their services with respect to their job descriptions and organizational requirements.

This applies to all types of organizations, including for profit and non-profit ones.

2.2. PEOPLE IN HRM

A sustainable organization will consider HRM as being at the heart of its entity.

Generally, HRM cannot be practiced and implemented by HR professionals or individual staff in isolation. The implementation of effective HRM involves the commitment of the whole organisation including line or other managers depending on the size of the organization

2.2.1. HR Unit

Generally speaking, the number of HR professionals in an organization depends on the total number of people it employs. It is recommended by HR working group members that in general the HR Professionals ratio should be 1/50 (one HR for every 50 employees) however, this very much depends on the size and type of organization.

It is recognised that many NGOs in Cambodia employ fewer than 30 staff and are not in a position to employ HR professionals. In this situation it is important that a senior staff member is given clear responsibility for the organisation's HRM.

¹ This definition is defined by HRM Working Group Members

2.2.2 Scope of HRM duties in an organisation

HRM refers to the application and implementation of policies and practices in regard to managing employees or workers within an organization. Below are some of the functions and activities that a staff member responsible for HRM may be required to supervise, facilitate or undertake:

- Conducting Job Analysis
- Human Resource Planning and Strategies
- Recruitment & Selection
- Training & Professional Development
- Performance Management
- Personnel files
- Compensation & Benefits Administration
- Employee Relations
- Employee Advocacy
- Talent Management
- Change Management
- OH & S

Where HR Professionals are employed in an organisation they are generally classified into two categories: **generalist** or **specialist**.

An entry-level HRM **generalist** would normally be expected to implement or work on some or all of the above functions.

A strategic level HRM **specialist** would normally work on developing some of the specific functions listed above in more depth than a generalist could be expected to.²

2.2.3. Line Managers

In the most effective organizations HRM responsibilities are shared and practiced across levels and departments. For example, line managers can work with HR staff/professionals or have full responsibility for the following tasks:

- Supporting job analysis
- Coordinating labor needs
- Selecting job candidates
- Orienting and training new employees
- Reviewing wages and salaries
- Advising employees on incentives and benefits
- Performance appraisal
- Communication (interviewing, counselling, disciplining)
- Provide training and develop the capacity of employees
- Developing teamwork in the workplace
- Building employee commitment
- Promoting equal opportunity and affirmative action
- Promoting employee health and safety
- Managing grievances and labor relations

²Robert L. Mathis / John H. Jackson (2003) *Human Resource Management*, 9th Edition; Published by Southwestern College.

2.3. HR PROFESSIONAL ETHICS

All HR practices should have an ethical foundation. HR deals with the practical consequences of human behavior. HR professionals are responsible for adding value to the organizations that they serve and ensuring that activities carried out by organization staff are done in an ethical manner.

HR Professionals accept professional responsibility for their individual decisions and actions, and they are also advocates for the profession by engaging in activities that enhance its credibility and value. According to the HR working group, HR Professional Ethics are:

- **Competency** - HR professionals should strive to meet the highest standards of competency and commit to strengthen their competencies on a continuous basis. HR professionals are expected to exhibit individual leadership as a role model for maintaining the highest standards of ethical conduct.
- **Equal Employment Opportunity** - HR professionals are ethically responsible for promoting and fostering fairness, equal employment opportunity, and justice for all employees and their organizations.
- **Trust and Integrity** – Effective HR professionals will maintain a high level of trust with their organization’s stakeholders. HR Professional must protect the interests of their stakeholders as well as their professional integrity and should not engage in activities that create actual, apparent or potential conflicts of interests (see 4.1.6 for more on conflicts of interest).
- **Model** - HR professionals consider and protect the rights of individuals, especially in the acquisition and dissemination of information while ensuring truthful communication and facilitating informed decision making.
- **People Centered**—HR professionals have to balance the needs of individual employees and the organizations requirements of them. HR professionals are aware of the contribution that all employees make to the organization and strive to make them feel valued. Where conflicts between employees and organization needs occur, HR professionals should advocate the application of policy in a clear and transparent manner.

2.4. EFFECTIVENESS OF HRM AND DEVELOPMENT

It is a continual process of HRM within an organization to ensure efficiency and effectiveness toward achieving vision, values, goals, objectives, strategies, and actions in a satisfactory manner.

Effective HRM involves knowledge, attitude, practice and skill. It involves valuing employees while remaining focused on ensuring that organizational expectations of them are met.

Key elements for measuring effectiveness of HRM practices are:

- Turnover rate of employees
- Absentee rate of employees
- Productivity of employee activities
- Employee job satisfaction

Human Resource Management and Development is a key function to support the achievement of an organization’s Vision, Missions, Goals, and Objectives (VMGO) ³.



2.5. HR PLANNING AND STRATEGIES

To achieve the VMGO of an organization, HR planning and strategy need to be fully developed and implemented.

HR planning is the process of assessing current workforce capabilities, demographics and work processes; determining future workforce requirements; identifying gaps and implementing solutions to bridge the gaps. Human resource planning provides management with a clear view of how anticipated changes in the organization will impact manpower requirements.

A HR planning framework allows HRM to develop an action plan for the organization’s present and future program or project requirements.

Human resource strategies are the processes of aiding an organization in anticipating and managing the supply and demand for employees with the relevant skill set. They provide overall direction for how HR activities will be developed to provide more specific direction for the management of HR Activities.

The steps in human resource planning and strategy process are⁴:

Steps	How to Do?	Responsibility
Step 1: Understand the overall organizational strategic plan	Reviewing the organization’s Vision, Missions, Goals, and Objectives (VMGO)	Senior Managers, HR Unit, and Other Line Managers
Step 2: Scan External	Studying the environment of the organization to pinpoint opportunities and threats (Government influences,	Senior Managers, HR

³This human resource management and development is identified by HRM Working Group.

⁴Robert L. Mathis / John H. Jackson (2003) *Human Resource Management*, 9th Edition; Published by Southwestern College.

Steps	How to Do?	Responsibility
Environment for Changes Affecting Labor Supply	economic, geographic, and competitive conditions, workforce composition, and work patterns)	Unit, and Other Line Managers
Step 3: Analyzing Internal Inventory of HR Capabilities	Analyzing the 7 Ss (The McKinsey 7S Model) in the organization: Strategy, Structure, Systems, Shared Values, Style, Staff, and Skills. For more on this see http://www.mindtools.com/pages/article/newSTR_91.htm	Senior Managers, HR Unit, and Other Line Managers
Step 4: Forecasting the Human Resources Demand	Identifying expected future conditions based on information from succession planning and turnover	HR Unit, and Other Line Managers
Step 5: Organizational Need for People	Identifying the critical people issues which have a key impact on the delivery of organization strategy Prioritizing the critical people issues what will happen if they are not addressed?	Senior Managers, HR Unit, and Other Line Managers
Step 6: Survey of People Available	Highlighting the options for managerial action, generate, elaborate and create - don't go for the obvious Considering the mix of HR systems needed to address the issues Breaking down HR systems into areas of: Human Resource Planning and Strategies Recruitment & Selection Training & Development Performance Management Compensation & Benefits Administration Employee Relations	HR Unit, and Other Line Managers
Step 7: HR Strategies and Plans	Developing the action plan around the critical issues Set targets and dates for the accomplishment of the key objectives.	HR Unit, and Other Line Managers

In short, the different HR activities must be aligned with the general organization strategy, as well as the overall HR strategy, in order to support the organization's goals.

2.5.1. Forecasting HR Demand

Forecasting HR demand enables an organization to project its short to long term needs on the basis of its organizational plans so that it can adjust its HR requirements to meet changing priorities. The more changing the environment the organization is in, the more the organization needs HR professionals to show:

- the number of recruits required in a specified timeframe and the availability of talent
- early indications of potential recruitment or retention difficulties
- surpluses or deficiencies in certain ranks or grades
- availability of suitable, qualified and experienced successors

Forecasting HR demand comprises two key components⁵:

- Succession planning
- Turnover

2.5.1.1. Succession Planning

Succession planning assesses the likely turnover in key positions, identifies suitable internal candidates to fill these posts in the future and ensures that they have the right training and exposure for their future work. Succession planning is normally undertaken by senior management.

In organisations where senior positions are held by expatriate staff and the key stakeholders have aspirations to be sustainable in the long term succession planning is of particular importance.

Succession planning is a very important exercise because it minimizes the impact of turnover in these key ranks and gives a branch or department early warning of any skill shortages or likely difficulties in finding suitable candidates. Ideally a succession plan should cover 3 to 5 years. The succession plan should identify:

- Key posts and possible successors
- Causes of turnover
- Competencies of successors and the training required for them
- Posts for which no apparent successor exists and the remedial action planned

The information derived from the succession plan should feed into the training and development of the individuals concerned by ensuring that they attend the necessary training and are posted to jobs that will provide them with the experience for their intended role.

2.5.1.2. staff turnover

Turnover refers to the situation where staff stop working for an organisation. There can be a number of reasons for staff turnover for example retirement, resignation and redundancy. Turnover can have a number of impacts on an organisation including: the expense of recruitment; disruption to delivery of services; loss of productivity; and additional workload for other staff during the recruitment period.

While an organization cannot plan turnover due to factors such as unexpected resignation, which are beyond its control, it can monitor turnover carefully to ensure the organization will retain staff. If staff turnover is high, the organisations needs to find out the causes for that and take early steps to address the issue by improving, for example, motivation or training and development opportunities.

When addressing the aspects of succession and turnover, the department also needs to consider other manpower planning factors:

- External factors – A number of factors may affect whether talent is available in the market to fill posts in an organization. These include the availability of

⁵Civil Service Branch (December 1995); Human Resource Management

the required personnel with the necessary qualifications, skills and experience at a specified time, the relative job opportunities in the private sector and the general outlook of the economy.

- Internal factors – Organizational Plan: An organization assesses the number of staff it requires at different levels, at specified timeframes, in the light of its present and planned future work commitments. This may lead to an increase or decrease of the current workforce.
- The turnover rate in an organisation is a quantitative indicator that can help an organisation gauge how well it is performing in terms of HRM and is a useful tool for monitoring and evaluation.

Method to calculate the turnover rate:

$$\text{Turnover: } \frac{\text{Total number of leavers in period}}{\text{Average number of employees}} \times 100$$

Further analysis on reasons for turnover can be done when exit interviews take place and reasons for leaving are recorded.

2.6. HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)

Some NGOs use manual systems while many others use computerized systems. Accurate information management enables professional Human Resource Management by providing the means to::

- Monitor and improve on-going Human Resource Management performance
- Provide up-to-date information on which to base policy development
- Verify and demonstrate organizational effectiveness in Human Resource Management
- Create service-wide checks and balances to safeguard delegation and provide true accountability for Human Resource Management

Once HR professionals or responsible staff have worked through the process of establishing a sound HRMIS it should then be possible to translate the action plan into broad objectives. These will need to be broken down into the HR Systems areas of⁶:

- Workforce Planning
- Employee recruitment and selection
- Training and professional development
- Performance Management
- Compensation & Benefits
- Employee Records
- Communication
- Management development

⁶Robert L. Mathis / John H. Jackson (2003) *Human Resource Management*, 9th Edition; Published by Southwestern College.

Chapter III

Human Resources Management Function

CHAPTER III: HUMAN RESOURCE MANAGEMENT FUNCTIONS

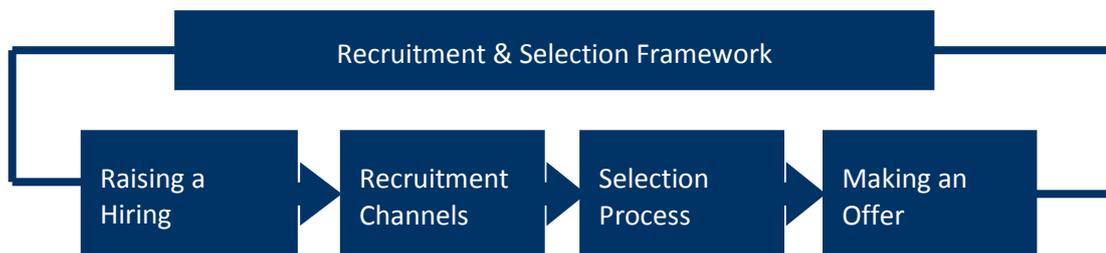
Chapter Summary: This chapter looks at key functions of HRM in terms of recruitment & selection, training & professional development, performance management, compensation & benefits administration, and employee relations.

The concepts of employee advocacy, talent management, human resource partners, and management change are examined and laid out in a manner intended to be adaptable to a range of organizational contexts.

Cross references will be made with the functions examined here and the relevant policies and procedures, which are laid out in Chapter four.

3.1. RECRUITMENT & SELECTION (PLEASE ALSO SEE 4.3)

Recruiting and selecting good staff is one of the fundamental pillars of good HRM. The recruitment and selection framework (as set out in the table below) sets out the process and procedures to ensure that the best-fit people are recruited on merit and that the recruitment and selection process is free from bias and discrimination⁷.



3.1.1. RAISING A HIRING REQUISITION

A hiring requisition should be the starting point of the recruitment process. A hiring requisition ensures that a HR Professional takes responsibility for assessing the need to recruit and builds a profile of the type of employee required to fill the organization's specific need

3.1.2. RECRUITMENT CHANNELS

Recruitment channels are the methods that an organization can adopt to fill a vacancy. Examples of recruitment channels include placing a job advertisement in the newspapers or an online employment portal (e.g. Cambodia Daily, www.bongthom.com), posting job openings in the organization's intranet and the organization's corporate website, using an employment agency, getting employees to recommend friends and relatives (**see 4.3.3 Policy for Relatives and Friends Hired**) to fill the vacancies or recruiting interns from the universities and polytechnics. The HR Professional is strongly encouraged to identify appropriate recruitment channels to invite interested candidates to apply for the position.

⁷SPRING/WDA HR Capability Package (2008); Published by SPRING Singapore and Singapore Workforce Development Agency.

3.1.2.1. INTERNAL RECRUITMENT

A good HR practice is to encourage internal candidates (people who are already employed by the organization) to apply for the job before considering external recruiting. This can be done by sending an email to all employees to inform them of internal job opportunities. A list of job openings can also be posted in a place where staff take breaks.

EXTERNAL RECRUITMENT CHANNELS:

3.1.2.2. EMPLOYMENT AGENCIES

An organization can use employment agencies to assist with the recruitment efforts. It is advisable for the organization to have a list of approved employment agencies to approach, however, only one will be needed. Policy needs to be developed as to how the organisation will liaise with the employment agencies.

3.1.2.3. JOB ADVERTISEMENTS

Placing a job advertisement is the most transparent recruitment channel to solicit a pool of potential candidates to select from and also allows the organisation to cast the widest net. A job advertisement is typically drafted jointly between the HR Professional or senior management and line manager. The HR Professional can decide on the most effective section to place a job advertisement and can also consider other media to place job advertisements, such as in the Cambodia Daily, www.BongThom etc. It is highly recommended that job advertisements conform to a standard format to ensure a consistent corporate identity. **(Please see 4.3.4, Job Advertisement)**

3.1.3. SELECTION PROCESS

Not all managers in an organization have the same level of interviewing and hiring skills. When poor decisions are made with regards to hiring staff it can result in higher turnover of staff and is a key indicator of ineffective HRM (see **2.4. EFFECTIVENESS OF HRM**). Therefore following a transparent and thorough recruitment and selection process minimises error. Paying close attention to the functions laid out below and the policies and procedures cross referenced in chapter 4 can help maximize effectiveness.

3.1.3.1. SHORTLIST APPLICATIONS

HR Professionals determines the short-listing and selection criteria. These criteria should be related to the job requirements to ensure applicants are fairly and objectively assessed on their suitability. Examples of acceptable criteria are:

- Type of experience required for the job, e.g. project management experience
- Length of experience required for the job, e.g. 2 years in managing projects
- Educational qualifications, e.g. Bachelor in Business Administration or Project Management
- Applicant's willingness to commit to particular job requirements, e.g. willing to do field work. **(Please also see 4.3.5)**

3.1.3.2. INTERVIEWING APPLICANTS

Good interviewing skills ensure an objective assessment of an applicant's suitability for a job and allow interviewers to create a good first impression to potential hires.

- Preparation
 - Before each interview, each interviewer must review the applicant's resume thoroughly. The interviewer should take note of the following points in a

- resume:
- Applicant's employment history
 - Applicant's relevant experience to the job he/she applied for
 - Applicant's achievements and projects handled
- Determine a set of relevant evaluation/selection criteria to select the best fit applicant for the job. Evaluation/selection criteria should be relevant to the job and not biased. Biased criteria refer to selecting applicant based on age, race, marital status, gender and religion.
 - Prepare a set of questions to ask the candidate. There must be a mix of questions to enable the interviewer to assess the candidate's relevant experience, to give insight into behaviours and reveal the background of the candidate.
- Interview
The HR Professional should bring along the applicant's resume and relevant documents to the interview and make the applicants feel relaxed. To be effective, interview processes must be both legally and technically sound, accurately matching people's skills with available positions.
 - Post Interview
Close the interview with a friendly discussion. Inform the candidate what the next step will be.
(See also 4.3.6)

3.1.3.3. SELECTING APPLICANTS

The selection decision is made jointly between the HR Professional and Line Managers. If there is a panel of interviewers, all interviewers' comments must be taken into consideration for the selection of the best-fit applicant. For manager level and above, an assessment test can be administered to complement the interviewing process. However, the assessment instrument cannot replace the interviewing process.

3.1.3.4. CONDUCTING REFERENCE CHECK

The HR Professional is responsible for conducting the reference checks for the selected applicant. Reference checks can be made with the referees provided by the applicant or with his/her previous employers. **(See also 4.3.7)**

3.1.4. MAKING AN OFFER

The HR Professional is responsible for preparing an offer letter, for contacting the successful applicant to make the offer and for informing the relevant people within the organization when the applicant has accepted the offer and the commencement date.

3.2. TRAINING & PROFESSIONAL DEVELOPMENT

Training and Professional Development is defined as the process of planning for and conducting activities that develop employee capabilities, abilities, knowledge and know-how to meet organizational and individual needs⁸. **(see also 4.4)**

⁸⁸SPRING/WDA HR Capability Package (2008); Published by SPRING Singapore and Singapore Workforce Development Agency.



3.2.1. Setting the Training Objective

An organization determines specifically what must be accomplished in terms of training & professional development of their employees in order for it to achieve each of the organizational objectives and performance targets as follows:

- Identify employee-level gaps that can be addressed by training and professional development.
- Identify areas of knowledge and skills needed to develop key people to assume new roles/jobs.

How to write training objectives in “**SMART**” format (**S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**ime-bound):

- Start training objectives statement with a verb for performing a task. The verb should best describe the type of behaviour that employees need to display after the training activity
- Determine what conditions must be present to perform the task (e.g. referring to given information or guideline)
- Determine to what standards or measurable criteria the task must be performed

3.2.2. Conducting the Training Needs Assessment

- Training needs can be either organizational/task needs or employee’s personal needs;
 - **Organizational needs**—An organizational needs looks at the culture, mission, long and short term goals, structure of the organization
 - **Task needs**—A task needs examines the knowledge, skills and abilities needed to do a job
 - **Employee’s personal needs**—An employee’s personal needs involves identifying which employees need training
- It is the role of HR to do the Training Needs Assessments (TNA) by comparing required qualifications for the position to employee’s existing skills and competencies, based on employee’s profiles, feedbacks from line managers and peers, Performance Appraisals, and outcomes
- TNA can be done in several ways, using different methodologies and tools (e.g. review employee profiles, request employee to fill-up survey forms, e-mail/talk to employee, etc.), then submit a Training Master Plan.

3.2.3. Preparing the Training Plan

The Training Master Plan shows each employee or group of employee's needs and what trainings and topics need to be addressed. HR should then check with Finance for available budget, check with training institutions (their schedules, curriculums, reputation, costs), then prioritize, conclude, and finalize the Training Master Plan. They should then attach documents to a request to the Senior Management for approval.

3.2.4. Implementing the Training Plan

3.2.4.1. Scheduling and Nomination

A HR Professional will prepare the training schedule of training activities using the Training Plan. The training schedule will list the learning courses available for the year. The line manager nominates employees for the courses based on the individual training needs analysis and approved budget. Other factors for consideration will include employee's workload and schedule given the seasonal manpower demands.

3.2.4.2. Course Administration

A HR Professional will be responsible for the administration of the training programs planned for employees. This will include coordination with training providers for the development and delivery of learning programs.

Other associated tasks for HR Professional include:

- Clarifying training materials required
- Scheduling facilities and monitoring of attendance
- Supporting group feedback
- Administering tests (if necessary)
- Distributing certificates of attendance and test results
- Conducting the final evaluation

3.2.5. Conducting the Training Evaluation

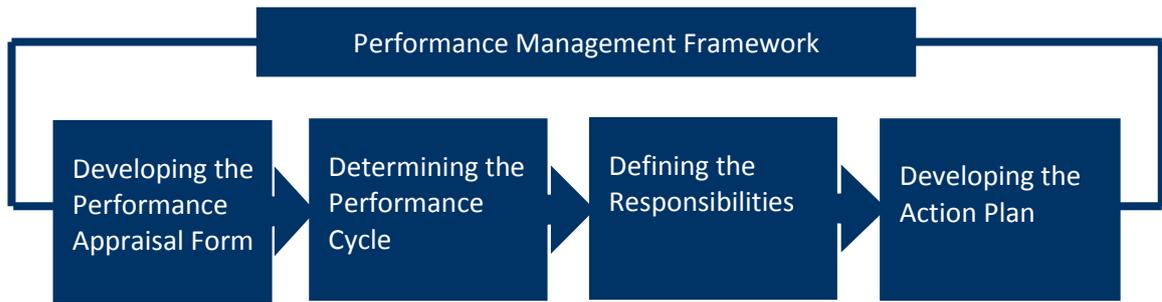
Training evaluation is the joint responsibility of HR Professional and the line managers. This involves the collection of feedback from the course attendees and observing changes and performance level after the course completion. Feedback obtained can be used to evaluate if training objectives were achieved. This information is also useful to improve training effectiveness and to determine whether improvements are necessary.

The HR Professional is responsible for gathering and reviewing feedback from the course attendees using the course feedback form. Results of the course feedback will be analyzed by HR Professional and communicated to the line managers. Necessary changes to the program will be made if necessary.

3.3. PERFORMANCE MANAGEMENT

Performance Management is the integrated process of maintaining or improving employee job performance through the use of objective setting, appraisal, coaching and feedback⁹. **(See Also 4.5)**

⁹ *SPRING/WDA HR Capability Package* (2008); Published by SPRING Singapore and Singapore Workforce Development Agency.



3.3.1. DEVELOPING THE PERFORMANCE APPRAISAL FORM

Appraisal forms will be distributed at the start of the appraisal period to all employees. The Performance Appraisal Form (PAF) typically comprises the following information:

- Goals and objectives for the review period
- Comments and ratings on specific areas of responsibility and overall performance in relation to established outcomes and objectives
- Feedback on areas of concern and performance improvement needed
- Opportunities to identify staff development needs, including options for acquiring additional knowledge and skills to support career growth

3.3.2. DETERMINING THE PERFORMANCE CYCLE

The appraisal process is an on-going process that takes place throughout the year. This process consists of three stages shown as follows:



3.3.2.1. Performance goal setting

A HR Professional is responsible for initiating and communicating the annual appraisal cycle activities and timelines to the line managers. A briefing session can be conducted to train and coach the line managers with the goal setting procedures.

Performance expectations must be communicated to all employees in writing to clearly communicate the following:

- Expectations about job performance
- Acceptable and unacceptable results
- Encourage open and trusting relationships
- Increase job satisfaction because employees know when tasks are performed well

Timing for the goal setting can overlap the last stage of the previous appraisal

cycle. Individual performance goals, standards and expectations for the new appraisal cycle can be summarized and incorporated on the performance appraisal form.

3.3.2.2. Feedback

The HR Professional is responsible for ensuring that line managers provide ongoing and non-formal feedback on individual employee's performance before the formal appraisal stage. Informal feedback opportunities arise regularly during the normal course of day-to-day operations. Using the individual performance and development plans set at the beginning of the year, the line managers can provide support and guidance to their employees through coaching.

Coaching is a feedback tool that focuses on specific positive performance or area for improvement rather than on the total review that takes place during an appraisal review. Observation of specific instances should be described and clearly communicated. Actions should be clearly directed towards desired results either by:

- Reinforcing the value of the employee's contributions to achieving the goals of the work unit or department (for positive feedback); or
- Agreeing to specific actions to correct the situation or address the gaps (for improving performance)

3.3.2.3. Performance Appraisal

A HR Professional is responsible for initiating the annual appraisal process for all regular employees and the performance appraisal of probationary employees for confirmation purposes. The annual performance appraisal will focus on:

- Achievements and performance for the current year, including the following aspects:
- Development plan for the following year

3.3.3. DEFINING THE RESPONSIBILITIES

HR Professional is responsible for monitoring the performance appraisal process. They help to ensure all employees have a plan and are assessed objectively by their line manager.

It is common practice in NGOs for the Appraising Supervisor to be the line manager of the employees, as follows:

Level of Employee	Appraising supervisors
Executive Officer/Director or Country Director/Manager	Governing Body - Board of Directors
Project Manager	Country Director/most senior staff member
Project Coordinator	Project Manager
Project Officer or Field Employee	Project Coordinator

The employee is responsible for the initiation of the appraisal review to set out individual

goals with the Appraising Supervisor. The employee is also expected to seek continuous feedback from the Appraising Supervisor and document his/her achievements for discussions with the appraising supervisor.

3.3.4. DEVELOPING THE ACTION PLAN

The line manager is responsible for documenting the action plans pertaining to the results of the appraisal of all employees he evaluated in the Performance Appraisal Form. A copy of recommended actions can be included in the action plan as required:

- Performance bonus
- Promotion
- Incentives and privileges
- Recognition programs
- Informal encouragement
- Stretch projects
- Scholarship
- Inclusion to high potential programs
- Learning and development programs
- Mentoring
- Coaching
- Counselling
- Performance warning
- Demotion
- Reduction or withholding of performance bonus
- Termination for non-performance

3.4. COMPENSATION & BENEFITS ADMINISTRATION

The compensation and benefits framework sets out the processes and procedures to determine staff salary structure, ensures that staff are duly rewarded for good performance and provides for compliance with statutory regulations¹⁰. (See Also 4.6)



Normally NGOs do not determine the pay for performance; they apply for flat rate increment of salary.

3.4.1. DETERMINING THE PAY RATES

The process of determining pay rates while ensuring external and internal equity consists of four steps¹¹:

¹⁰ *SPRING/WDA HR Capability Package* (2008); Published by SPRING Singapore and Singapore Workforce Development Agency.

¹¹ Gary Dessler (2003) *Human Resource Management*, Published by Prentice Hall, Inc.

Step 1: Use of Market Data—referring to conduct a salary survey of what other employers are paying for comparable jobs (to help ensure external equity).

Step 2: Job Evaluation—Determine the worth of each job in your organization through job evaluation (ensure internal equity).

Step 3: Group Similar Jobs into Pay Grades – Determine the relative worth of each job, the committee can turn to the task of assigning pay rates to each job

Step 4: Fine-Tune Pay Rates – Fine-tuning involves developing pay ranges and correcting out-of-line rates.

3.4.2. DETERMINING SALARY INCREMENT

Senior Managers may decide on pay adjustments on a yearly basis. HR Professionals will conduct a cost impact analysis of the increase. This involves the projection of costs and expenses of the proposed adjustments in the pay structure.

Some organizations take into account Cost Of Living Adjustments (COLA) or salary benchmark surveys before making decisions on pay adjustments.

Please note that a pay adjustment does not always imply a pay increase. This can be affected by economic conditions and budget constraints.

Whether a flat rate or percentage increment is implemented depends on the organizations policy or discretion.

3.4.3. DETERMINING BENEFITS

A HR Professional is responsible for ensuring compliance with legal regulations regarding employee benefits. Information about compulsory benefits may found in the Cambodian Labor and other related Laws.

(See <http://www.bnglegal.com/uploads/reports/Labor%20Law%20Guide%20for%20NGOs.pdf> for more on this).

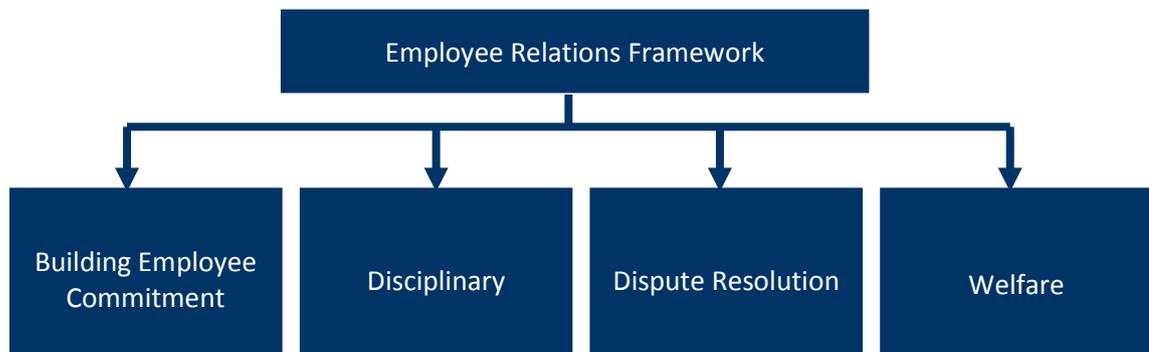
3.4.4. DETERMINING PAY FOR PERFORMANCE

Senior Manager and HR Professional will work together to develop a performance-based pay structure. Once developed, this pay structure may be reviewed as frequently as necessary (e.g. yearly basis) to ensure the objectives of attracting, retaining and motivating employees are met. The following key principles should be in place for successful performance-related pay systems:

- Employees understand and concur with the targets and expected level of performance
- Target and performance are measurable throughout the assessment period
- Employees can influence their performance by changing their behaviour or decisions
- Employees should be clear about the rewards they will receive for achieving the targets
- Rewards should be meaningful enough to make employees' efforts worthwhile

3.5. EMPLOYEE RELATIONS

Employee relations aim to ensure effective communication between management and employees, to secure maximum cooperation from employees, and to motivate employees to give their best by ensuring that they feel fairly treated, understand the overall **direction** and values of the organization, and how decisions that affect them have been reached¹². (See Also 4.7)



3.5.1. BUILDING EMPLOYEE COMMITMENT

The public judges services provided by an organization through their personal experience of dealing with them. This is largely determined by the employees who handle individual situations - often front-line employees. Employee commitment is thus crucial to providing the quality of service that the public deserves and that services provided are in line with the organizations VMGO (see 2.4).

Front-line staffs have difficult jobs to do and should be fully trained to answer questions, to know the rules they must adhere to, and to be taught how to deal with unusual and difficult cases.

In short, they need to know how to be positive, helpful and courteous - everyday. Managers are responsible for ensuring that programs are in place for this purpose. They must also lead by example, so that the principles of good service cascade through all levels of the management.

3.5.1.1. Consultation

Managers should listen to their employees, and encourage them to air their views or make suggestions. In addition to formal channels, this can be achieved through opinion surveys, suggestion schemes, working groups, and other informal discussions.

3.5.1.2. Communication

Effective Communication is a two-way process which can help managers to understand employee's ideas, energy and ambitions. Through effective communication, management helps employees understand the organization's

¹²Civil Service Branch (December 1995); Human Resource Management

VMGO (see 2.4), and employees can let management know their ideas and aspirations for giving their best efforts.

To achieve effective communication, managers normally consider the following:

- the message they intend to send
- who they need to communicate with
- the most effective way of communicating this particular message
- how the audience would be likely to receive the message.

Formal communication channels include the consultative machinery, meetings, briefings, newsletters and circulars.

Informal channels include recreational and sports activities, and day-to-day contact.

3.5.1.3. Recognition

Recognition of individual or group achievements and efforts will help promote the right attitude to work, and bring out the best in employees. Apart from pay increases and promotion, recognition is a good way to motivate employees. The following formal schemes help to facilitate employee recognition:

- Commendation/Appreciation Letters
- Long Service Travel Awards
- Long and Meritorious Service Award
- Retirement Souvenirs
- Honors and Awards
- Employees Suggestions Scheme
- Employees Motivation Scheme

Informal schemes include competitions, prizes, and articles in newsletters.

3.5.2. DISCIPLINARY

The organization has the right to discipline employees. However, when taking disciplinary measures, the organization must adhere to the Labor Law and Regulations, any Collective Bargaining Agreements and internal regulations of the organization¹³.

Disciplinary Action:

- If the organization does not impose disciplinary action on the workers within fifteen (15) days after they or their representative have been made aware of the employee's misconduct, they will lose this right. (Art. 26)
- The organization will lose the right to dismiss a worker for serious misconduct if they do not use this right within seven (7) calendar days after they have learnt of this misconduct (Art. 26).
- In cases where the organization needs to conduct an investigation to establish the facts of alleged misconduct they are considered to start to have learned of the fact of serious misconduct by the employee after the investigation is completed.
- For organizations employing less than 8 workers and having no internal regulation, the organization may issue a warning, a reprimand, and a suspension without pay for not longer than six (6) days, or dismissal without prior notice in accordance with the

¹³Cambodian Labor Law (1998), Ministry of Social Affair, Labor and Veteran Affairs

seriousness of the mistake. (Art. 31)

Some Important Methods for the Disciplinary Sanction and Contract Termination:

- Must have a clear internal rule relating to the sanction imposed for serious/medium misconduct;
- Must ensure that all employees fully understand this rule;
- Execute this rule predictably and impartially;
- Offer the chance for the employee to defend him/herself;
- Keep good records of the warning letters and observation letters after warning;
- Open the door for the union to be a witness.

The Record of Verbal Warning Shall Consist of:

- Name and position of the warned employee;
- Name and position of the senior manager issuing the warning;
- Description of misconduct, date, time and place where the misconduct happened;
- Name of line manager or other people who witnessed the misconduct;
- Signature of the witnesses (including the shop steward's, if possible)

Note: It is sometimes hard to ask a worker to sign or make a thumbprint on a letter to acknowledge the misconduct. It can also be hard to ask a person to be a witness of the case. Thus, if nobody agrees to be a witness, the management should only make a clear record of what has happened, where, who committed the misconduct and who has witnessed it.

The Final Warning Letter Shall Consist of:

- Name and position of the warned employee;
- Name and position of the senior manager;
- Description of misconduct, date, time and place where the misconduct occurred;
- Name of the line manager or other people who witnessed the misconduct;
- A phrase or sentence confirming that the warned employee accepted this warning letter and acknowledge the possible dismissal if she or he re-commits this misconduct in the future;
- Signature of the warned employee and witness;
- Signature of the senior manager (including the shop steward's, if possible)

Dismissal Letter Shall Consist of:

- Name and position of the dismissed employee;
- Name and position of the person who authorized this dismissal;
- Name and position of other people who are present when this dismissal letter is given to the dismissed employee (including the shop steward if possible)
- A description of the misconduct, date, time and place where the misconduct happened;
- Name of line manager and witnesses;
- A description of the wages and benefits that the dismissed employee will receive;
- Signature of the senior manager who issued the dismissal letter.

3.5.3. DISPUTE RESOLUTION

There are two categories of dispute: Individual Labor Disputes and Collective Labor Disputes. The law sets out different procedures for settlement of disputes. Management and particularly HR managers should be clear about which type of dispute they get involved with and follow procedure accordingly

Most organizations should have internal procedures for conflict resolution. Normally a staff representative should be available to represent employee interests.

Where this is not successful, the following procedures should be observed.

3.5.3.1. Individual Labor Dispute Procedure

Reconciliation on Individual Disputes can be done on a Voluntary Principle.

- Any parties can file a written complaint to the Ministry of Labor who can assign a Competent Labor Inspection for conciliation, where the organization is located before filing to the court.
- Upon receipt of a complaint from any party, labor inspector shall issues a letter of invitation to all parties to come and present the necessary information and document for appropriate conciliation. An official report shall be made and signed by the reconciler and the party.
- If the plaintiff party or its representative doesn't come to provide without good reasons, to the labor inspector requested information within the time limit or at the latest three working days following the schedule date, a complaint shall be considered null and void.

Contrary, if the defendant party or its representative doesn't make their appearance without appropriate reasons within the time limit or at the latest within three working days following the scheduled date, the dispute shall be considered as contested as between the parties and the defendant shall be considered as culpable as charged by plaintiff.

- When both parties have submitted enough information, the conciliator shall issue another invitation letter to all the parties concerned to come and participate in the conciliation meeting.

Absence without Acceptable Reasons in the Conciliation Hall

- If the plaintiff is absent, the complaint will be considered null and void.
- If the defendant is absent, the defendant shall be considered as culpable as charged by plaintiff.

Result of Conciliation

- If dispute reaches out to the conciliation, the reconciler must make an agreement with the reconciler's signature and this agreement shall be treated as a legally valid official agreement.
- But where the disputing parties cannot reach the conciliation, the labor inspector shall advise the plaintiff party of their rights to bring the complaint to the competent court in compliance with the legal procedure within 2 months, otherwise the litigation will be lapsed (Art. 301)

3.5.3.2. Collective Labor Dispute Procedure

- If there is a settlement procedure set out in Collective Bargaining Agreement (CBA), this settlement procedure shall be applied to the dispute.
- But if there is no settlement procedure set out in the CBA, the settlement procedure has to comply with the Labor law and Prakas No 318 determined as below:

- The parties shall communicate the collective dispute to the resident labor inspection department.
- The labor inspector must inform the collective labor dispute to Minister of labor after learning of it even though he has not been officially notified then the minister of labor shall designate a conciliator within 48 hours from when he is apprised.
- The appointed conciliator shall issue a letter of invitation to each party separately to present the necessary information with an official report signed by conciliator and party.
- When the parties have submitted enough information, the conciliator shall issue another invitation letter to all parties concerned to take part in the conciliation meeting and this conciliation meeting can be renewed or postponed only following a joint request of the parties to the dispute.

Absence without Acceptable Reasons in the Conciliation Hall

If any party doesn't show up at the meeting, the conciliator shall make a report to the Minister of labor in order to take appropriate measures with the law.

- Each party to the dispute can request assistance from a third person or request a representative to act to defend their interests during the meeting.
- The conciliator shall make an official report indicating clearly the outcome such as agreement or disagreement. The official report shall be issued by conciliator and signed by all parties.

Conciliation Result

- If the dispute can reach an agreement the conciliator shall issue an agreement signed by the parties concerned. It has the same effect as the collective agreement between parties and its representatives.
- If an agreement wasn't successfully conciliated; the conciliator shall record and indicate the key points where she or he failed as well as prepare and send a report on the dispute to Minister of labor within forty eight hours.

Note: The conciliation must take place within 15 days from the receipt of designated date of the minister of labor.

3.5.3.3. The Arbitration Council

- The Minister must refer the case to the Arbitration Council within three days after receiving a conciliator's non conciliation report
- The Arbitration Council is a tripartite body composed of members nominated by Union, Employer Association and the government.

Arbitration Panel

Each case referred to the Arbitration Council is decided by an arbitration panel which is constituted especially for that case. An arbitration panel consists of 3 members of the arbitration council. Of these three members:

- One is chosen by each of the parties to the dispute; and
- The third arbitrator is chosen by the two arbitrators who were chosen by the parties (the chairperson).

Powers and Duties of the Arbitration Council in Deciding Disputes

The arbitration panel is responsible for making decisions and orders which settle the dispute between the parties. The arbitration panel must assign the hearing before issuing the decision. The panel can only examine two types of issues:

- 1- Issues specified in the non-conciliation report, and

2- Issues arising from events occurring after the report that are a direct consequence of the disputes.

The Arbitrators Have Power to Decide Both Rights Disputes and Interest Disputes

- Rights Dispute: The arbitration panel makes legal decisions which are based on the interpretation and application of laws, regulations, contracts or CBAs
- Interests Disputes: The arbitration panel makes legal decisions which are based on the equity.

The arbitration panel must finish and issue the legal decision within 15 days from the receipt date.

Enforcement of Awards

An award will be enforceable immediately if:

- The parties have agreed in writing to be bound by the award; or
- The parties are bound by a CBA which provides for binding arbitration.

Where a party doesn't wish to be bound by an award of the arbitration council they may file an opposition with the secretariat within Eight (8) Calendar Days of receiving notification of the award. Filing an opposition to an award makes the award unenforceable.

If neither party files an opposition to the award within the time permitted, the award will be enforceable.

Note:

- Rights Dispute: The aggrieved party may seek resolution through the court
- Interests Dispute: The aggrieved party is not compelled to go to the court but parties may also take action such as strike or lockout.

3.5.4. WELFARE

As a good employer, the organization is advised to consider it important to provide welfare and recreational facilities to staff in order to maintain staff morale, enhancing their loyalty and esprit de corps. The following are schemes/facilities that help to achieve this:

- Employees Welfare Fund
- Employees Relief Fund
- Employees Recreation Room
- Employees Work-Life Balance Program
- Holiday Bungalows
- Staff Retreat

There are also rules and guidelines to help employees in distress. In the unfortunate event that employees encounter misfortune, they can approach their line manager or HRM to see what help can be given.

3.6. EMPLOYEE ADVOCATE

HR professionals are working and dealing with people/employees in the organization. HR professionals play a vital role to ensure employer-employee relationships are of reciprocal values. Maintaining a good balance between employer and employee is the challenge for all HR practitioners.

3.7. TALENT MANAGEMENT

The organization's success today depends more than ever on softer agendas such as talent and organization capabilities. HR professionals are centrally involved in providing the right people with the right skills in the right job at the right time. The demand for talent increases and will likely continue in an increasingly global economy.

The challenges for HR professionals are: how to define talent, how to recognize it and where it should be most effectively placed to benefit the organization. Competency mapping is a very useful tool for recognizing and placing people with particular talents effectively.

3.8. HUMAN RESOURCE PARTNERS AND HUMAN RESOURCE LEADERS

The Strategic Partner describes how HR works with line managers to help them achieve their goals through strategy development and delivery, and this role has been widely adopted as a key job in recent HR structures. It more usually features as an activity to be found in the job description of the organization partner, although in some of the larger organizations it may exist as one of the central areas of technical expertise. Being a strategic partner has multiple roles: organization expert, change agent, knowledge manager, and consultant. Being a change agent represents only part of the strategic partner role. Effective HR professionals not only work with organization leaders to draft strategies, they also focus and collaborate on how to make strategies happen.

3.9. CHANGE MANAGEMENT

Change Management becomes one of the key competencies of the organization leaders and HR professionals are responsible for organizational transformation and culture change by working together with organization leaders/senior managers. The external organization environments are changing very fast today. NGOs are increasingly expected to be more effective and efficient in the ways they operate. HR professionals and organization leaders/NGOs leaders must adapt themselves to those changes if they are to contribute effectively to their organizations.

Chapter IV

Human Resources Policies and Procedure

CHAPTER IV: HUMAN RESOURCE POLICIES AND PROCEDURES

*Chapter Summary: Human Resource Policies and Procedures guide decision-making in an organization. Policies will not make the decisions, but are tools for the organization to use so that it will not have to 'reinvent the wheel' every time a decision is needed. It's better to have thought out potentially controversial situations before they occur and establish guidelines by which they might or will be addressed. These general guidelines are called **policies**. Specific activities resulting from the guidelines are often called **procedures**.*

Developing policies and ensuring correct procedures are followed are key activities of HR professionals. HR professionals should be concerned with developing policies and procedures that promote accountability, transparency and that adhere to relevant laws

The policies and procedures are laid out in a way that hopefully can guide the readers/implementers to understand why these policies are needed and should be developed and put in place within organizations.

Procedures for applying the policies are outlined as well as how to address issues that can arise where people do not adhere to them.

Further details of each policy are available in the annexes attached.

The following are some practical policies which are commonly used within organizations:

- Codes of Conduct
- Employment
- Recruitment & Selection
- Training & Development
- Performance Management
- Compensation & Benefits Administration
- Employee Relations
- HR Internal Audit

4.1. CODES OF CONDUCT

In practice codes of conduct set out the principles that organizations follow in conducting their work in relationship with employees, partners, donors, government, and society in general. The code of conduct is developed for the guidance and protection of employees, illustrates the standards expected of all employees and gives a framework of guidelines, but is not necessarily exhaustive.

4.1.1. Child protection policies

In reference to the rights of children, organizations are obliged to treat children and young people (under the age of 18 years) with dignity and respect in all areas of their work. They should take all reasonable measures to control known and foreseeable risks to children and young people involved in their activities. The organization's child protection policy should reflect good practice among Civil Society Organizations working with children. This includes encouraging children and young people, wherever appropriate, to contribute to decisions affecting them.

Every employee member is expected to understand their responsibilities in regard to child protection. This should include the responsibility to conduct themselves appropriately when working with children and young people.

Employees with management responsibility for activities involving direct contact with children and young people must ensure that child protection measures are communicated effectively.

The organization should ensure that employees are appropriately prepared and trained for their roles, and are supported in carrying out their responsibilities concerning children and young people.

The organization's child protection policy should be consistent with the organization's values, in particular with the commitment to understand and respect an individual's different background and views.

[SEE ANNEX 1: CHILD PROTECTION POLICY](#)

4.1.2. Anti Corruption & Whistle Blowing Policies

4.1.2.1. Anti – Corruption

Anti corruption policies promote transparency within organizations and play a large part in promoting an image of openness appropriate to organizations which are committed to social development and who use funds supplied by development partners

An organizations anti corruption policy should ideally be endorsed by senior management in recognition of the serious threat that corruption can pose to an organization working effectively towards realizing its vision, mission and goals.

This policy document should guide decisions and actions in fighting corruption in the organization, and it should also indicate the commitment of the management and employees to deal with corruption decisively.

It is necessary that all employees in the organization understand what is deemed as corruption and their responsibilities for prevention and detection of corruption at the workplace. It is important to refer to corruption offences under the Cambodian Anti-Corruption Law, approved by Cambodia's National Assembly, dated March 2010. Such clarification is necessary so as to avoid ambiguity in determining what encompasses corruption.

All functional areas in the organization are potential risk areas. They include:

- Financial Management Systems and Procedures
- Information, Technology and Communication System (ITC)
- Procurement
- Human Resources and other areas
- Records Management among others

Organizations should provide a statement on how corruption cases will be dealt with fairly, promptly, expeditiously, within the law etc. Corruption cases deliberated upon and supported by cogent evidence or reasonable suspicion that a corruption offence has occurred or is about to occur should be reported to the Internal Auditor and perhaps law enforcement agencies for further action.

[SEE ANNEX 2: ANTI-CORRUPTION POLICY](#)

4.1.2.2. Whistle – Blowing

Whistle-blowing is where an employee or recipient of an organizations service has good reason to think that wrongful acts are being committed within the organization and reports these acts to a

senior person within the organization. Such wrongful acts or suspected wrongful acts can be any on-the-job activity performed by an employee that violates country laws or regulations, local ordinances, or organization policy.

Organizations have an obligation to encourage employees, acting in good faith, to report such acts or the suspicion of such acts being committed or taking place. The person reporting these acts is generally known as a 'whistle blower'.

Any third party, including the person suspected of committing the wrongful acts, who tries to obstruct the whistle blower from reporting on these wrongful acts should be subject to disciplinary action up to and including dismissal.

Organizations are obliged to be committed to protecting employees who report wrongful acts or suspected wrongful acts in accordance with whistleblower protection.

Retaliation against whistle-blowers should not be tolerated and will be promptly investigated by the organization. Any employee who retaliates against a whistle blower who has reported wrongful acts or suspected wrongful acts should be subjected to disciplinary action, up to and including dismissal. An employee who suspects wrongful acts are occurring and reports them (a whistle blower):

- Should be protected from retaliation for reporting wrongful acts or suspected wrongful acts;
- Should be able to report wrongful acts or suspected wrongful acts anonymously, but should be made aware that doing so may limit an organizations ability to offer them protection from retaliation and the organization's ability to conduct a full investigation;
- Should be able to contact the Internal Auditor at any time concerning the timeline of the review or investigation;
- Should be able to amend a report if new information becomes available;
- Should not investigate wrongful acts or suspected wrongful acts on their own; and
- Should be notified when the investigation is completed.

[SEE ANNEX 3: WHISTLE - BLOWING POLICY](#)

4.1.3. Anti – Terrorism

Organizations working for country development purposes and who seek to promote the social security and peace of the country should protect themselves from any accusations by the government and anyone else of involvement in any terrorist acts. For this reason, it is very important to have an Anti-Terrorism Policy in place.

Organizations should not provide support of any kind to a person or entity that it knows or has reason to believe advocates terrorism or engages in terrorist activity. The organization complies with all laws and regulations that address terrorism and terrorist activity. For the purposes of this policy, "terrorist activity" means a violent act that is intended to:

- a.) intimidate or coerce a civilian population;
- b.) influence the policy of a government by intimidation or coercion; or
- c.) affect the conduct of government by mass destruction, assassination, kidnapping, or hostage taking.

Violent acts intended to coerce civilian populations that may constitute "terrorist activity" include: high-jacking or sabotaging a public transportation vehicle; seizing and threatening to harm another person unless some ransom is made; assassination; and use of biological, chemical, nuclear or other weapons of mass destruction. All employees must understand and follow this policy. Questions about this policy should be directed to the line manager or HRM during working hours.

[SEE ANNEX 4: ANTI - TERRORISM POLICY](#)

4.1.4. Disability

Organizations should be committed to ensuring equality of opportunity and dignity at work for all employees, to the prevention of discrimination, and to the recognition of the value of diversity within the organization. As such, the policy document is to ensure that all existing and potential employees with disabilities are treated with dignity and no less favorably than others. All employees will be recruited, trained and promoted on the basis of what they can do, not what they can't do.

For the purpose of this policy document, disability is broadly defined as 'a physical or mental impairment which has a substantial and long-term adverse effect on a person's ability to carry out normal day to day activities.'

Everyone working at the organization has a responsibility to ensure that they do not unfairly discriminate against or offend someone else on the grounds of disability. If in doubt about what constitutes appropriate behavior, seek advice and guidance from organizations experienced in working with people who have disabilities. Training will be given where appropriate.

Anyone found to have unfairly discriminated against a person on the grounds of disability will be subject to disciplinary action or in the case of self-employed freelancers, termination of contracts.

All line managers are responsible for ensuring compliance with this policy with the support of the Human Resources Department.

[SEE ANNEX 5: DISABILITY POLICY](#)

4.1.4. Gender

For many decades, women have been subject to social and cultural discrimination due to gender discrimination. Women are discriminated against exercising their basic rights not only at the household level but also in society at large. The responsibility for bringing about a change in differential treatment of women and men lies with us all. The empowerment of women in society is everybody's responsibility.

Effective organizations believe that people from all sections of society should be able to participate equally in the development process. In order to achieve political, social, economic cultural and environmental security among all people, gender equality and empowerment of women is required.

Gender equality should be embedded in the institutional culture of an organization's objectives. Strategies should be based on the equality of the genders. A gender policy document should help to eliminate the gender imbalances in order to achieve sustainable development. This policy document should be designed to have a favourable framework for making better and well-articulated choices while enhancing the identity and coherence of its mission and also creating an environment conducive to equality among genders. The core of all organization policies should adhere to its gender policy.

Organizations should adhere to the principle that people from all sections of society should be able to participate equally in the development process. The key features of an organization which adheres to the principle of gender mainstreaming are as follows:

- The organization offers equality of opportunity regardless of gender
- Women professionals with equal qualification and competencies are encouraged to apply for all posts as they become available
- At least 1/3 of the staff members of the organization are women.

- The organization gives equal status and scope of work for women.
- In strategic decision making, equality of opportunity is given to employees to participate, regardless of gender.
- In programmatic framework one of the main targets is to employ women staff particularly of marginalized, minority, socially excluded communities.

[SEE ANNEX 6: GENDER POLICY](#)

4.1.5. Harassment & Sexual Harassment

Organizations should be committed to providing an environment that is free from discrimination and harassment. In keeping with this commitment, organizations should maintain a strict policy prohibiting all forms of harassment, including sexual harassment and harassment based on race, national or ethnic origin, gender, religious beliefs, age, marital status, sexual orientation or disability. This policy, unlike the other policies listed, extends to all line managers and employees. Furthermore, it prohibits harassment in any form including verbal, non-verbal and physical harassment.

Sexual harassment may include, but is not limited to, making unwanted sexual advances and requests for sexual favors where:

- Submission to such conduct is made an explicit or implicit term or condition of employment
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such an individual
- Conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Employees who violate any part of this policy should be subject to disciplinary action up to and including the possibility of immediate discharge. Any employee who believes he or she has been harassed should promptly report the facts of the incident or incidents and the names of the individuals involved to the Human Resources department. It is the responsibility of each employee to immediately report any violation or suspected violation of this policy to Human Resources. Additionally, line managers and managers should immediately report any incidents of harassment to Human Resources. The Human Resources Department will promptly and thoroughly investigate any complaints of harassment. Appropriate corrective action, including disciplinary action, will be taken when warranted.

[SEE ANNEX 7: HARASSMENT POLICY](#)

4.1.6. Conflicts of Interest

A conflict of interest may occur when an employee is working outside of the organization for a competitor on a paid or volunteer basis. The organization may wish to allow outside employment but may require employees to disclose their other work and have written agreement from their line manager. This protects both the organization and the employee from future misunderstandings. The organization will be able to determine in advance if the outside job will interfere with the employment in the organization and if a conflict of interest is present. The employee will be able to take the outside work secure in the knowledge that it will not conflict with employment in the organization. Employees who are on medical or family leave are not eligible for outside employment during the time of their leave.

Another source of conflict is when employees accept gifts or special favors from anyone who uses or might use the organisation's services. The conflict may arise if the service provider thinks the employee owes them a favor in return.

For further illustration of potential conflicts of interest please see 4.1.8.Behavior of Employees, Codes of Conduct, Work Rules for Employees

Where an employee is suspected of having a conflict of interests, an investigation should be made immediately. If the investigation team finds that a conflict of interest has occurred, action must be taken-it can either be a corrective action or dismissal according to the seriousness of conflict of interest.

[SEE ANNEX 8: CONFLICT OF INTEREST POLICY](#)

4.1.7. Misuse of property

The organization's property is to be used for work-related reasons only. Employees are not to use, misuse or permit the use of the organization's property for other than work-related reasons. The organization's property includes, but is not limited to: computers, telephones, cellular phones, fax machines, copiers or other equipment, supplies, vehicles, work areas and furniture.

Employees are responsible for reporting suspected criminal or administrative misconduct regarding misuse of the organization property to their line manager, human resource or other appropriate officials. Employees who misuse the organization's property are subject to disciplinary action, up to and including termination of employment.

4.1.8. Behavior of Employees, Codes of Conduct, Work Rules for Employees

All employees of organizations should be expected to observe the highest standard of ethics and integrity in their conduct. This means following a basic code of behavior which includes:

- Compliance with the letter and spirit of all applicable laws
- Faithful observance of organization policies, rules, regulations, and contracts
- Honest and fair dealings with partners, communities, co-workers, management and the general public
- Demonstrating respect for all employee colleagues
- Respect for organization's ownership of all organization equipment, policies, books, records and proprietary information
- Understanding that books and records are organization property and it is illegal to remove them. This includes manuals, lists and other information that employees use in their daily work
- Declining of gifts, gratuities or payment offers by anyone with whom the organization is involved. This includes offers of free service, travel, or merchandise. Borrowing from such sources is prohibited. Promotional material may be accepted
- Disclosure of financial interest that might influence an employee's decisions or actions on the job, including interest in suppliers, communities, partners, or other NGOs
- Not accepting any outside employment with suppliers or competitor or any employment that could interfere with responsibilities to organization.
- Not engaging in fraudulent behavior or activities that result in the inappropriate use of organization finance

- Not using information or authorities derived from employment with organization for personal gain

4.1.9. Disclosure and confidentiality

To prevent in advance, a breach of confidentiality in the organization from happening, it is important to set a definition of confidentiality. Below are some aspects of what a confidentiality policy should cover:

- All employees are required to not share financial reports with anyone outside the organization or with any other than those to who such reports should be shared internally.
- Employees are not allowed to mention the weaknesses of the organization to outsiders
- All employees are required to respect the confidentiality of personal information of any individual, whether or not that person is an employee of the organization.
- As a general principle, information should be only used for the purpose for which it was primarily intended.

Organizations should strive to respect and safeguard individual privacy in relation to the collection, storage, access, use and disclosure of personal information of any person. Any confidential records held by employees must be returned to the organization on termination of their employment.

[SEE ANNEX 9: DISCLOSURE AND CONFIDENTIAL POLICY](#)

4.1.10. Weapons and Ammunition

Weapons and ammunition are potential safety hazards. Possession, use or displays of weapons or ammunition are inappropriate in an organization for any reason other than protection of employees. Members of the public invited to visit the organization should not be allowed to bring weapons or ammunition with them.

A weapon is defined as: an instrument of offensive or defensive combat, something to fight with. This includes, but is not limited to, firearms, bows, knives, swords rockets, sling shots etc. Ammunition is any material capable of being projected by a weapon and makes the weapon operational.

Weapons and ammunition should be prohibited as following:

- No weapon or ammunition shall be worn, displayed, used or possessed in the organization
- Weapons may be stored in the organization under the control of the security guard
- The security guard may grant permission in writing to an individual to possess a weapon and ammunition in the organization in other special circumstances and under conditions as approved by the senior manager.

Any employee who violates the policy shall be notified of the violation and subject to disciplinary sanctions under the applicable discipline process.

4.1.11. Drugs

Organizations should be committed to providing a safe and productive workplace for its employees. They should recognize that the use of illegal drugs works against this commitment. In keeping with this commitment, the following rules regarding alcohol and abuse of drugs should be established for

all employees, regardless of rank or position, including both regular and temporary employees. The rules apply during working hours to all employees of the organization while they are on the organization premises or elsewhere on program activities.

- The manufacture, distribution, possession, sale, or purchase of controlled substances of abuse on organization property is prohibited.
- Being under the influence of illegal drugs, alcohol, or substances of abuse on organization property is prohibited.
- Working while under the influence of prescription drugs that impair performance is prohibited.

So that there is no question about what these rules signify, please note the following definitions:

- The organization property: All organization owned or leased property used by employees.
- Controlled substance of abuse: Any substance prohibited by the organization, and particularly by the Royal Government of Cambodia.
- Drug: Any chemical substance that produces physical, mental, emotional, or behavioral change in the user.
- Drug paraphernalia: Equipment, a product, or material that is used or intended for use in concealing an illegal drug, or otherwise introducing into the human body an illegal drug or controlled substance.
- Illegal drug:
 - a. Any drug or derivative thereof whose use, possession, sale, transfer, attempted sale or transfer, manufacture, or storage is illegal or regulated under laws of Cambodia
 - b. Any drug, including – but not limited to – a prescription drug, used for any reason other than that prescribed by a physician.
 - c. Inhalants used illegally.
- Under the influence: A state of not having the normal use of mental or physical faculties resulting from the voluntary introduction into the body of an alcoholic beverage, drug, or substance of abuse.

Consistent with the rules listed above, any of the following actions constitutes a violation of the organization’s policy on drugs and may subject an employee to disciplinary action, up to and including immediate termination.

- Using, selling, purchasing, transferring, manufacturing, or storing an illegal drug or drug paraphernalia, or attempting to or assisting another to do so, while in the course of employment.
- Working or reporting to work, conducting community business or being on community property while under the influence of an illegal drug or alcohol, or in an impaired condition.

[SEE ANNEX 10: DRUGS POLICY](#)

4.1.12. Tobacco Products

Organizations who are committed to the health and safety of their employees normally guarantee a smoke free working environment. A policy which reflects this commitment will cover the use of tobacco products. Such a policy will not permit the use of tobacco products on the organization’s premises except in authorized and designated locations. If any, the designated smoking areas will be

clearly marked. Employees must follow all rules posted in designated smoking areas and adhere to all policies associated with this policy.

4.1.13. Alcohol

In recognition of the potential health and safety issues that employees can pose when under the influence of alcohol, (particularly, where employees are expected to use motorized equipment), organizations should have a policy which prohibits the use of alcohol during working hours. Violations of this policy can normally include suspension or immediate termination of employment.

4.1.14. HIV/AIDS Guidelines

HIV/AIDS is a disease that shows no respect or understanding for racial, gender or class boundaries. Organizations should understand the challenges of HIV/AIDS.

Organizations are obliged to set out an HIV/AIDS policy for their workplace in order to ensure that persons who have HIV or AIDS are treated on a similar basis to any other employee suffering from a life threatening disease. As such, employees who are HIV positive or those with AIDS should not be subjected to any form of victimization or discrimination.

HRM should ensure that employees are aware of organization principles of non discrimination, confidentiality, prevention, awareness raising and equality of opportunity (e.g. regarding promotion and capacity development) for people living with HIV/AIDS (PLHA).

Please see the following Annexes for a thorough understanding of HRM roles in HIV/AIDS.

[SEE ANNEX 11: POLICY ON HIV/AIDS IN THE WORKPLACE](#)

4.2. EMPLOYMENT

The organization should be an equal opportunity employer and have zero tolerance for unlawful discrimination, harassment, sexual harassment and vilification. The goal is to promote an organizational environment of mutual respect.

4.2.1. Employment – at – Will

While all organization hope that the relationship between itself and employees will be mutually beneficial, it should recognize that neither an employee nor the organization has entered into any contract of employment for a definite term, expressed or implied. The employment with the organization is voluntary. Just as the employee voluntarily chose to work in the organization, the employee is free to resign. Similarly, the organization is free to conclude the employment relationship at any time, without cause, and with or without notice. The relationship between the employee and the organization is at-will.

While the other policies in this organization are subject to change with or without notice, this at-will relationship can be changed only by a written agreement expressly for that purpose, signed by the senior manager.

4.2.2. Equal Employment Opportunity

Equality of opportunity and treatment between men and women is a fundamental principle of HR policy in effective organizations. Actions to give effect to this principle have meant that, over recent years, recruitment and retention patterns have gradually changed to give women employee's a larger presence in the Organization. The situation could still be improved however because, as

elsewhere, women are not equitably represented at all levels: their participation continues to be largely at the lower grades.

Organizations should hire, train, and promote employees in all job classifications without regard to sex, race, color, religion, national origin, age, disability or history of disability (except where physical or mental abilities are bona fide occupational requirement and the individual is not able to perform the essential functions even with reasonable accommodations), or gender (unless gender is a bona fide occupational qualification)¹⁴. **See also 4.1.4. Gender**

4.2.3. Employment Contracts

An employment contract is an agreement in which one person (the employee) agrees to work for wages for another person or organization (the employer). Employment contracts can be in writing or oral.

The Labor Law applies to most people who have employment contracts to carry out work in Cambodia. The Labor Law does not generally apply to household employees (unless otherwise expressly stated in the Law) and people permanently employed by the state (such as civil servants, judges, and members of the police, army and military police).

4.2.3.1. Types of Contract

The Labor Law talks about 2 types of employment contracts for regular employees: fixed duration contracts (FDCs) and undetermined duration contracts (UDCs) “Labor Law Arts 67, 73”¹⁵.

A contract is an FDC if it:

- Is written,
- Applicable to a period of employment not longer than 2 years, and
- Has a precise starting and end date.

If a contract does not meet these standards, it is a UDC.

The Arbitration Council has found that an FDC may be renewed one or more times only if the total length of the employment relationship does not exceed 2 years. If an FDC is extended or renewed so the total period of the contract is more than 2 years, then the contract will automatically become a UDC.

FDC (Art. 67)	UDC
<ul style="list-style-type: none"> - Must contain a specific expiry date; - Must be made in writing; - Must not be for employment longer than two (2) years; - Can be renewed one or more times, as long as the renewal does not surpass the maximum duration of two (2) years; - Will automatically become UDC if the parties allowed it to continue quietly at the expiry date. - FDC can sometimes have a non-specific date when it is made for: <ul style="list-style-type: none"> • Replacing a worker who is temporarily absent; • Work carried out during a season; and • Occasional periods of extra work or a non-customary activity 	<ul style="list-style-type: none"> • Can be a verbal contract; • Has no specific expiry date

¹⁴ Cambodian Labor Law (1998), Ministry of Social Affair, Labor and Veteran Affairs, pp-5

¹⁵ Guide to the Cambodian Labor Law for the Garment Industry, Phnom Penh, International Labor Office, 2005, pp - 08

<p>of enterprise.</p> <p>" This contract will be finished upon the return of the absent worker, ending of the season and occasional period. It can be renewed at will as many times as possible without losing its validity.</p> <p>" Contract of daily or hourly workers, who are hired for a short-term job and paid at the end of the day, week or a fortnight period, is considered FDC with unspecified date.</p>	
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4.2.3.2. Volunteers and Interns

- **Volunteers**

Volunteers are taken on a case-by-case basis as determined by the senior manager. The Human Resource Professional will coordinate the volunteer’s recruitment and orientation. Volunteers will generally work a minimum of three months, and will sign a volunteer contract.

A volunteer is anyone who works for the organization on a voluntary basis by agreement with senior management or HR for a specific amount of time. This could be a student who wishes to practice learned theory in a real working environment or to develop a thesis, or someone who works for a short period of time to assist the organization in specific tasks.

It is good practice to ask volunteers to submit a report providing feedback to the organization and stating what they have learned from their experience while working there.

- **Interns**

Interns are people who seek to enhance their education with practical work experience (paid or unpaid) for a set amount of time.

Some organizations will require the HR department to create a recruitment file for each recruited position. Each file could include the following documents:

- Recruitment file checklist
- Job description
- Job advertisement
- Names of the recruitment panel members
- CVs of all short-listed candidates
- Copy of the administered test (if available)
- Interview questions
- Notes from the committee meeting, along with the recommendation
- Reference checks and background checks
- Copy of the signed contract

This file is confidential. Employees should be able to view their own files through making a request to Authorized HR professionals and management who will have access for professional purposes. Otherwise access to these files should be severely restricted.

4.2.3.3. Expatriate Employee

In accordance with the defining theme of “internationalization”, organizations may wish to provide opportunities for internationally experienced staff.

The following definitions could be helpful in understanding the employment of expatriate employees.

Expatriate: Employee member employed on terms and conditions of the organization who is assigned duties (seconded) at one of the organization's operations requiring a period of residence outside of their normal country of residence and work. The term expatriate is not used to describe employees who undertake visits to offshore operations in the course of business or employees undertaking Outside Duties work at an offshore site.

Partner: The expatriate's partner, to whom the staff member is legally married or has shared an equivalent relationship.

Children: Natural and adopted children of the expatriate and/or partner who normally live with the expatriate as dependants and have not reached either their nineteenth birthday or the end of secondary schooling. This age limit does not apply to a child who, through physical or learning difficulties, is unable to live independently.

Family: The expatriate, his/her partner and any children.

Host Country: The overseas country to which the expatriate is assigned duties.

Home Country: The country in which the expatriate normally resides when not on secondment to host country.

Short-term secondment: An appointment to a host country of six months duration or less. For the purposes of this policy, the relocation to the host country involves the employee member only.

Long-term secondment: An appointment to a host country for more than six months duration. The relocation to the host country will involve the employee member and, where applicable, accompanying family members.

Offer of secondment: An offer of appointment or a variation to contract of employment, to assign an employee member to duties at the organization office, which is located outside of their home country.

There are a number of arrangements that need to be coordinated prior to departure for an international secondment. The Organization will provide some assistance to employees preparing to relocate, although the employee is expected to be active in preparing for the move and fulfilling the requirements that are necessary to live and work at the offshore location.

Every offer of international appointment is conditional upon the employee member and accompanying family member(s) holding valid passports (valid for at least 12 months beyond the expected period abroad), satisfying immigration requirements and being declared medically fit and appropriately vaccinated for the overseas location. It is the employee member's responsibility to ensure that each of these requirements is met.

Subject to approval, the organization may if required, provide the following to assist employee members undertaking both long and short-term secondments to prepare for the departure.

Advice from the organization's international assignment services provider on visa issues and payment for passport extension. Air ticket fee will be reimbursed upon arrival at the host country. In addition, those staff undertaking long-term secondments may be offered the following:

- Advice from the organization's international assignment services provider on taxation issues.
- The organization will offer one economic air ticket to their home country a year.
- The organization does not undertake to provide employment to the partner at the offshore operation nor offer financial compensation for any loss of earnings or career disruption for partners.

4.2.3.4. Consultant / Advisor

The senior manager and boards of organization are responsible for negotiating with and hiring all local and international consultants and drawing up contracts and Terms of Reference.

Consultants will sign a contract with organization specifying the time and place of work and the tasks to be performed (as detailed in the Terms of Reference). A contract must be signed before the assignment begins.

- The contract will outline reporting requirements and deadlines for the assignment. Reports may be in the form of a written output (e.g. A work plan) if necessary. The final decision on whether or not to accept the consultant's product or report is the senior manager's.
- Consultants will be paid according to the contract. The contract should specify a daily or total rate, as well as any additional costs for accommodations or transportation, which will be allowed and paid for by the organization. Any extra time spent on the assignment will not be paid for by the organization unless approved in advance by the senior manager. Consultants will be paid the full fee on receipt of a satisfactory product. If the consultancy will take place over a long period arrangements for payment can be reviewed with the senior manager and the boards of the organization.
- Wherever suitably qualified consultants (national or foreign) can be found locally, consultants will be hired from within Cambodia.
- The contract procedures and general conditions and policies will be the same for all consultants, both national and expatriate.
- All consultants will be responsible for their own insurance coverage and taxation payments.
- All consultants will produce a proposal. The contract is finalized upon Term of Reference (TOR) and proposal

Terms of Reference (ToR)

All contracts must be accompanied by a Terms of Reference, which should specify:

- Background of the consultancy
- Objectives of the consultancy
- Specific methodology to be used (if appropriate)
- Specific tasks to be completed.
- Outputs to be produced and in what form (disk and hard copy)
- Reporting deadlines
- A report has to be produced in a softcopy and two hard copies.

The Final Report/Product

The content of the Final Report or Product asked for will depend on the purpose of the consultancy. However, all Final Reports should contain the following (either as text or appendices):

- Record of itinerary
- Key places, people and organizations visited
- Acknowledgement of co-operation, assistance and resource materials used.

Debriefing

All consultancies should be completed through a debriefing. Debriefings may also take place during the consultancy, if required. The senior manager and the boards of the organization will conduct debriefings, with any other appropriate employee attending at the invitation of the senior manager. The Debriefing should cover:

- Report on the consultant's activities, recommendations and conclusions
- Report on the individuals and institutions contacted
- Any problems or difficulties
- Consultant's suggestions to the senior manager on how the consultancy could have been improved.
- The senior manager and the boards of the organization's comments on the consultant's performance
- The next steps.

4.2.4. Personal Appearance of Employees (Uniforms)

A neat, well-groomed appearance is important to the employee. The organization does not object to male employees having reasonably long hair if it is groomed. Nor does it object to moustaches or beards if they are kept trimmed and do not hinder the employee's performance or safety on the job.

- **Formal Attire**
Formal situation such as formal meeting or representing the organization require formal attire. Men: Suits with ties and polished shoes with leather soles. Women: Suit, dress or matching skirt and blouse ensemble.

- **Casual Attire**
Normal working hours that do not require formal meetings allow for a more relaxed and casual appearance with some minimum standards. Men: must wear shirts with collars and buttons, socks and no jeans or gym shoes. Women: dress appropriately observing the inappropriate attire below.

"Casual Day" occurs on Friday of each week. The organization may relax the "Casual Attire" standard above to allow jeans and gym shoes while still avoiding the inappropriate attire below.

- **Inappropriate Attire**
Articles of clothing that either expose too much of the employee, is in a state of disrepair, contains obscene references or are too casual are considered to be unprofessional and should not be worn in a working environment. Such clothes can be considered harassing, offensive, or just too casual for the office.

Items of specific religious or cultural significance may be acceptable in the office provided they are being worn for such a purpose. Examples of unacceptable attire include:

- Tank tops, halter tops, or muscle shirts that expose the shoulders.

- Bare navels or transparent blouses.
- Obscene clothing adorned with foul language or images.
- Torn clothing or clothing with holes.
- Sweat pants, sweat suits, running shorts or "work out" clothes.
- Hats or headbands indoors.

4.2.5. Hours of Works

Labor law states that hours of work should not exceed 48 hours per week.

Organizations are required to be flexible in certain situations such as when someone with children is breast feeding. Increasingly, people have the opportunity to be flexible in the number of hours they spend in the office (e.g. they can work from home).

In Cambodia, working hours are normally at 7.30 a.m. until 12.00 pm in the morning and 1.30 pm until 5.00 p.m. in the evening.

People can normally expect to get compensation time (time off) if the organization requires that they work during the weekend or on public holidays).

4.2.6. Transfer – Sets Procedures for Transferring Employees

Transfer of employees for the organization's convenience may be done to meet organization requirements. Requests for transfer by employees should be made in writing and given to the Human Resource Manager for consideration before interviewing with a Senior Manager for another position.

Employees should discuss their desire to transfer with their current supervisor; however, this is not a requirement. The Senior Manager should contact the employee's current line manager only after receiving the employee's written consent. A Transfer may be made if management determines it is in the best interest of the organization and the employee.

The organization provides a relocation program for its employees if they are requested to transfer within the organization. The program is designed to offset expenses associated with the move. However, it's not intended to compensate for losses due to fluctuating market conditions, home improvements and so on.

Employees that wish to transfer or apply to an open position should be given first consideration. However, the timing of any transfer should be planned so that ongoing commitments are not jeopardized. Employees interested in transfer opportunities should contact the Human Resource Manager.

4.2.7. Promotion and Demotion

Promotion means transfer of an employee to a higher level. This involves increased duties and responsibilities and normally carries a higher pay and status depending on the level in the salary scale.

Promotions within the organization should be based on such factors as quality of work, prior job performance, experience, educational background, attendance, safety record and the ability to work well with others.

The organization policy is to promote from within when we have employee fully qualified to perform the duties of the position.

If the problem persists, it will be very helpful to be able to document the effort made to address the problem through verbal warning and formal written warnings that identify and detail the problem and list expectations for improvement and disciplinary measures that will

occur if the problem is not corrected are part of the permanent record. Both line manager and the employee should sign written warnings, and a signed copy should be placed in the staff person's personnel file. Then, actions that might be taken if the problem is not resolved may include demotion, no merit increase, or termination.

4.2.8. Retirement

Employees over the age of 60 (sixty) years may end their employment with the organization through retirement. The organization shall inform employee in writing at least three months before their date of retirement.

4.2.9. Termination of Employment

Any employee may be dismissed, laid-off or suspended from work, in accordance with the rules and regulations of the organization, existing laws and regulations.

4.2.9.1. Termination of Fixed Duration Contracts

It is noted that based on the interpretation of the Ministry of Labor, FDC can be renewed one or more times. Every time of its renewal, it remains FDC if the duration of each of its renewal does not surpass 2 years. We cannot add the duration of each renewal to become a UDC. "Labor Law Arts 73, 74"

An FDC can come to an end by expiration or by cancellation. An FDC normally expires on the end date named in the contract. There are two main legal reasons for the cancellation of an FDC before the end date: agreement and serious misconduct.

Cancellation by Agreement

An FDC may be cancelled by agreement. This agreement must be in writing and witnessed by a Labor Inspector. "Labor Law Art 73(1)"

Cancellation for Serious Misconduct

The organization can cancel an FDC before the end date if the employee commits an act of serious misconduct. "Labor Law Arts 73(2), 83"

Cancellation Due to Acts of God

An FDC can also be cancelled, without the agreement of both parties, in the event of acts of God. "Labor Law Art 73(2)"

Cancellation of an FDC without Legal Reason

Either the organization or the employee may cancel an FDC for other reasons. However, if an organization cancels an FDC without legal reasons, the organization must pay the employee the full amount that the employee would have received if they had been allowed to work until the end of the contract. Similarly, if an employee cancels his/her FDC without legal reasons, the employee must pay the organization for any damages suffered by the organization as a result. "Labor Law Art 73(3) & (4)"

Severance Pay on Termination of an FDC

When an FDC is terminated or expires, the employee has a right to receive severance pay. Severance pay must be at least 5% of the total wages paid to the employee during the length of the FDC. "Labor Law Art 73(6)"

Notice before the Expiry of an FDC

Fixed Duration Contract- FDC (Art. 73)	
Work Duration	Prior-notice
≤ 6 months	No notice required
> 6 months to 1 year	10 days
1 year up	15 days

If no prior notice is given, the FDC is automatically renewed for the same amount of time as the original contract. The contract will become a UDC if the total length of employment exceeds 2 years.

4.2.9.2. Termination of Undetermined Duration Contracts

A UDC may be terminated by either the organization or the employee. An employee can cancel a UDC for any reason. An organization can cancel the UDC only for a valid reason related to the employee’s skill, behavior or the requirements of the organization. “Labor Law Art 74”

Notice of Termination

An organization or an employee who wishes to terminate a UDC must give written notice. The notice period is based on the length of employment as set out in the table below:

Undetermined Duration Contract- UDC (Art. 75)	
Work Duration	Prior-notice
< 6 months	7 days
6 months – 2 years	15 days
2 years- 5 years	1 month
5 years- 10 years	2 months
10 years up	3 months

Obligations during the Notice Period

Generally the organization and the employee must work together as usual during the notice period.

However, employees may take up to 2 days of paid leave per week to look for a new job and may stop work early if they find another job.

4.2.10. Layoff and Dismissal

4.2.10.1. Mass Layoff

Any layoff resulting from a reduction in the program activities of organization or an internal re-organization that is foreseen by the organization is subject to the following procedures:

- The organization establishes the order of the layoffs in light of professional qualifications, seniority within the organization, and family burdens of the employees;
- The organization will inform the employees’ representatives (if any) in writing in order to solicit their suggestions, primarily, on the measures for a prior announcement of the reduction in employee and the measures taken to minimize the effects of the reduction on the affected employees; and
- The first employees to be laid off will be those with the least professional qualifications, then the employees with the least seniority; the seniority has to

be increased by one year for a married employee and by additional year for each dependent child.

The laid-off employees have, for two years, priority to be re-hired for the same position in the organization; and have to inform the organization’s human resource department any change in address occurring after the layoff.

4.2.10.2. Dismissal for FDC

Legal Dismissal and Payment:

- If organization hired an employee with fixed duration contract and wished to terminate this contract before its expiry date, they must seek agreement from the employee side. This termination shall be made in front of the Labor Inspector. However, if there is no agreement it can be terminated before the expiry date just in the case of serious misconduct of one party or the Act of Gods.
- Organization must inform the employees of the contract renewal/termination with the period of time below. If there is no prior notification and both parties allowed it to continue quietly, it will become UDC automatically.

It is noted that based on the interpretation of the Ministry of Labor, FDC can be renewed one or more times. Every time of its renewal, it remains FDC if the duration of each of its renewal does not surpass 2 years. We cannot add the duration of each renewal to become a UDC.

Fixed Duration Contract- FDC (Art. 73)	
Work Duration	Prior-notice
≤ 6 months	0 day
> 6 months to 1 year	10 days
1 year up	15 days

- If organization terminated the FDC at its expiry date or with the agreement of the employee in front of the Labor Inspector, the terminated employee is entitled to the payment as the following: (Art. 73)
 - Last salary
 - Outstanding Annual Leave/OT, if any
 - Severance Pay: Equal to the amount of money agreed in the CBA or 5% of wages and fringe benefits that the workers have already received during the contractual period.

Illegal Dismissal:

- If an organization terminated the contract at their will before the expiry date without employee’s agreement or the reasons such as serious misconduct or Act of Gods, she or he shall pay the dismissed employee in the following: (Art. 73)
 - Last salary
 - Outstanding Annual Leave, if any
 - Indemnity: 5% of paid wages during the contractual period.
 - Compensation: At least equal to the amount of money that the employee will get until the end of the contract (Art. 73, Paragraph 3).

4.2.10.3. Dismissal for UDC

Legal Dismissal and Payment:

- The organization can terminate the contract at any time. But the organization must provide evidence to prove that the termination is made because of the qualification, skill or attitude of that employee or because of the organization's need. The termination must be in proportion to the severity of the misconduct
- The organization must have referral documents to prove that the dismissed employee really had acted intolerably
- The organization must notify the dismissed employee in advance within the duration listed below.

Undetermined Duration Contract- UDC (Art. 75)	
Work Duration	Prior-notice
< 6 months	7 days
6 months – 2 years	15 days
2 years- 5 years	1 month
5 years- 10 years	2 months
10 years up	3 months

- If the organization dismissed an employee with valid reason, prior-notice and not because of serious misconduct, the organization shall pay the dismissed employee the indemnity. The whole payment is listed below:
 - Last salary
 - Outstanding Annual Leave/OT, if any
 - Indemnity (7 days of wage and fringe benefits if he or she has worked for the organization between 6 and 12 consecutive months, 15 days/year of wage and fringe benefits if he or she has worked for over 1 year. If the employee's length of service is longer than 1 year, the fraction of service of six months or more shall be counted 1 full year. This indemnity shall not be more than 6 months of total wages and fringe benefits of that employee. It shall also be paid to the employee whose contract was terminated because of his or her sickness. (Art. 89)

Illegal Dismissal and Payment:

- If the organization dismissed an employee without clear reason and prior-notice, the organization shall pay the dismissed employee as the following:
 - Last salary
 - Outstanding Annual Leave/OT, if any
 - Prior-notice compensation
 - Indemnity (7 days of wage and fringe benefits if he or she has worked for the organization between 6 and 12 consecutive months, 15 days/year of wage and fringe benefits if he or she has worked for over 1 year. If the employee's length of service is longer than 1 year, the fraction of service of six months or more shall be counted 1 full year. This indemnity shall not be more than 6 months of total wages and fringe benefits of that employee. It shall also be paid to the employee whose contract was terminated because of his or her sickness. Art. 89)
 - Compensation/damage = Indemnity

Note: Even though the organization is closed because of no-fund or judicial liquidation, it is not free from the obligations pointed above, except the prior-notice compensation if the organization has notified to the employees in advance prior to the closure. (Art. 87)

4.2. RECRUITMENT & SELECTION

Employees are integral to ongoing success of the organization; therefore, it is imperative that people with the right skills and backgrounds are selected to the organization.

4.3.1. The Employee Resourcing Process

In general, organization's vision and mission are to provide an objective, transparent framework that not only meets legislative requirements, but ensures the selection of people with the appropriate skills and abilities to assist in the achievement of organization's goals and program delivery.

- General discussion will be helped based on the need of field when positions become vacant will be openly advertised externally where necessary
- A position description will be available at the time the position is advertised and must be presented upon request
- All employees should receive a letter of appointment prior to commencing employment, checked and signed by the Senior Manager.

There are two types of vacancies

1. New positions arising from organizational expansion or restructure
2. Replacement of existing vacancy occurring where an employee has resigned or been transferred

A review of the vacant position is required to ensure that the position and tasks carried out are relevant to the field needs of the organization and provide an essential service.

Where the vacancies arise the following steps should be undertaken

- Evaluate the overall purpose of the job
- Consider results of the exit interview
- Review the salary level to ensure salary scale adapted
- Review the job in relation to the overall goals and objectives of the organization
- Evaluate all implications of making any changes

An important part of position review and design is budgetary considerations. The following should be taken into account:

- Availability of funds for the position based on HR planning
- Recruitment cost, including advertising
- Salary and employment costs

4.3.2. Developing Job Description and Personal Specifications

A job description is a concise written outline of the main tasks and nature of the job to be performed and the expected outputs of that position. It is not a detailed record of every task and duty, but a focus of expected outputs which establish the requirements and parameters of the job for both the employee and the line manager.

A position description must be available at the time the position is advertised. This position description must be presented to selected applicants prior to the interview and with the letter of appointment for the successful applicant.

A position description should outline:

- Organizational Development
- Remuneration scales
- Induction: What does the new employee need to know initially?
- Performance Management: What is expected of the position?
- Training & Development: Skills required

The position description should follow a standard of working contract.

[SEE ANNEX 12: THE JOB DESCRIPTION AND SPECIFICATION](#)

4.3.3. Policy on Relatives and Friends Hired

The organization will not hire individuals for positions that are directly supervised by their relatives or friends (who are also organization's employee members). This is due to a potential conflict of interests. An employee is required to inform the organization if any family relationship exists between the employee and an individual being considered for a position in organization. Failure to disclose such information will result in immediate dismissal.

Definition of relatives:

- A relative who has the same blood line Grand pa/mother, parents, siblings, children, grand children, adoptees).
- **A relative by marriage:** Spouse, a relative-in-law (brother/sister-in-law, son-in-law, parents-in-law, and grand children-in-law.)
- **Collateral line:** relatives like branches rooting from the person giving birth (*uncle, aunt, niece, nephew, and cousin*).
- **Offspring:** A person who was born from the same mother or father that is, the same parents or only one parent- that is, the same father but different mother, or only one mother that is, the same mother but different father.

4.3.4. Job Advertisement

The purpose of advertising is to attract a wide range of suitable applicants and to minimize unsuitable applications. Advertising will depend upon the type of employee being sought.

Advertising should:

- Identify and attract who you want to recruit by clearly outlining the position title, duties of the position and skills required
- Supply information about organization and details on how to lodge an application
- Use clear and non-discriminatory language
- Create interest in the minds of potential applicants by presenting a positive image of both the job and organization
- Advertising can be made through media, newspapers, NGO network, internet, recruitment agencies will be considered if the position needs high profile of candidates.

[SEE ANNEX 13: THE JOB ADVERTISEMENT](#)

4.3.5. Shortlisted Candidate

Short listing ensures that only applicants who match the selection criteria are interviewed. Short listing factors for consideration are:

- Work experience whether paid or voluntary, should count towards an applicant's ability
- Qualifications gained by applicant
- Only skills and experience specified in the selection criteria should be used in short listing

[SEE ANNEX 14: THE SHORTLISTED CANDIDATE FORM](#)

4.3.6. Interview

All interviews should follow a similar pattern:

- Treat all candidates objectively and fairly and put candidates at ease, ensuring a comfortable interviewing environment
- Interviewers to be responsive to the needs of candidates and allow them to ask questions at appropriate times
- Encourage candidates to talk freely and describe their most recent job, past experience, skills development
- Ask candidates to provide examples of previous situations or tasks (related to the criteria) with which they have been involved to demonstrate what action they take in particular circumstances and the result of these actions.
- Ensure that candidates are aware of the responsibilities of the job
- Candidates are to be invited to talk about their general interests and activities, some of which may impact on the job requirements
- Check out professional and personal motivation for applying to work for organization and their prior knowledge of organization activities. Original qualification should be sighted
- Monitor the time to ensure that all issues are covered in the time allowed for the interview and that the interview is brought to a satisfactory conclusion
- On conclusions of the interviews:
 - Agree on the preferred candidate (and back-up candidate if the preferred candidate does not accept the offer of appointment). Discuss referee comments and agree on final candidate
 - Advise candidates of results

[SEE ANNEX 15: THE INTERVIEW FORM](#)

4.3.7. Conduct Reference Check

Whenever possible, at least the reference checks will be made on each final candidate by the human resource or assigned person. Reference can be checked maximum three referees from past to current job (best practices) or more than if required, it would be best for checking reference with direct line supervisors. Anyway, reference check with teachers could be also applied for those who fresh graduate from university.

[SEE ANNEX 16: THE REFERENCE CHECK FORM](#)

4.3.8. Health Check

All employees are subject to health check-up in according to Cambodian Labor Law, and are required to pass a medical check by the Department of Labor Medical Unit. The organization will pay for this medical check.

4.3.9. Police Clearance

For the organization, as an employer, to meet its obligations to protect its employees, consideration has to be given to the requirement for National Police Clearance Certificates. While some positions within the organization have a legislated requirement for a police clearance, the remainder is to be determined by the organization. The decision to seek a police clearance must not be arbitrary and demands careful consideration of the necessity or relevance of any such clearance for any particular position.

A National Police Clearance Certificate is a list of disclosable court outcomes and pending charges sourced from the databases of all police jurisdictions. Certain convictions may not be disclosed on a National Police Clearance Certificate in accordance with the legislation and policies of the various police jurisdictions (for example, spent convictions and most traffic and juvenile convictions).

4.3.10. Selection & Hiring

- Selection

Based on the interviews and reference checks, the Human Resource Manager in consultation with the Senior Manager, may take one or more of the actions such as:

- Call for another interview with one or more candidates,
- Select the most suitable person to receive an Offer of Employment,
- Select the second most suitable candidate (and third, fourth, etc. as appropriate) to receive an Offer of Employment if the first choice does not accept,
- Decide that none of the candidates are suitable,
- Re-advertise the position, or
- Abandon the recruitment process for the position

- Offer of Employment

The Human Resources Manager will send a correctly dated Offer of Employment to the candidate by letter or E-mail. In the letter or E-mail of Offer of Employment, it will be specified the proposed salary and any special conditions.

Organization will require the candidate to accept in writing the Offer of Employment, as offered or as amended through negotiation, within seven (7) days of the date of the offer letter.

[SEE ANNEX 17: THE OFFER OF EMPLOYMENT](#)

- Employment Agreement

After accepting an Offer of Employment, Human Resource Manager will make arrangements to sign an Employment Agreement between the candidate and the Senior Manager at the earliest practical date.

At the time of signing the Employment Agreement, new employee will also be required to sign copies of the following policies confirming that she or he has read and agreed to their contents:

- Internal Rules
- Employee Handbook

[SEE ANNEX 18: THE EMPLOYMENT AGREEMENT](#)

All applications, interview notes, and reference checks of unsuccessful candidates will be kept on file for at least two years and may be considered in the recruitment of future positions.

4.3. TRAINING & DEVELOPMENT

To continue development and strengthen staff capacity building, training is very important for employee to work effectively. All employees are encouraged to pursue training that leads to self-development and skills enhancement which in turn allow them to make a better and more productive contribution. Training would happen internally and externally; and training is requested by filing the Training Request Form to the Line Manager to be approved depending on education needed. The training request can be done depending on the annual budget for training, and it is important to have a report about training for 3 months or 6 months depending on training status.

The organization is committed to ongoing staff training and development to improve the capacity of individuals and the organization as a whole. Individual needs are considered in conjunction with project and organization needs and budget, to increase the organization's capacity to achieve its current and strategic objectives.

The organization operates on the principle of directing as great a proportion of organization's funds as possible to community development projects, a proportion of which is allocated to staff development where there is budget capacity.

4.4.1. Job Related Training

This guideline is considered when making decisions on training requests. Priority will be given to the enhancement of current roles/responsibilities and taking into account existing working hours.

- Job relevance priority will be given to train that assists an individual to achieve their personal plan and therefore directly enhance their abilities to fulfil their position and supports the organization's objectives
- Staff with high potential are given priority for training to fast track them into other roles in the organization
- Other trained managers will consider the amount of training already supported in the current year to ensure there is equal access to training
- Budget training requests need to be considered in conjunction with projected budgets. The organization makes attempts to ensure that there is sufficient budget allocation to training in all project proposals.

4.4.2. Languages Training

To ease the communication within the organization, the organization financially supports all employees to attend language training courses based on their role and responsibilities.

4.4.3. Professional Development

The organization provides financial assistance for longer term professional development courses to assist career progression within the organization, or an external organization, on a case-by case basis.

This guideline for the level of financial support for longer term professional development will be considered in relation to:

- Relevance to current career
- Performance
- Potential
- Length of service
- Cost of the course
- Budget

Continued financial support for these courses requires arrangement of a pass mark of over 75% and the budget availability and Senior Manager making a decision.

4.4.4. Orientation

In order to function effectively in a new position, employees must acquire within the first weeks and months of employment, information related to their work and work environment.

Employee orientation is therefore an essential human resource management function, and it is the policy of the organization that all new employees will receive, within a reasonable period of time following their appointment, orientation with respect to their duties, work environment, and terms and conditions of employment.

Effective communication of this information is essential for the development of employee performance and for the formation of positive attitudes with respect to the employee's work, supervision, and the organization.

4.4.5. On-Job Training

Training is provided within the workplace. It is important to ensure that those providing the training are competent otherwise the employee may learn bad habits.

When employee fails to meet Key Performance Indicators, has poor quality of work, inefficient, etc, coaching may be needed.

Coaching is an on-going process that contributes to continuous improvement through feedback. It is an effective way to learn because the employee gets one-on-one attention from his/her Line Manager; there are immediate opportunities for application and practice, any deficiencies can be quickly addressed, and this learning is highly relevant and meaningful because it is done on the job.

4.4.6. Off-Job Training

Training courses can be internal or external and will typically be provided by specialist external trainers using a range of different training techniques.

4.4.7. Training Request Procedures

Employees are expected to complete the following steps:

- Employee completes a training request form for approval from their line manager
- The line manager assesses the request in light of the above criteria
- Non-approved requests are discussed with the individual
- Approved and non-approved requests are forwarded to the requester

- Approved and non-approved requests are then forwarded to Administration for filing and payment

[SEE ANNEX 19: TRAINING AND PROFESSIONAL DEVELOPMENT REQUEST FORM](#)

4.4.8. Responsibility of Employee and Line Manager

Employees are expected to undertake all training with a positive attitude and sincere willingness to learn. They are required to attend classes and undertake study outside of work hours. Where employees are required to travel or attend courses during work hours they are required to make up the time by agreement with their line manager.

Please note:

- Approval for training costs to be paid by the organization can only be undertaken if the organization has sufficient budget capacity.
- Employees are required to agree to reimburse the organization for costs incurred by the organization in supporting employee training, if the employee chooses to leave the organization's employment before training and/or a specific period afterward has been completed.

4.4.9. Following-up the Training and Development

On completion of the training, the employee is responsible for developing a plan of action for on-the-job implementation of the acquired knowledge/skills. The employee's line manager is responsible for confirming the action plan and facilitating its implementation.

4.5. PERFORMANCE MANAGEMENT

4.5.1. Probationary Period

At the beginning of an employment contract the organization can set a probationary period of up to 3 months in order to evaluate the skills and attitude of an employee¹⁶.

Types of Workers	Probation Period
Regular employees	3 months
Specialized employees	2 months
Non-specialized employees	1 month

- The round-trip travel cost of the long-distance workers during this period shall be borne by the organization.
- The contract of the probationary worker can be terminated at the will of one party without prior notice. (Art. 82)

4.5.2. Performance Appraisal Process

The management of organization implements and manages Performance Management Process that includes the following key elements:

- A clear description of each employee's roles and responsibilities that are linked to the overall organizational plan and articulated in specific performance indicators.

¹⁶Guide to the Cambodian Labor Law for the Garment Industry, Phnom Penh, International Labor Office, 2005, pp - 09

- Employee development through coaching, training and development.
- Regular performance review between the employee and their line managers to assess progress, set goals, determine support needs, and give/receive feedback on performance issues.
- Incentives for positive performance and development.

The steps of conducting Performance Appraisal are as follows:

Step 1: The staff submits a completed self-review form to her/his or her supervisor.

Step 2: The supervisor then completes the Performance Appraisal form at her/her section.

Step 3: The supervisor, staff and HR representative meet to discuss the appraisal, and the goals and plans for the coming year. They both should include any written comments, and both should sign the form.

Step 4: The appraisal is submitted or seek approval from final decision maker for review and signature as final endorsement.

Step 5: The approved form is submitted to HR/Admin for staff's personnel file. Moreover, a letter of increment shall be made.

4.5.3. Roles and Responsibilities

All employees are entitled to a clear description of their roles, responsibilities, and performance expectations, which will be provided in two main documents:

- The Position Description sets out:
 - The role that the position plays with the organization's overall business plan
 - Relationships with supervisors, peers, and subordinates
 - Responsibilities that the employee undertakes in achieving the organization's objectives
 - Qualifications (education, skills, knowledge, attitude,...etc.) that are required or desirable for the position, and
 - Personal attributes and characteristics that are required or desirable for the position.
- The Performance Agreement sets out specific performance expectations for the employee including:
 - Key task areas with relative importance assigned to each task
 - Expected outcomes and deliverables, and
 - Key Performance Indicators (KPIs) to measure progress relative to the expected outcomes and deliverables.

4.5.4. Employee Development

This employee development is to strengthen employees' capacity to achieve the organizational objectives. Employee Development is an investment by the organization that empowers employees to make the best use of their natural and learned abilities. Employee Development may include internally provided training, externally provided training, and on-the-job coaching.

- General employee training educates employees on issues of general relevant to the organization and its programs
- Project-specific training orientates project employees to project objectives, approach, and work plan and/or strengthens capabilities in required skill areas.

Ongoing development needs of individual employees will be indentified during regular Performance Review meetings with their line manager and implemented as needed and as funding allows.

4.5.5. Performance Review

A performance appraisal should take place between every six months to a year for all employees who have completed at least six months of service.

- In the Performance Appraisal Form, the Job Description and the Performance Agreement, the employee and their line manager will discuss the following points:
 - Progress on performance outcomes and indicators
 - Employee’s independent initiatives and achievements
 - Employee’s workload
 - Adequacy of support received by the employee from organization
 - Employee’s challenges and areas in need of improvement
 - Employee’s development needs
 - A review and update of the employee’s job description and performance agreement including long term goals, short term objectives, and indicators.
- The line manager completes the Performance Appraisal Form
- The line manager assigns an overall Performance Rating for the employee as follows:

Performance Rating	Description	Action
Outstanding	“Outstanding” shows competence ¹⁷ well above the needs/requirements of the current grade. It indicates an employee has the capacity and capability to perform beyond his level.	Employee shall have their salary increased as PBI, and/or promoted
Above Expectations	“Above Expectations” indicates an employee is performing above the required performance level for his grade.	Employee shall have their salary increased as PBI.
Meets Expectation	“Meets Expectations” indicates that an employee is fully competent to handle the requirements of the job in his current grade. Some office/program action may be required for other jobs at the same level.	Employee shall have their salary increased as PBI.

¹⁷ Competency - it is sets of measurable skills, knowledge, and attitude critical to successful performance (*The Training Package Assessment Materials Project is an initiative of the Australian National Training Authority with funding provided by the Department of Employment, Training & Youth Affairs.*)

Satisfactory	“Satisfactory” indicates that an employee has not met some of the goals during the year. The employee has some areas for improvement. Development/training or other action is necessary.	Employee shall have their salary increased as PBI.
Unsatisfactory	“Unsatisfactory” suggests that an employee will be put on a performance improvement plan.	Employee may be transferred to another position, demoted, or terminated. S/he will be put under performance watch and no salary increased.
PBI = Performance Based Increase; COLA = Cost Of Living Adjustment		

- The employee is allowed to add his/her comments to the form.
- The relevant senior manager and Human Resource Manager review and approve the form.
- The employee receives a copy of the form and the original form is kept in the employee’s personnel file.

[SEE ANNEX 20: PERFORMANCE APPRAISAL FORM](#)

4.5.6. Feedbacks

Throughout many organizations, employees have provided feedback to others about their behavior and productivity. While feedback is nothing new, certain aspects of feedback have changed over time—such as the purpose, process, source, and manner in which feedback has been provided. Currently, many NGOs practice one or more of four feedbacks. These include: upwards feedback, downwards feedback, peer feedback, and 360⁰ Degree feedback; however, it is upon the discretion of NGOs to choose any form of feedback that is best and most suitable to their organizational context. Basically, these four feedbacks are a part of performance appraisal process; however, these feedback mechanisms normally take place regularly throughout the year when performance gaps are identified.

4.5.6.1. Upwards Feedback

Upward feedback is designed to provide constructive feedback to the management side of the practice. Employees should provide comments so that the organization can better understand the successes and improvements needed in the management structure. One upward feedback form should be completed for each employee with whom work was performed during the year. The forms should be turned in to the senior manager so feedback and comments can be appropriately addressed.

[SEE ANNEX 21: UPWARDS FEEDBACK FORM](#)

4.5.6.2. Downwards Feedback

The purpose of regular documented downwards feedback discussions between employee and line manager is to discuss priorities, deadlines, progress against objectives (‘what’) and behaviors (‘how’), the way you’ve approached or closed a specific piece of work etc. For more details, see 4.5.5.

4.5.6.3. Peer Feedback

Formally and informally, employees often seek and receive feedback from colleagues related to their performance, and peer feedback occurs with an annual performance appraisal. It also may include seeking out a knowledgeable, trusted colleague familiar to your practice area, who can respond to specific questions related to their professional growth.

4.5.6.4. 360degree Feedback

The main purposes of 360 degree feedback can be summarized as follows:

- Self-development and employee counselling
- Part of 'organized' training and development
- Team-building
- Strategic or organization development
- Validation of training and other initiatives
- Remuneration

360 degree feedback, in which peers, supervisors, subordinates, beneficiaries and the employee themselves all provide feedback on his or her performance.

This 360 degree feedback is provided in relation to a common objective set of work-related criteria, and the performance data generated is very useful in identifying problems or issues common across the organization. Likewise, the performance of divisions, units, teams or work groups can be easily compared with each other, against common criteria.

The organization collects the type and amount of performance data to be equitable outcomes for employees. If this is used in relation to specific projects rather than on a more comprehensive basis it does not become resource intensive.

4.5.7. Performance Incentives

All managers are encouraged to recognize and acknowledge superior performance by employees that they supervise.

Salary increases are awarded as seen in the section of salary and benefits administration. The salary increase will be based in part on performance rating that the employee receives during the Performance Appraisal.

Other incentives may include:

- Productivity based incentives
- Awards or commendations
- Internal or external training opportunities.

4.5.8. Managing Poor Performers

Poor performers who perform unsatisfactorily need to be appropriately handled to ensure they will not persist in their adverse performance, and will give their best to the organization. The senior management must take action to tackle such performers, otherwise there may be an adverse effect on the morale of employees who are performing satisfactorily.

When employees are not performing at the level appropriate for their rank and experience, they should be told so, and be helped to overcome the poor performance

through close supervision, counselling, coaching, and other appropriate actions in the period of three to six months. The whole procedure needs to be handled in a sensitive, objective and fair manner.

If no improvement is shown after counselling, coaching and other appropriate actions, there is a formal process of dealing with non-performance involving poor performance warning, reassignment to another position, demotion, or termination of employment.

4.6. SALARY & BENEFITS ADMINISTRATION

A structured salary and benefits program enables the organization to implement an equitable and fair rewards system that helps drive organizational performance. A competitive compensation and benefits program enables the organization to attract, retain, and motivate employees. It also encourages employee commitment, loyalty and improved productivity. The main purpose of the salary and benefits program is to set out the processes and procedures to determine staff salary structure, ensures that staff are duly rewarded for good performance and provides for compliance with statutory regulations. This may also involve the administration of salary and benefits.

4.6.1. Salary Administration

Salaries for each new position will be based on the responsibilities and required qualifications of the new position and relative to salaries of existing positions in the organization. Starting salaries will be set at a level which is consistent with salaries for similar positions in other organizations of a similar size and nature, and salaries in the general job market.

4.6.1.1. Salary Scale

The organization gives their employee an attractive salary scale that is competitive with comparable NGOs in Cambodia as shown by the most recent CCC salary survey. The lowest paid employees will be offered a decent living wage. Ensuring that organization's objectives are met, organization reviews the salary scale at least every two years and updates it as necessary.

The grid of wage and qualification is designed into six columns:

- Levels of category: from I to VIII
- Description of the functions suggested for the tasks, activities, missions, orientation and strategies. In addition, it describes the concept of situational management which divide the execution and delegation of work in the 4 levels
- Capabilities required
- Different proposals of remuneration.

[SEE ANNEX 22: SALARY SCALE](#)

4.6.1.2. Annual Salary Increase

An annual salary increase is offered for all employees depending on available funds and intended to compensate for increases in the cost of living due to inflation and to provide incentive for exceptional work performance by individual employees. Salary increases will consist of two parts: a cost of living Adjustment and a performance-based increase.

- Cost of Living Adjustment

Cost of Living Adjustment is applied to all employees equally and related to the percentage change in the Consumer Price Index in the Capital City (Phnom Penh) over the proceeding year as published by the National Institute of Statistics of the Royal Government of Cambodia. Besides, depending on the available funds, organization will apply a cost of living increase that is equal to the Consumer Price Index increase or less than the Consumer Price Index increase (in case of a funding shortfall).

➤ **Performance-Based Increase**

Performance-Based Increase will not necessary be received by all employees. Whether or not an increase is awarded and the amount of the increase will depend on:

- The employee's performance in relation to Key Performance Indicators (KPIs)
- Changes in the employees level of responsibility, qualifications, or skill level over the past year
- The employee's initiative, attitude, and commitment, and
- The availability of funds.

4.6.1.3. Deduction

Organization will make deductions from an employee's salary for the following reasons:

- Income tax payable by the employee according to Cambodian Income Taxation Laws
- Recovery of any days of unpaid leave
- Recovery of any uncleared advances
- Recovery of any overpayment made in error to the employee
- Recovery of loan repayments if the employee has an outstanding loan from the organization
- Recovery of damaged or lost goods entrusted to employee, or for loss of money for which the employee is responsible, where such damage or loss is caused by the employee's neglect or error.

4.6.1.4. Pay Procedures

All employees are paid monthly, depending on the nature of the job. In the event that a regularly scheduled payday falls on a weekend or holiday, employees will receive pay on the next day of working.

- Salaries are paid before the last working day of the month for work conducted in that month
- Salaries are paid in Khmer Riel or US Dollars
- In most cases, salaries are paid by direct deposit into the employee's bank account. Basically, any bank charges for this service are paid for by the employer.
- Salary advances will be granted under any circumstances, especially emergency cases.

4.6.2. Employee Benefits

Any additional allowances, bonuses and benefits to which an employee is entitled which are not outlined in this Manual will be itemized in the contract of employment.

4.6.2.1. Legally Required Benefits

The HR department is responsible for ensuring compliance with legal regulations regarding employee benefits. Information about compulsory benefits may found in the Cambodian Labor Law. Compulsory benefits of employees are as follows:

➤ National Social Security Fund

National Social Security Fund is paid for entirely by the organization. It helps an employee to claim for their work related accident. NSSF shall provide ID Number and issue 'Occupational Risk Insurance Card' for each employee free of charge. 'Occupational Risk Insurance Card' shall be given to employees through the organization.

In case of the loss or damage of 'Occupational Risk Insurance Card', the titular as the owner of the card shall make an immediate notification to line manager and request duplication within 30 days at the latest after the date of notification. Duplication provision requires titular to pay NSSF 2,000 Riels.

In case of the work related accident, employee shall inform immediate supervisor within 24 hours for processing claim the benefits from NSSF.

➤ Public Holidays

Employees are entitled to be absent from work without loss of pay or other benefits on days declared to be Public Holidays by the relevant Prakas issued by the Ministry in charge of Labor.

When these holidays fall on a Saturday or Sunday, employees will have the nearest weekday off in lieu. If the public holidays fall on Saturday and Sunday, employees will have only one (1) nearest weekday off in lieu.

➤ Time off to Vote

The organization will offer to all employees the paid time off to vote in accordance with the determination of the royal government of Cambodia. These paid time off to vote do not break the length of service required to obtain annual leave, nor do they reduce this type of leave.

➤ Leaves

Absences shall mean failure to report for work for any cause whatsoever. Such absences may fall under the categories of annual leave, sick leave, maternity or paternity leave, absence without official leave and absence for special reasons.

Absence without notice will be considered as serious misconduct and the management team will take fair action on it. So that if employees themselves think that they will be late they should prior inform their line manager.

A leave is authorized absence from work, for a stated period of time, and may be with or without pay. Annual credits are earned within twelve months (12 months) of service. Employees who were made regular in the middle of the year shall be prorated. Started month counts as a full month in pro rata basis.

o Paid Annual Leave

- Any absence of ½ day or more that is not Sick, Special, Maternity, Paternity or Unpaid Leave will be considered to be Annual Leave and must be accounted for on an official Annual Leave Form.

- All employees are entitled to 1.5 days fully paid Annual Leave for each month of work. This equates to 18 days Annual Leave per year of service.

- All employees seeking to take Annual Leave must formally apply in writing by completing the Annual Leave Form. This Form must be submitted to the Human Resources after approval from the employee's line manager and the senior manager. An application for Annual Leave should be made in advance of the proposed Annual Leave.

- Upon approval by the line manager and the senior manager and after completion of the probationary period, employees may take Annual Leave in advance of accrual.

- The length of Annual Leave will increase based on the employee's seniority at the rate of one day per three years of service, for example as follows:

* 0 – 3 years of service	18 days Annual Leave
* 3 – 6 years of service	19 days Annual Leave
* 6 – 9 years of service	20 days Annual Leave
* 9 – 12 years of service	21 days Annual Leave

(For more detail related annual leave above, please see in Cambodian Labor Law)

- The period of Annual Leave is in addition to Public Holidays.

[SEE ANNEX 23: LEAVE REQUEST FORM](#)

o Sick Leave

Each employee has a right to sick leave. The organization includes paid sick leave in the internal regulations.

The organization offers an employee sick leave for up to 6 months if an employee:

- is absent from work because of illness; and
- has a certificate from a qualified doctor.

The organization may dismiss an employee if the employee is on sick leave for more than 6 months.

o Special Leave

Special Leave is offered up to seven days for personal reasons that affect employee's immediate family. However, the organization should not unreasonably refuse special leave if:

- The employee is getting married;
- The employee's wife gives birth;
- The employee's child is getting married; or
- The employee's husband, wife, children or parents have died or are ill.

If employees have not already used their annual leave, the organization

may deduct special leave from remaining annual leave for that year. If employees have no annual leave, the organization may require them to work to make up for their special leave.

- Maternity Leave
Female employees will be entitled to a minimum of three months of paid maternity leave. In the event of an employee's being unable to perform her duties in the later period of her pregnancy, she can plan her leave time based on her convenience.
- Paternity Leave
Male employees are entitled to at least three days of paternity leave to be taken within one month of their child's birth.

- Severance Pay on Termination of an FDC
When an FDC is terminated or expires, the employee has a right to receive severance pay. Severance pay must be at least 5% of the total wages paid to the employee during the length of the FDC.

The Severance Pay = Total Wage x 5%

- Termination Payment
If an employee's UDC is terminated by the organization for any reason other than serious misconduct, that employee is entitled to all Termination Payments including the Indemnity for Dismissal.

In cases of termination of an unspecific duration contract due to serious misconduct, will not be paid at all to the employee.

Indemnity for Dismissal will not be paid if termination occurs during, or at the end of, a probationary period nominated in an unspecific duration contract.

Indemnity for Dismissal will be paid according to the following table:

Length of service	Indemnity
Six (6) to twelve (12) months	Seven (7) days wages
More than twelve (12) months	Fifteen (15) days wages for every year of service, up to a maximum of six (6) months wages. Time fractions of six months service will be counted as a full year of service.

4.6.2.2. Voluntary Benefits

The organization provides a diversified package of voluntary benefits including insurance, health care, thirteen month pay (annual bonus), Loan, telephone allowance, education allowance (staff & dependent), housing allowance, relocation allowance, and provident (pension) fund.

- Insurance
All employees are provided with in-patient insurance for hospitalization expenses through private insurance company. This insurance covers employees at all times, including non-working hours such as annual leave and holidays.

➤ Medical Care

The organization shall define the clear policy on Medical Care. The policy should be included the amount to be covered and claiming procedures.

➤ Thirteen Month Pay (Annual Bonus)

The organization will pay an annual bonus of one month's gross salary to all employees who have worked with for 12 month or more. Specific period for annual bonus will be set based on the Khmer New Year.

Employees who have worked less than 12 months are paid the bonus on pro-rata bases. Employees who resign or whose contract period finishes prior to the specific period will not be paid any annual bonus.

➤ Employee Loan

Some organizations have the employee loan policies. In their policies, they normally state that as the following:

All employees who have completed one year of service in the organization are eligible for an interest free loan subject to availability of funds. Any kind of tax liability applicable on the loan amount will be borne by the employee. The basic criterion for eligibility is a genuine verifiable purpose for which the employee has applied for a loan.

The maximum amount to be sanctioned as loan will be (current drawn) three months gross salary of the employee. Application for a higher amount will be subject to approval from the senior manager. The sanction will depend on the sole discretion of the senior manager. The loan will be repayable within 24 months in equal monthly deductions from salary every month. The deduction of instalments from salary will start from the month subsequent to which the loan has been sanctioned. If an employee wants to repay the balance amount in a single instalment within 24 months employee can inform Human Resources about his/her intent and Human Resources shall facilitate the repayment.

If an Employee leaves the organization before the repayment of the full loan amount, the employee is liable to pay the balance of the loan amount before being relieved.

➤ Telephone Allowance

The organization has installed line phones and purchased mobile phones to serve the organization's business. However, due to the demands of work and unavailability of office phone, employees are encouraged to request for phone card. This is subject to availability of budget and approval from the senior manager.

➤ Education Allowance (Staff & Dependent)

The organization encourages all employees to further develop and improve themselves through education. The organization feels employee development is advantageous to both the organization and the employee.

Employees requesting educational allowance must comply with the following conditions:

- Employee must submit a written request for education allowance to the Human Resources listing the precise reason for this request with a detailed listing of the desired educational program, using the Training and Professional Development Request Form.

- Employee must be employed by the organization at the time in order to qualify for a possible education allowance.
- Employee must submit the completed Training and Professional Development Request Form at least two (2) weeks prior to the desired starting time of the program to the Human Resources in order to qualify for financial allowance considerations.

Final approval for all education allowances and possible reimbursement should be made by management and is indicated on the Training and Professional Development Request Form, which is returned to the employee prior to the starting time of the program.

After the successful completion of the educational program, the employee must provide the Human Resources with the Training and Professional Development Request Form, official transcripts of enrolment, grade reports, book receipts etc. in order to be reimbursed.

Any special cases or situations not listed above should be at the discretion of management.

➤ [Relocation Allowance](#)

When an employee is requested by the organization to move to another location she or he is eligible for a relocation allowance to cover personal costs incurred as a result of the move. The amount of a relocation allowance will be paid based on official receipts from actual expenses.

When an employee relocates at her/his own request, she or he will not be eligible for a relocation allowance.

➤ [Provident \(Pension\) Fund](#)

The employees in the organization are not obligated to apply the retirement plan organized by the government; therefore, the organization obligates itself to have retirement plan for their employees. The purpose of ACF Provident Fund for national staff is to:

1. Reward length of employee service.
2. Provide a measure of financial security at an employment termination.

The provident fund is calculated at the end of each year of employment within calendar year and treated as the organization's liabilities for employees. The fund will be paid when employee gets retirement or termination at will. The condition of payment, the total yearly payment is equivalent to 5% of annual salary of each employee¹⁸. Employee contributions are not required.

4.6.3. Travelling Policy

A travel policy that describes what expenses are covered at what rate when employees travel helps the organization better estimate costs and control costs. It provides a uniform guideline so staff persons know in advance how their travel will be paid for and at what terms. The travel policy should include: local travelling and international travelling.

4.6.4.1. Local Travelling

- Transport Allowance

¹⁸ This 5% of annual salary is mostly practiced.

Taxi, bus, ferry and airplane fares are reimbursed based on the official receipts. Fuel expenses for the organization's vehicles are reimbursed based on the official receipts. Besides, the employees who regularly use their own motorcycles for work purposes are paid a monthly travel distance, which includes: fuel, maintenance, insurance, and depreciation.

- **Per Diem and Accommodation**

Employees who travel on official organization business within the country are eligible for per diem (meal costs) and reimbursement for accommodation and transportation expenses. Per Diem rates are as follows:

- Breakfast*
- Lunch
- Dinner

* This will not be paid when employees stay in accommodation where breakfast is included in the accommodation rate.

Transportation and accommodation are separate and calculated by receipt.

Accommodation costs are generally reimbursable up to USD 15.00 per night, per person, upon submission of receipt. Hotel or guest house costs are based on double occupancy or double room rates. In the cases where only single rooms are available or employees are travelling alone, rates of USD 20.00 may apply.

Transportation costs, including bus, taxi, motodop, or rental car fares, will be reimbursed upon submission of receipt and a completed Travel Expense Form. These costs will be based on reasonable current local rates.

Any exceptions to the above rates require written explanation and are subject to approval by the direct supervisor and/or the Executive Director.

[SEE ANNEX 24: TRAVEL EXPENSE FORM](#)

4.6.4.2. International Travelling

For work-related international travel, the following applies:

- International transportation will be reimbursed based on official receipts
- Lodging will be reimbursed based on official receipts, and
- A country-specific per diem will be provided to cover food, local travel and miscellaneous items.

The per diem rate will be based on a knowledgeable estimate (ideally by resident of the local) of the amount necessary to cover the above noted costs. Per diem rates will be approved by the senior manager.

4.6.4. Rewards & Retention

Reward Management of individual or group achievements and efforts will help promote the right attitude to work, and bring out the best in employees. Apart from pay increase, promotion and job extension, reward management is a good way to motivate employees. The following formal schemes help to motivate employees:

- Commendation/Appreciation Letters
- Long Service Travel Awards
- Long and Meritorious Service Award

- Retirement Souvenirs
- Honors and Awards
- Employee Suggestions Scheme
- Employee Motivation Scheme

4.7. EMPLOYEE RELATIONS

The principles that govern employee relations are that, where possible:

1. Equality of Opportunity
2. Grievance Procedures
3. Employee Health and Safety at Workplace
4. Security

4.7.1. Equality of Opportunity

The organization gives equal opportunity in employment regardless of sex, sexual orientation, marital status, race, age, disability, religion or ethnic origin. This applies to recruitment, training, pay, conditions of employment, allocation of work and promotion.

4.7.2. Grievance Procedures

Grievance should be limited to terms of employment as defined in the human resource policies and contracts if any, compensation, benefits, discrimination, promotions, transfers, and termination. Grievances are not about personality conflicts.

4.7.2.1. Purpose

The organization resolves grievances quickly, fairly, and informally. The Grievance Procedure is intended to enhance communication, improve working conditions and relationships, and to resolve differences in a confidential, non-adversarial setting.

4.7.2.2. Informal discussions

Employees should first discuss grievances informally with their line manager. If this discussion is unsuccessful, or the particular circumstances of the grievance make this discussion difficult, then the grievance should be raised formally through the grievance procedure.

4.7.2.3. Grievance Procedure

Where an employee's informal discussion regarding a grievance with their line manager is unsuccessful, or the particular circumstances of the grievance make this discussion difficult, the employee should set out the grievance in writing and provide this to the senior manager.

As soon as possible after receipt of the written grievance, the senior manager will meet with the employee to discuss the matter. The employee has the right to be accompanied to this meeting.

The senior manager will give a response within five working days in an endeavor to resolve the matter.

If the matter is not resolved to the employee's satisfaction, the employee should set out their objection in writing and provide this objection to the senior manager.

This dispute will then be referred to private conciliation, where the employee and the organization will endeavor in good faith to settle the dispute.

In the event that the conciliation is unsuccessful, the dispute will be referred to binding private arbitration.

The Conciliator and Arbitrator must be experienced in the resolution of labor disputes in Cambodia and will be appointed by agreement between the employee and the organization.

4.7.3. Employee Health and Safety at Work Areas

The organization is committed to ensuring a safe and healthy workplace for employee and visitors at all work locations in accordance with its obligations under the Cambodian Labor Law.

4.7.3.1. Safety

The organization is committed to the safety of its employees and its property and equipment. To this end, we should utilize a safety program in our daily activities. Disregard of any organization safety rule and regulation may result in disciplinary action including termination of employment. It is necessary that the organization establishes safety rules and regulations to be observed by all employees at all times. With regard to these rules, the following should be considered standard procedure for all employees:

All questions concerning the reason for doing something in a certain manner may be asked of any member of management at any time. The employee should inform the line manager or the senior manager in the event that a safety regulation is modified that may compromise an employee's safety.

Employee's decisions should always be guided by the organization's commitment to safety. Should a hazardous situation or condition exist and a decision has to be made on safety or operation, safety concerns should always take precedence over operation.

It is the responsibility of each manager and supervisor to see that every employee at the organization is provided with safe working conditions, all safety regulations are observed and employees use good common sense to protect themselves as well as others. Management and supervisors should periodically inspect working conditions and may suspend all work activity until an unsafe condition is corrected.

The most important part of safety is the employee himself. It is the responsibility of each employee to abide by the safety rules; these rules are made for your protection. Employees are expected to report any personal injury immediately, however minor and to all dangerous conditions and practices to the line manager or the Human Resources.

4.7.3.2. Health-Related Issues

Employees, who become aware of any health-related issue, including pregnancy, should notify their supervisor and HRM of their health status. This policy has been instituted strictly to protect the employee.

A written “permission to work” from the employee’s doctor is required at the time or shortly after notice has been given. The doctor’s note should specify whether the employee is able to perform regular duties as outlined in his/her job description.

A leave of absence may be granted on a case-by-case basis. If the need arises for a leave of absence, employees should notify their line manager and the HR.

4.7.3.3. Safety Rules

Besides the following listed safety rules, each employee should make himself familiar with the work place and check if there are any additional special safety rules in the designated work area.

- First aid supply kits are provided in the work area. It is the responsibility of the supervisors to see that the kits remain well stocked.
- Know where the fire extinguishers are located and how to use them.
- All defective materials or tools must be brought to the attention of the supervisor and not remain on the job.
- The organization if necessary should provide safety glasses. They should be used at all times while working in the operation areas of the plant.
- The organization should provide hearing protection for jobs that require such devices.
- Wear clothes suited for the job. Do not wear open toed shoes.
- Practice good housekeeping. Keep work area clean and free from stumbling hazards, grease, etc.
- Learn to lift the correct way. Bend knees. Keep back erect. Get help for heavy loads.
- No scuffling or horseplay on the job.
- Do not run within the work area.
- Employees must be sure that their actions do not endanger other employees, or damage the organization or personal property.
- Keep guards and protective devices in place at all times.
- Use tools only for their intended purposes. Do not use broken or dangerously dull tools.
- Do not attempt to operate special machinery or equipment without permission and instructions.
- Do not repair or adjust machinery while it is in operation and never oil moving parts except on equipment fitted with safeguards for this purpose.

4.7.3.4. Employee Requiring Medical Attention

In the event an employee requires medical attention, whether injured or becoming ill while at work, the employee’s personal physician must be notified immediately. If it is necessary for the employee to be seen by the doctor or go to the hospital, a family member will be called to transport the employee to the appropriate facility. If the health condition requires Emergency Medical Services to evaluate the injury/illness of an employee on-site, the organization will take care of the first-aid help and the transportation charges only; other medical care is the responsibility of the employees.

A physician’s “return to work” notice may be required.

4.7.4. Security & Parking Area

All employees who are issued keys to the office are responsible for their safekeeping. These employees will sign a Building Key Disbursement (BKD) form upon receiving the key. The last employee, or a designated employee, who leaves the office at the end of the working day assumes the responsibility to ensure that all doors are securely locked, the alarm system is armed, thermostats are set on appropriate evening and/or weekend setting, and all appliances and lights are turned off with exception of the lights normally left on for security purposes. Employees are not allowed on the organization property after working hours without prior authorization from the responsible people.

4.7.4.1. Emergency Procedures

The organization has a duty of care to provide all persons with a safe and healthy environment. The emergency events or situations the service's Emergency Policy identifies and responds to are:

- In case of fire
 - Employees should familiarize themselves with the location of the fire extinguishers and fire hydrants, in case of fire.
 - Efforts should be jointly made with colleagues to put out by means of fire fighting equipment.
 - Inform line managers, senior managers who is on duty.
 - Shut all doors and windows and switch of all electrical appliances in the vicinity of fire.
 - Evacuate the spot is your life is likely to be in danger.
 - Clients/Guests should be assisted to evacuate the premises first.
 - Do not use a lift, use emergency exits for evacuation.
- Accident
Whenever accidents happen, the other employee members should inform the line manager immediately for appropriate arrangement.

4.7.4.2. PARKING AREA

Employees must park their vehicles in areas indicated and provided by the organization.

4.8. HR INTERNAL AUDIT

An **HR Internal Audit** is a formal research effort that evaluates the current status of HR management in the organization. Through the development and use of statistical reports and research data, HR Internal Audits attempt to evaluate how well HR activities have been performed, so that management can identify what needs to be improved. It helps the organization accomplish its objectives by bringing a systematic, ordinary approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

- The line manager shall be notified in all cases where the discovery of circumstances suggests a reasonable possibility that funds and/or physical assets have or are thought to have, been lost through security breaches.
- Employees are responsible for notifying the line manager of irregular circumstances. The human resources will ensure that the proper steps are taken, in accordance with the *Statement of Policy Pertaining to Dishonest or Fraudulent Activities Related to Funds or Property Owned by or in the Care of the Organization*.
- The line manager will perform sufficient tests to identify the weaknesses which permitted the irregularity and evaluate their potential impact on HR activities. The line manager will

recommend improvements to correct these weaknesses and incorporate appropriate tests in future audits to detect the existence of similar weaknesses in other areas.

However, due to the nature of fraud [i.e. collusion, management overrides], the line manager cannot provide absolute assurance that all fraudulent activity will be detected.

- The line manager conducts its reviews with an attitude of professional skepticism and neutrality as to Management's good faith, recognizing that the application of internal auditing procedures may produce evidential matter indicating the possibility of errors or irregularities. However, the line manager cannot be solely responsible for the detection and prevention of all errors and irregularities that may occur. All members of Management and staff share that responsibility in the execution of his/her duties.
- All HR internal audit functional activities will remain free of inappropriate influence, including matters of audit selection, scope, procedures, frequency, timing, and report content.
- HR is responsible for the administration of this Policy Statement and for directing the Program throughout the organization.

Annexes

ANNEXES: FORMS

- ANNEX 1 (A-B): CHILD PROTECTION POLICY
- ANNEX 2 (A-B): ANTI-CORRUPTION POLICY
- ANNEX 3 (A-B): WHISTLE - BLOWING POLICY
- ANNEX 4: ANTI - TERRORISM POLICY
- ANNEX 5: DISABILITY POLICY
- ANNEX 6: GENDER POLICY
- ANNEX 7: HARASSMENT & SEXUAL HARASSMENT
- ANNEX 8: CONFLICT OF INTEREST POLICY
- ANNEX 9: DISCLOSURE AND CONFIDENTIALITY
- ANNEX 10: DRUG POLICY
- ANNEX 11: POLICY ON HIV/AIDS IN THE WORKPLACE
- ANNEX 12: THE JOB DESCRIPTION AND SPECIFICATION
- ANNEX 13: THE JOB ADVERTISEMENT
- ANNEX 14: THE SHORTLISTED CANDIDATE FORM
- ANNEX 15: THE INTERVIEW FORM
- ANNEX 16: THE REFERENCE CHECK FORM
- ANNEX 17: THE OFFER OF EMPLOYMENT
- ANNEX 18: THE EMPLOYMENT AGREEMENT
- ANNEX 19: TRAINING AND PROFESSIONAL DEVELOPMENT REQUEST FORM
- ANNEX 20: PERFORMANCE APPRAISAL FORM
- ANNEX 21: UPWARDS FEEDBACK FORM
- ANNEX 22: SALARY SCALE
- ANNEX 23: LEAVE REQUEST FORM
- ANNEX 24: TRAVEL EXPENSE FORM

**ADRA Cambodia
Child Protection Policy
FEBRUARY 2005**

Board Approved: 10 February 2005: #2005-01-09

1. Purpose

It is part of ADRA International's mission statement to:

Facilitate of the right and ability of all children to attain their full potential, and to assist in assuring the child's survival to achieve that potential.

Child protection is integral to the pursuit of this mission and is therefore detailed in this document for implementation through ADRA Cambodia's local program.

2. Principles

In developing this child protection policy, the following set of principles is recognised (as derived from the UN Convention on the Rights of a Child):

- All children have equal rights to protection from abuse and exploitation
- All children should be encouraged to fulfil their potential and inequalities should be challenged
- Everybody has a responsibility to support the care and protection of children
- INGOs have a duty of care to children with whom they work and with whom their representatives work
- If agencies work through partners they have a responsibility to meet minimum standards of protection for the children in their partners' programmes

ADRA is seeking to promote a child-safe environment through active adoption of this policy at all levels, demonstrated through a clear understanding of the purpose and principles behind development of a child protection policy, and through understanding of the responsibilities of ADRA Cambodia as an organisation, and as individuals who comprise ADRA Cambodia in recognition that the welfare of children is paramount.

3. Application

This document is prepared for broad application throughout ADRA Cambodia's program and importantly where a program's targeted beneficiaries (direct or indirect) include individuals under the age of 18.

This policy is applied to:

- all staff, national and international
- all volunteers and interns
- all contractors, e.g., consultants
- all Board Members

This policy is to be reviewed at a minimum of every 3 years and as necessary. The review team shall comprise personnel who are actively involved in programs targeting children/ minors (individuals under 18 years) and ADRA Cambodia management. All policy statements and revisions shall be approved by the ADRA Cambodia Board.

4. Implementation

Protection of children from abuse and safeguarding the rights of children will be addressed through the following steps:

4.1 Awareness Raising

There is awareness of child protection issues and understanding of the rights of the child, problems of child abuse and risks to children.

- 4.1.1 Education is provided for ADRA personnel in issues of child protection including understanding of the rights of the child, child exploitation, abuse and neglect.
- 4.1.2 ADRA personnel are made fully aware of contents of this policy, expected codes of conduct and have an active understanding of procedures and systems in place to safeguard children.
- 4.1.3 ADRA personnel who work in programs whose targeted beneficiaries are under 18 years of age are to have signed that they have read and understood this Child Protection Policy and will adhere to ADRA's Child Protection Codes of Conduct.

4.2 Prevention

The prevention of child abuse through awareness, application of protocols and codes of conduct is integral to safeguarding the rights of the child.

- 4.2.1 Appropriate measures are taken during recruitment to ensure that known offenders are not employed by ADRA Cambodia. This includes screening through interviews and reference checks specifically querying child protection issues.
- 4.2.2 All ADRA personnel are required to sign that they will adhere to ADRA's Child Protection Policy and Child Protection Codes of Conduct.
- 4.2.3 Orientation procedures include a module on awareness of child protection issues.
- 4.2.4 This policy will be reviewed at minimum every 3 years or when it is shown necessary that additional issues need to be identified and addressed through this policy.
- 4.2.5 Project specific application of preventative measures should be developed in order to address activity specific needs for child protection. This should be developed using the framework of awareness and prevention.

4.3 Procedures and Systems

Systems of communication, reporting and responding are in place and fully understood, in order to minimise risk to the child and to promptly address areas of concern.

- 4.3.1 *Communication:* appropriate and wide communication of ADRA's commitment to child protection and the implementation steps in place to ensure child protection in ADRA's program is necessary for the policy to be effective and to ensure a child-safe environment. Appropriate communication measures are as follows:
 - ADRA's commitment to child protection is made known through open displays and available to all

- Children in ADRA's care have been informed of their right to be safe from abuse
- Information on child protection is available in the appropriate format and language to be accessible by all staff, children and carers
- All staff and children are aware of the designated person responsible for child protection and how to contact them

4.3.2 *Reporting:* prompt and properly treated and documented reporting is important for future investigation of the incident. It is important that all reported concerns are duly considered and that the appropriate measures are taken in accordance with this policy.

- *Incident Reporting*
ADRA personnel are required to report immediately, any known incident or suspected concern of child abuse. The report should be made to the Provincial Program Manager or Advisor and/or Country Director/Associate Director.
Any report made to ADRA personnel by the child should be treated seriously. Immediate steps should be taken to ensure the child's protection. Family/carers should be informed of the issue and of the action proposed and consulted as the incident is dealt with by ADRA.
- *Documentation*
Within 24 hours, a full written report should be prepared which details all aspects of the alleged incident / concern. This should give full details of person/s involved, times, places, witnesses, and what occurred
- *Confidentiality*
All parties to the incident should be guaranteed full confidentiality. This includes the victim, the alleged perpetrator, and the individual reporting the incident. Only those required to deal with the situation shall be privy to the details of the incident.

4.3.3 *Responding:* a prompt and appropriate response ensures that the situation is not perpetuated and that all individuals involved are clear on issues and actions to be taken. The following steps outline the appropriate responses to be taken:

- *Distance the parties*
The first step to be taken when an incident is reported is to distance the victim and the suspected abuser. This would normally involve suspending the staff member from their employment immediately subject to investigation of the issue. Staff members are entitled to a just process of investigation with no presupposition of guilt or innocence. The staff member shall be informed of the allegations and steps to be taken. They shall be given the opportunity to respond to these allegations and participate in the investigation as desired.

- *Formal Complaint Process , Investigation and Determination*
Once the incident has been reported to the appropriate personnel, the Country Director/ Associate Director together with Human Resources Director, Provincial Program Manager and Advisor shall commence internal investigations of the incident.

This shall involve interviews of all parties involved including witnesses to gather all relevant details of the allegation. Such a process shall be documented at all steps.

Should the allegations be found to be true, then appropriate disciplinary measures, potentially involving termination from employment and necessary legal recourse, will be taken. Appropriate details regarding this incident should be provided to future potential employers seeking references on the individual.

Should allegations found to be without base, then appropriate steps should be taken with all parties to minimise damage to the reputation of the individual accused and ensure that all parties are satisfied with the findings.

- *Legal Recourse*
Physical and/or sexual abuse of a child is considered a crime and shall be treated as such.

On completion of the investigation, a decision shall be made by the investigation team to determine whether substantive evidence is given for criminal behaviour requiring informing the relevant authorities/ police.

Should expatriates be involved as perpetrators, there may be legal recourse to be taken in their home country. The investigation team should identify specific steps to take in this situation.

- *Counselling Support*
It is recognised that parties to the child abuse would need appropriate counselling support. Counsellors shall be identified to provide this service to the victim and as appropriate, to the perpetrator and others involved.

4.4 Use of Child Photos and Information

The use of child photos and information on the child is to be strictly regulated to ensure protection of the child from exploitation.

Any communications about children should use pictures that are decent, respectful and culturally appropriate.

Images and information relating to children will be made available for communication purposes only where there is complete understanding and agreement as to their usage. No images / information shall be provided

where there is any possibility that the communication may compromise the safety and protection of the child.

In communications, no personal details identifying the child's specific location shall be provided.

Where images and information are to be used for communication purposes which are focused in detail on an individual child, where possible, permission of the relevant provincial ADRA office, any partnering organisation and the child's parent/carer should be granted before the image may be used.

5 Definitions and Terms¹

Child abuse can be physical abuse, emotional abuse, neglect or sexual abuse.

5.1 Physical abuse

Physical abuse occurs when a person purposefully injures or threatens to injure a child or young person. This may take the form of slapping, punching, shaking, kicking, burning, shoving or grabbing. The injury may take the form of bruises, cuts, burns or fractures.

5.2 Emotional abuse

Emotional abuse is a chronic attack on a child or young person's self esteem. It can take the form of name calling, threatening, ridiculing, intimidating or isolating the child or young person.

5.3 Neglect

Neglect is the failure to provide the child with the basic necessities of life, such as food, clothing, shelter and supervision to the extent that the child's health and development are at risk.

5.4 Child Sexual abuse

Sexual abuse is when a child or young person is used by an older or bigger child, adolescent or adult for his or her own sexual stimulation or gratification, or economic gain.

¹ Definitions and Terms taken from CARE Australia's Child Protection Policy Section 2.1

6 Child Protection Code of Conduct

As a staff (or other agent) of ADRA Cambodia, I agree:

1. To respect the right of the child for protection from abuse and exploitation;
2. That it is my responsibility to support the care and protection of children;
3. That I have a duty of care to the children with whom I work;
4. To always act appropriately and in a culturally sensitive manner, with children, understanding the importance of my behaviour with children and the potential perceptions that may follow from my actions or words. This includes behaviours that cannot be considered abuse in any sense of the term;
5. That as an adult, I am fully responsible for my actions and any interactions between myself and any child, regardless of the behaviour of the child;
6. That I am fully aware of, understand and agree to follow ADRA Cambodia's Child Protection Policy including any disciplinary actions as specified; and
7. That I understand the protocols in place for addressing potential concerns of child abuse and agree to immediately report any incidences / concerns that I may be aware of.

Staff Signature

Name:

Position:

Date: _____

Supervisor

Name:

Position:

Date: _____



CARE CAMBODIA

CODE OF CONDUCT FOR THE PROTECTION OF THE CHILD AND COMMUNITY PARTNERS

1 *Introduction*

CARE's capacity to ensure the protection of and assistance to the children and community partners that we work with, depends on the ability of its staff to uphold and promote the highest standards of ethical and professional conduct. We, the staff members of CARE, are personally and collectively responsible for maintaining these standards. Managers have a particular responsibility to uphold these standards, to set a good example, and to create a working environment that supports and empowers staff.

It is recognised that CARE's work often puts its staff in positions of power in relation to its children and community partners that we work with. Staff have an obligation not to abuse this power.

This Code of Conduct is intended to serve as an illustrative guide for staff to make ethical decisions in their professional lives, and at times in their private lives.

While acknowledging that local laws and customs may differ from one country to another, the Code of Conduct is based on international legal standards.

The Code applies to all CARE staff members, who will be requested to sign it. Any breach of the Code of Conduct will be seen as a serious concern and may result in disciplinary action or dismissal, in accordance with CARE's disciplinary procedures. Persons holding a CARE consultant contract and interns will also receive the Code and be requested to confirm that they uphold its standards as far as applicable to their status.

Annex 1-A

All CARE staff are responsible for encouraging, advocating and promoting the dissemination of the Code of Conduct. They also have a role in implementing, monitoring and enforcing its standards. Staff are also urged to encourage partners to adhere to these standards and to join CARE staff in upholding them.

2 *COMMITMENT TO CARE CODE OF CONDUCT for the protection of the Child and Community Partners*

As a staff member of CARE, I commit myself to:

1. Treat all children and community partners fairly, and with respect and dignity.

I will always seek to care for and protect the rights of children and community partners, and act in a manner that ensures that their best interests shall be the paramount consideration.

If my job involves direct work with children and community partners, I will meet with them regularly, in order to fully understand their experiences and needs, and to explain the role of CARE and the scope of its work.

2. Uphold the integrity of CARE, by ensuring that my personal and professional conduct is, and is seen to be, of the highest standard.

I will demonstrate integrity, truthfulness, dedication and honesty in my actions. I will be patient, respectful and courteous to all persons with whom I deal in any capacity, including children and community partners, governments and donors.

I recognise that my personal conduct will reflect on CARE's reputation and may impact on community

perceptions, therefore I will refrain from inappropriate behaviour that may be compromising or detrimental to CARE.

3. Safeguard and make responsible use of the information and resources to which I have access by reason of my employment with CARE.

I will exercise due care in all matters of official business, and not divulge any confidential information about a child, community partners, colleagues and other work-related matters in accordance with the staff regulations and rules and current guidelines.

I will protect, manage and utilise CARE human, financial and material resources efficiently and effectively, bearing in mind that these resources have been placed at CARE's disposal for the benefit of the child and community partners.

4. Prevent, oppose and combat all exploitation and abuse of the child and community partners.

I undertake not to abuse the power and influence that I have by virtue of my position over the lives and well-being of the child and community partners.

I will never request any service or favour from a child or community partners in return for protection or assistance. I will never engage in any exploitative relationships – sexual, emotional, financial or employment-related – with a child or community partners.

I recognise that there is an inherent conflict of interest and potential abuse of power in having sexual relations with members of communities with whom we are directly working. Should I find myself in such a relationship with a community member that I consider non-exploitative and consensual, I will report this to my supervisor for appropriate guidance in the knowledge that this matter will be treated with due discretion. I understand that both my supervisor and I have available to us normal consultative and recourse mechanisms on these issues.

I will act responsibly when hiring or otherwise engaging a community member for private services (e.g housekeeping). I will report in writing on the nature and conditions of this employment to my supervisor.

5. Refrain from any involvement in criminal or unethical activities, activities that contravene human rights, or activities that compromise the image and interests of CARE.

I will neither support nor take part in any form of illegal, exploitative or abusive activities, including, for example, child labour, child pornography and trafficking of human beings and commodities.

As CARE is committed to the highest standards of protection and care for children, I am aware that I am expected not to engage in sexual activities with any person under the age of 18.

(Note: This, of course, does not apply to staff who, in accordance with laws and customs of their country of origin and/or host country, may have a consensual relationship and/or be married to someone under 18. International staff members, however, should not take advantage of local customs in this regard. Where doubt exists, staff are encouraged to consult with the HR Director in Australia).



Anti-Corruption Policy

Philosophy

Pact is committed to conducting its activities with the highest ethical and moral standards. Pact will cooperate with and encourage others to fight bribery, fraud and other corrupt activities. Pact cannot effectively fulfill its mission if it allows any of its employees, representatives, associates or agents to engage in corrupt behavior.

Corruption especially harms the poor and disenfranchised. It cripples development by undermining the rule and law and diverting public funds. Economic growth and civil society are dependent on reliable and fair government and institutional foundations. In addition to encouraging the public sector to adopt high level of responsibility, transparency and accountability, Pact adopts this policy to ensure that its activities are conducted with honesty, openness, fairness and incorruptibility.

Policy

It is Pact Cambodia's Policy to prohibit bribery and corrupt practices. Pact employees, representatives, subcontractors, and agents ("Pact Representatives") must not, directly or indirectly, provide or offer to provide any payment, gift or benefit to any representative or employee of any government, governmental agency, multilateral institution, or other grant-making organization in any circumstances where such payment or gift or offer constitutes a violation of any applicable law or regulation.

Guidelines

- *Relationships with Government Representatives*

Pact Representatives shall comply with the United States laws on corruption, kickbacks, illegal gratuities, and bribery, including the Foreign Corrupt Practices Act, as well as the anti-corruption laws of any country in which they are operating. Pact Representatives shall not, directly or indirectly, corruptly pay, authorize or offer gifts, gratuities, payments, loans, promises, or any thing of value to any government official. A corrupt payment, authorization or offering is one where something of value is intended to influence any official government act or decision in order to benefit Pact

If a Pact Representative feels that this policy is an insurmountable barrier to receiving necessary routine government services in a country other than United States, the Pact Representative should contact Pact Cambodia's Country Representative. Such routine government services may include the provision of permits, licenses, police protection, mail services, visas, phone, water, electric or other utility services, inspection approvals, or other routine government authorizations. In rare circumstances, approval may be given to make such payment in return for these routine services. However, unless the Pact Representative obtains such advance written approval from Pact Cambodia's Country Representative & Unit Head, he or she must not make such payment.

- *Relationships with Foreign Representatives*

Pact will exercise good faith due diligence to ensure that all of its foreign representatives comply with this policy. Whenever Pact engages an agent, representative, grantee, or other

person to act on its behalf in a foreign country for a project which likely will include contact with foreign government officials, Pact shall require such representatives to comply with all applicable laws. This requirement shall be included in a written contract, and the contract shall state that violation of the provision will be grounds for immediate termination of the contract. Pact Representatives shall take steps to ensure that this policy is strictly enforced; payments made by Pact shall not be diverted for corrupt purposes.

- *Relationships with Funding Organizations*

In seeking or implementing projects funded by government agencies, multilateral and international institutions, private foundations and/or any other source of public or charitable funds, Pact representatives will fully observe this anti-corruption policy. Specifically, Pact Representatives shall not offer or pay any employee, consultant or representative of any funding organization any benefit unless (a) the funding organization is fully aware of the action, and (b) the action does not violate any applicable laws, rules or regulations.

- *Relationships with Vendors, Subcontractors, Grantees*

Pact Representative should conduct themselves according to the highest ethical standards in any dealings they have with all Pact vendors, suppliers, subcontractors, grantees, and all other persons or organizations receiving any payment, directly or indirectly, from Pact. Specifically, Pact Representatives responsible for making decisions which lead to payment of these persons or organizations shall not accept any gifts, gratuities, payments, loans, and/or courtesies of any nature. The only exception to this rule is that a Pact Representatives may accept gifts, gratuities, entertainment, or other benefits if ALL of the following conditions are met:

- 1) the nature and the value (as a general matter not to exceed \$100 dollars) are such that refusal could be seen as unsociable or impolite,
- 2) its acceptance will not influence the recipient's job performance,
- 3) the recipient will not feel obliged to do something in return, AND
- 4) the recipient is able to openly discuss the acceptance without reservation.

All Pact Representatives must report such acceptances to Pact Cambodia's Country Representative & Unit Head or his/her designee.

Procedures

- *Guidance*

If Pact Representatives have any doubt whatsoever about this policy, the Representative should seek guidance from Pact Cambodia's Country Representative & Unit Head or his/her designee. Pact Cambodia's Country Representative & Unit Head or his/her designee is available to interpret this policy and any of the underlying laws upon which it is based. If Pact Cambodia's Country Representative & Unit Head or his/her designee is unable to give you a direct and immediate answer, he or she will seek clarification from appropriate persons, and then give further guidance on how to proceed.

- *Reporting and Complaints*

All Pact Representatives have an affirmative obligation to report all situations which they know, or have reason to believe, involve violations of this policy. Any situation which involves the corrupt or fraudulent use of Pact funds or the corrupt behavior of any Pact Representatives, including independent contractors, foreign agents, and grantees, must be reported. The proper person to report such suspected violations to is Country Representative & Unit Head. Pact will thoroughly investigate the report, and appropriate corrective action will

be taken. Confidentiality and privacy will be respected during any investigation to the maximum extent possible.

- *Enforcement*

Pact will not tolerate any illegal or unethical acts. Anyone found to have violated this anti-corruption policy will be disciplined. Discipline of employees and contractors may include termination of employment. In addition, Pact will move to terminate all present and future work with any contractor, grantee or other Pact Representative committing substantial violations of this policy.

Acknowledgement

I acknowledge that it is my responsibility to read, understand and abide by the contents of the Pact Cambodia's Gender Policy.

Signed by:

Employee's Name

Employee's Signature

Date

ANTI-FRAUD AND ANTI-CORRUPTION POLICY

Introduction

To ensure that Plan International, Inc. and Plan Limited (together referred to in this policy statement as “Plan”) continues to have high standards of accountability, it is important that clear guidance is given to employees and volunteers on how fraud and suspected fraud is to be dealt with.

This policy statement sets out the responsibilities of managers, employees and volunteers in the event of fraud or corruption.

Plan has a zero tolerance to fraud and corruption and requires staff and volunteers at all times to act honestly and with integrity and to safeguard the assets for which they are responsible. Fraud and corruption are an ever-present threat to Plan’s assets and reputation and so must be a concern of all members of staff and volunteers.

The scope of this policy applies to all Plan International, Inc. employees and volunteers. The principles and definitions in this policy also extend to relationships Plan has with National Organisations and external organisations (including, without limitation, implementing partners, contractors and donors).

What is Fraud and Corruption?

The term **fraud** is used to describe a whole range of activities such as deception, bribery, forgery, extortion, theft, conspiracy, embezzlement, misappropriation, false representation, concealment of material facts and collusion. It involves the act of deceit of the organisation in order to obtain a personal or collective advantage, avoid an obligation or cause loss. **Corruption** involves the act of dishonestly obtaining an advantage from a third party by abusing an entrusted power for private gain. Neither fraud nor corruption are restricted to monetary or material benefit, but could also include intangible benefits such as status or information.

Related Policies and Procedures

This policy should be read in conjunction with the following documents:

- Code of Conduct for Plan Employees (approved by the Executive Committee in December 2004)
- Whistle Blowing Policy (attachment to the Code of Conduct)
- Global Grievance Procedure
- Country Office, Regional Office and International Headquarters Disciplinary Procedures

Plan takes the most serious view of any attempt to commit an act of fraud or corruption by members of staff, volunteers, contractors, their employees and agents acting on behalf of Plan. Employees and volunteers involved in fraud and corruption of any kind will be subjected to disciplinary action within the organisation and may be reported to external authorities for criminal prosecution, if appropriate. Plan treats an attempted act of fraud or corruption as seriously as an accomplished act.

Responsibilities

Plan is committed to preventing fraud and corruption from occurring and developing an anti-fraud and anti-corruption culture. To achieve this, Plan will:

- Develop and maintain effective controls to prevent fraud and corruption
- Ensure that if fraud occurs, a vigorous and prompt investigation takes place
- Take appropriate disciplinary and legal action in all cases, where justified and
- Review systems and procedures to prevent similar frauds

Managers' Responsibilities

The day to day responsibility for the prevention and detection of fraud rests with the line managers who are responsible for:

- Identifying the risks to which systems, operations and procedures are exposed
- Developing and maintaining effective controls to prevent and detect fraud
- Ensuring that controls are being complied with

Regional Directors and Divisional Directors are responsible for reporting all cases of fraud and corruption to the Director of Finance.

Staff from both Global Finance and Global Assurance are available to offer advice and assistance on control issues and managers are encouraged to make use of this service.

Staff Responsibilities

All staff are responsible for:

- Acting with propriety in the use Plan's assets resources
- Conducting themselves in accordance with the principles set out in the Code of Conduct
- Alerting their line manager where they believe the opportunity for fraud or corruption exists
- Reporting details immediately to their line manager of
 - (a) any suspected or actual fraud or corruption
 - (b) any suspicious acts or events which might give rise to a suspicion of fraud or corruption, to their line manager

If for any reason a member of staff does not feel able to report a suspected fraud or corruption to their line manager, a more senior manager or the Director of Finance should be informed. Staff should refer to the Plan Whistle Blowing Policy for guidance where they do not feel able to report suspected fraud or corruption to line management or are not satisfied that their concerns have been addressed

- Assist in any investigations by making available all relevant information and by cooperating in interviews

The **Director of Finance** is responsible for:

- Establishing the internal control system designed to counter the risk of fraud and corruption and ensuring the adequacy and effectiveness of this system
- Ensuring that there are arrangements in place for investigation of all suspected and alleged fraud or corruption
- Maintaining a fraud and corruption register
- **Reporting all cases of fraud and corruption to the CEO, International Management Team and Financial Audit Committee of the International Board on a quarterly basis**

The **Director of Global Assurance** is responsible for:

- Ensuring that the risk of fraud has been properly identified and assessed by management
- Internal control has been properly designed to address the risk of fraud and that they are working effectively
- At the request of management, carrying out investigations of suspected or alleged fraud and corruption where there is a significant risk to Plan's reputation

Whistle blowing policy



Effective June 2008

Introduction

The ActionAid whistle-blowing system aims to reinforce the organisation's commitment to its policies, values, attitudes and behaviours. The system provides an alternative channel to other reporting systems to learn of serious problems so that they can be resolved quickly.

Policy

This policy applies to all staff of ActionAid and those of partner organisations who are in a long-term (over one year) relationship with ActionAid. The policy covers the responsibility to report wrongful acts committed by staff of ActionAid and those of partner organisations. Wrongful acts in this sense are described as;

Financial and procedural malpractice including those relating to mismanagement, misappropriation of funds, actual or suspected fraud or abuse of authority.

Under this policy, it will be a disciplinary matter if a genuine whistleblower were to be victimised. While the policy does not specifically cover ex-employees of the organisation, reports received from ex-employees will be considered for investigation. Members of staff are however encouraged to report any wrongful act whilst still in the employment of the organisation.

Reporting responsibility

It is an obligation for all ActionAid staff to report wrongful acts or suspected wrongful acts in accordance with this Whistle-Blowing policy. Members of staff of partner organisations are also required to report such acts committed by ActionAid staff or their own staff in the execution of

their partnership agreements. Reports can be made as follows;

- **Affiliates, Associates and Country Programmes**
Any employee of ActionAid or that of a partner organisation who observes any improper practice or wrongful conduct on the part of an ActionAid member of staff or of a partner organisation should report such observations to the Country Director.

Where the alleged wrongdoing relates to the conduct of the Country Director, the case should be reported to the International Director responsible for the Country.

- **International Secretariat**
Any employee of ActionAid who observes any improper practice or wrongful conduct at any Regional Office or the International Secretariat should report such cases to the International Director responsible for that office.

Where the alleged wrongdoing relates to the conduct of an International Director, the case should be reported to the Chief Executive Officer.

Where the alleged wrongdoing relates to the conduct of the Chief Executive Officer, the case should be reported to the Head of Internal Audit.

Confidentiality

Cases may be reported on a confidential basis or may be reported anonymously using the email address whistleblowing@actionaid.org which will be monitored by Lanre Amao, Head of Internal Audit. He can also be contacted on +27 11 731 4500.

The confidentiality of the reports will be kept to the extent possible, consistent with the need to conduct an adequate investigation.

Country Directors should also ensure that long-term partners are made aware of their responsibility to report any wrongful conduct of ActionAid staff in the execution of a partnership agreement.

Handling of reported cases

The Country Director, Head of Internal Audit or a member of the International Directors' team who receives a report will acknowledge receipt of the report within seven business days.

All reports should be properly investigated by a Committee set up by management or an internal auditor where applicable. Reported cases may also be passed to the international internal audit team for investigation, if considered appropriate.

Upon investigation, management should take the appropriate corrective action warranted by the outcome of the investigation.

The Head of Internal Audit and the Regional Finance Coordinator should be notified of the outcome of an investigation.

For investigations carried out by the international internal audit team, a report will be made to higher authority as appropriate and corrective actions will be suggested.

There may be occasions when external bodies such as donors and regulators (Charity Commission) will be notified of the outcome of an investigation.

The Whistle-blower would also be notified of the outcome of an investigation whenever it is possible to do so.

On an annual basis, issues raised through whistle-blowing will be tracked and reported to the Board.

False Allegations

Any allegation which proves to have been maliciously or knowingly false will be viewed as a serious disciplinary offence. Any personal interest should be made known when first raising concerns.

Notification

All departmental heads and in particular human resource managers are required to notify and communicate the existence and contents of this policy to the employees of their department and all new employees respectively.



Complaints Charter CARE's "Tell Us" or "Whistle Blower" Policy

CARE treats all information regarding unethical behaviour, practice or complaints from community members, partners in development and staff extremely seriously.

CARE will ensure all staff, volunteers, primary and other stakeholders know about professional boundaries and ethical behaviour in the context of robust positive policies which have been developed through participatory processes.

With this policy we aim to accomplish two objectives: first, to ensure that all staff, volunteers, primary and other stakeholders who work with and through CARE feel able and feel comfortable making complaints when they are not happy about service quality or the ethical behaviour or conduct of CARE staff members. Second, to ensure transparency and accountability in our management decision making by providing a mechanism whereby anyone can question the process by which decisions have been reached.

To do this we will:

- Provide as many different options to complain as practicably possible, including text, telephone, in writing, e-mail, in-person or through suggestion box and complaints boxes at organizational and community level. In addition the formal processes of programme evaluation and internal audit will be used to ascertain stake-holder's perceptions of CARE's accountability.
- Publicize our "tell us" policy in all CARE's offices and staff manuals and make this charter available to partners and community members.
- Support stakeholders who make complaints and thank them for their openness
- Maintain confidentiality of information in relationship to complaints

Guidance to staff for investigations

CARE's "Tell Us" policy covers the implementation of all policies within CARE including Human Resource and Professional Code of Conduct, Child Protection and the Management of Organizational Finances.

When a staff member knows, or believes, that an abuse of position, resources or responsibility is taking place or has taken place, they have a responsibility to inform line management or the senior staff in CARE of their information. Failure to inform senior management could be seen as complicity in negative actions that affect CARE.

When a complaint involves a member of staff it must always be put through a formal process and investigated promptly and transparently.

Complaint(s) file

The Assistant Country Director /Director-Finance and Administration will establish and maintain a confidential complaints file which will include:

- Copies of all formal letters and other correspondence
- Investigation notes
- Investigation reports
- Interviews/transcripts of statements

The complaints file will be made available to the investigation team, as appropriate, and to the Director

Programmes and Programme Coordinators.

Delegating tasks within the investigation

Where the Country Director or her/his Officer in Charge, delegates to another officer part of an investigation, she/he will

- Advise the complainant in writing of the role of the investigation, and how the investigation will proceed.
- If applicable advise the accused of the need for the investigation and, dependent on the seriousness of the accusation, possibly suspend the individual until a full and fair investigation has been completed.
- Agree a time-line and co-ordinate the responses to the complainant and accused, to make sure that she / he is aware of exactly what is going on.

Checklist for Investigation Interviews with the complainant

Once a complaint has been raised CARE will select an internal investigation team who will interview the individual raising the complaint and collect supporting evidence.

When conducting an investigation interview CARE will apply the following checklist

- Use a suitable place and time
- Introduce investigation personnel
- Outline the aspect of the complaint we are investigating
- Offer staff member the opportunity to have a colleague to be present
- Offer community members the opportunity to have a family member or friend to be present
- Reinforce the limits and boundaries of confidentiality
- Investigate the validity of the complaint (collaboration of others, documentary evidence, interviews with beneficiaries)
- Keep notes and ensure the validity of the content of the notes before using them as investigation evidence

Report the outcome of the investigation to senior management

If the accusation is proven to be baseless, CARE will seek the permission of the accused staff member and will offer to make a public declaration of the outcome of the investigation.

If the investigation proves that an accusation has been made with the malicious intent of harming the reputation of an individual, CARE will undertake a full review of the issue and decide the need for disciplinary action.

Checklist for Investigation Interviews with the Accused

Once the investigation report has been received from the complainant the internal investigation team will undertake to interview the individual accused.

CARE will apply the following checklist

- Use a suitable place and time
- Introduce investigation personnel
- Outline the aspect of the complaint we have received and the outcomes of the investigation
- Offer staff member the opportunity to have a colleague to be present
- Reinforce the limits and boundaries of confidentiality
- Keep notes and constantly check that the staff member agrees the content of notes as these will form the basis of the Country Director's decision.

- Be clear about timescales for decisions and possible outcomes if complaints are shown to be fully supported.
- Create minutes of all meetings

Confidentiality:

The Country Director or her / his delegated officer will ensure that complainants are informed about the following:

- Other people will only know about the complaint and the investigation if they need to
- Investigating staff will be required to document all information
- The complainant is likely to be interviewed as part of the investigation
- Where someone has complained about a member of staff, the member of staff will be informed of the complaint but not the name of the complainant.

If a beneficiary or staff member/volunteer has complained about a programme/ project/ staff member or programme manager, the senior line manager will need to discuss with the Country Director will determine the scope and seriousness of the accusation and if necessary may suspend the accused staff member/manager on full pay while the investigation is being conducted.

Suspension from Duty

This decision is not taken lightly and is made when the seriousness of the accusation warrants it and in order that the investigation is carried out with the utmost efficiency and integrity. When a member of staff is suspended from duty pending investigations the following must be clearly communicated:

- Staff must hand over all keys and property belonging to CARE
- The suspended staff may not visit the office or programme /project area without supervision/escort
- The time frame for investigations to be completed will be clearly communicated
- The consequences of investigations supporting the accusations will be clearly communicated
- The opportunity to defend one's actions and/ or to bring other perspectives to the investigation will be provided.
- All final decisions will be communicated in writing to the affected staff member

PLAN INTERNATIONAL, INC. POLICY ON ANTI-TERRORISM

(adopted by the IMT in April 2005)

PI Inc will not provide support of any kind to a person or entity that it knows or has reason to believe advocates terrorism or engages in terrorist activity. PI Inc shall comply with all US laws and regulations that address terrorism and terrorist activity.

For the purposes of this policy, “terrorist activity” means a violent act that is intended to:

- a.) intimidate or coerce a civilian population;
- b.) influence the policy of a government by intimidation or coercion; or
- c.) affect the conduct of government by mass destruction, assassination, kidnapping, or hostage taking.

Examples of violent acts intended to coerce civilian populations that may constitute “terrorist activity” include: high-jacking or sabotaging a public transportation vehicle; seizing and threatening to harm another person unless some ransom is made; assassination; and use of biological, chemical, nuclear or other weapons of mass destruction.

Every officer and employee of PI Inc must understand and follow this policy. Questions about this policy should be directed to a Regional Director or the Company Secretariat at IH in Woking.

If any officer or employee believes that PI Inc is acting contrary to this policy, that officer or employee must contact a supervisor or, if appropriate, a Regional Director or the Company Secretariat at IH in Woking.



DISABILITY POLICY

HR 26

POLICY STATEMENT

The Channel is committed to ensuring equality of opportunity and dignity at work for all employees, to the prevention of discrimination, and to the recognition of the value of diversity within its workforce.

As such, our policy is to ensure that all existing and potential employees with disabilities are treated with dignity and no less favourably than others.

All employees will be recruited, trained and promoted on the basis of what they can do, not what they can't do.

DEFINITION OF DISABILITY

For the purpose of this policy, disability is broadly defined as 'a physical or mental impairment which has a substantial and long-term adverse effect on a person's ability to carry out normal day to day activities.'

SCOPE

This policy applies to all existing and potential employees and self-employed freelancers of the Channel.

GENERAL PRINCIPLES

We will: -

1. Interview applicants with a disability who meet the criteria for a job vacancy and consider them on their abilities
2. Consult with disabled employees regularly about what we can do to make sure they can play a full and active role in the life of the Channel
3. Ensure that, as far as is reasonably practical, all Channel 4 facilities, including buildings and websites, are accessible to all employees and others who work with the Channel
4. Communicate our policies to all applicants, employees, agency workers, freelancers and third parties working on our behalf
5. Advertise vacancies across a range of media to ensure we receive applications from the widest cross-section of the community
6. Make every effort when employees become disabled to ensure they stay in employment, including consideration of reasonable adjustments to the workplace or working practices

7. Deal promptly with complaints or grievances
8. Help key employees develop the sensitivity to disability needed to make these commitments work
9. Review these commitments regularly and what has been achieved, planning ways to improve them and letting all employees know about progress and future plans
10. Make our policies and progress available to external parties should they request the information

In recognition of these guiding principles, we have been authorised by the Employment Service to use the Disability Symbol in all our correspondence and advertising:

<http://www.jobcentreplus.gov.uk/JCP/Customers/HelpForDisabledPeople/DisabilitySymbol/index.html>

RESPONSIBILITIES

Everyone working at the Channel has a responsibility to ensure that they do not unfairly discriminate against or offend someone else on the grounds of disability. If in doubt about what constitutes appropriate behaviour, seek advice and guidance from your HR Business Partner. Training will be given where appropriate.

Anyone found to have unfairly discriminated against a person on the grounds of disability will be subject to disciplinary action or in the case of self-employed freelancers, termination of contracts.

LINE MANAGERS AND HEADS OF DEPARTMENT

All line managers and Heads of Department are responsible for ensuring compliance with this policy with the support of the HR and Facilities Management departments.

PREMISES

The Facilities Management department is responsible for ensuring that all Channel 4 premises meet access requirements as per the Disability Discrimination Act 1995.

FURTHER INFORMATION

For further information about Channel 4's commitments on disability please click on the links below or contact Alison Walsh, Editorial Manager – Disability (ext 8125).

Other References: [Diversity and Equality Policy](#)
[Disability Equality Statement](#)
[Disability – Questions and Answers](#)
[Disability Rights Commission](#)
[Broadcasting and Creative Industries Disability Network](#)



Pact Cambodia Gender Policy

Pact Cambodia recognizes that gender relations and inequalities are fundamental causes of poverty. Women and girls do not enjoy the same status, power, access to and control over resources as men and boys. Programs provided through Pact Cambodia strive to have an impact on these inequalities. Pact works to ensure that its programs favorably impact women by providing equal opportunities for women to express and use their potential irrespective of age, race, color, class, caste, religion, ethnic background, sexual orientation, HIV status or disability. Pact Cambodia has also committed itself to making gender equity and equality the behavioral standard within its own organizational culture with the goal of ensuring gender equity and women's empowerment in all Pact's policies, activities, program, products and services.

1. Gender Action Plan

The objectives which frame the implementation of the Pact Cambodia Gender Policy include:

- To mainstream gender equality in all Pact policies, activities, programs, products and services, including but not limited to, staff recruitment, work and life balance programs and benefits.
- To support the capacity building of women at all levels by providing opportunities for women to access new information, knowledge and to acquire new skills.
- To ensure that current and future projects benefit men and women equally.
- To create a suitable working atmosphere so that men and women can interact equitably.
- To encourage women's participation in business, political, and civil activities.
- To support and collaborate with local and international organizations in improving gender equality within their organizations and programs.

To implement the objectives of the Pact Gender Policy, Pact Cambodia has identified activities within several sectors:

- Gender Balance in the Workplace
- Gender Mainstreaming in Programs
- Selection of and Work with Partners

1.1 Gender Balance in the Workplace

Pact's internal policies, procedures and practices reflect its code of ethics and expressed values. To integrate gender within the workplace, Pact Cambodia will:

- Fully integrate gender sensitization into the human resource development program to promote non-discriminatory working relationships, respect for diversity in work and management styles and organizational effectiveness.
- Ensure equal representation of men and women at the management level and actively encourage women to fully participate in all decision making.

- Not tolerate language that stereotypes women and men or can be construed as sexual harassment.
- Continue to develop its knowledge of gender issues among its employees and strengthen its commitment to gender equity in the workplace.

In addition, Pact Cambodia will ensure gender balance within its human resource management. Pact Cambodia will:

- Acknowledge the importance of gender sensitivity in all employee Terms of Reference (TORs), including external consultants.
- Include criteria requiring a demonstrated understanding of gender issues and a commitment to gender equity in its hiring practices and its evaluation of personnel.
- Ensure equal representation of men and women in recruitment practices and within the staff selection committee.
- Give priority to hire staff members who are sensitive to gender issues and who support the incorporation of a gender perspective.

1.2. Gender Mainstreaming in Programs

Pact Cambodia is committed to positive action to promote full participation and empowerment of women in existing and future programs. Pact Cambodia will:

- Incorporate equal gender participation into all phases of programs, including planning, development, implementation, monitoring and evaluation.
- To increase the understanding and commitment to gender awareness by conducting gender training to all staff.
- Ensure that women and women's organizations are increasingly included in program activities.
- Promote full participation and empowerment of women in existing and future programs.
- Carefully examine and distinguish financial implications for mainstreaming gender throughout our programs.

1.3. Selection of and Work with Partners

Pact Cambodia will select and support partners that are interested in expanding their commitment to gender equity. To promote this focus Pact will:

- Establish competitive guidelines that require grant applicants to demonstrate their ability in addressing gender issues.
- Support partners who are aligned with gender principles, and work to inform and influence those who are not.
- Accompany partners to gender exchange and training, and assist them to deepen their understanding, commitment and competence with regards to gender equity.
- Share effective gender equity practices with partners.

2. Implementation of Gender Policy

The Pact Cambodia Gender Committee and the Pact Cambodia Management Committee are accountable for the implementation of this policy and the Gender Action Plan.

- Pact Cambodia shall ensure that staff allocates time and resources to effectively implement the Gender Policy.
- The Gender Committee shall monitor and review the implementation process to assess the extent to which staff demonstrates incorporate on of a gender perspective in their work. This will include an examination of Pact Cambodia's governance and management styles.
- The Gender Committee will report the status of gender integration at the annual staff meeting.

2.1 Timeframe

Pact Cambodia's gender policy will immediately implement objectives and activities identified in this policy and will review Pact's progress in two years to determine if the gender policy has taken satisfactory action.

Acknowledgement

I acknowledge that it is my responsibility to read, understand and abide by the contents of the Pact Cambodia Gender Policy.

Signed by:

Employee's Name

Employee's Signature

Date



13. DISCRIMINATION AND HARASSMENT

13.1 Policy Statement

CARE Cambodia wants to make sure that it is an enjoyable and comfortable organization for all staff. One important factor is that it should be free of discrimination, harassment, and insulting behavior. CARE Cambodia believes that anyone who works for CARE Cambodia and everyone who deals with CARE staff has the right to be treated with respect and dignity. CARE Cambodia will not accept harassment. CARE Cambodia will take all complaints of harassment seriously, and will ensure they are dealt with immediately, seriously, sensitively and confidentially. Disciplinary action may be taken against a person who behaves in a way which does not reflect these values.

13.2 Application of Policy

This policy applies to harassment occurring between anyone who is involved in the activities of CARE Cambodia. Harassment may be committed, for example, by:

- A staff member against a staff member;
- A staff member against a member of the public or a beneficiary;
- A consultant against a staff member; or
- A participant in a CARE program against a staff member.

13.3 Definitions

- A. *Discrimination*: Discrimination means treating a person unfairly because of their race, color, religion, sex, age, marital status, nationality or because they have a disability, HIV/AIDS positive, sexual orientation.
- B. *Harassment*: Harassment means any offensive, abusive, or threatening behavior.
- C. *Sexual harassment*: Sexual harassment means behavior of a sexual kind, that is unwelcome and that could be expected not to offend, hurt or threaten someone else.
- D. There are many different types of harassment. It may be direct or hidden; physical or spoken. Examples of harassment include:
- Actual or threatened physical abuse: Eg. a male member of staff patting a female staff member on the bottom;
 - Behavior aimed at humiliating or intimidating someone in a less powerful position: Eg. A supervisor says he will only renew a staff member's contract if she goes out to a bar with him;
 - Jokes or comments directed at a person's body, looks, age, race, religion or disability;
 - offensive and unwelcome remarks including teasing, name calling or insults;
 - offensive and unwelcome written remarks contained in letters, memos, emails and the like;
 - uninvited touching, kissing, embracing, massaging;

- staring at someone in a way which makes them feel uncomfortable;
 - sexual or rude jokes and comments which upset people;
 - making unwelcome sexual suggestions;
 - displaying sexually explicit material (posters, cartoons, graffiti) that make people feel uncomfortable. CARE Cambodia recognizes that explicit material may be displayed as part of an HIV/AIDS or reproductive/sexual health educational effort. In this event every effort will be made to use culturally behavior and language.
- E. If everybody present enjoys a certain joke or behavior then it is not harassment. Behavior which is everyone is happy which, such as friendly social or romantic relationships are not harassment. CARE employees should be careful of situations where people act as though they accept or enjoy behavior which in fact they do not like. (This may occur when people have different standards or if when those who are younger or in a subordinate position do not feel as though they can politely reject a proposition from an older or more powerful person.)
- F. All CARE employees also have a responsibility to think about how their behavior affects the feelings of those who witness or hear it. It is not good enough just to consider the impact of comments or actions on the feelings of the person or people at whom the behavior is directed.

13.4 Responsibilities

- A. to make sure that all staff know about the harassment and discrimination policy, CARE Cambodia will:
- include a copy of the policy in the materials given to all CARE Cambodia staff when they start their employment with the organization;
 - conduct orientation for all staff on the policy;
- B. CARE Cambodia will monitor and review this policy at least every two years.
- C. Everyone who works at CARE Cambodia will:
- comply with this policy;
 - offer support to anyone who is being harassed or discriminated against;
 - maintain complete confidentiality if they provide information during the investigation of a complaint.

13.5 Reporting Harassment and Discrimination

- A. CARE Cambodia will provide both formal and informal mechanisms for dealing with complaints.
- B. If someone has a question or a problem with harassment or discrimination, Please contact Human Resources Coordinator ("HRC") for advice and assistance.
- C. The HRC is able to offer help in several ways. He/she can:
- listen and provide moral support;
 - advise whether he/she thinks the behavior being experienced is a problem or not;
 - if it appears that the conduct is harassment or discrimination, the HRC can explain what can be done to deal with it;
 - give information, on self-help measures, such as suggesting that the harassed person approach the harasser and explain that the behavior is unacceptable and upsetting;

- organize a discussion between the people involved in the problem; and/or
 - assist a person to make an informal or formal complaint.
- D. If someone has a problem with harassment or discrimination, they can approach the HRC, or if they feel more comfortable, they can talk to a supervisor about the problem.

13.6 Informal Resolution of Complaints

- A. Informal resolution is the most common avenue for finding resolutions. Informal resolution may be as simple as talking to the person whose behavior is upsetting. This can occur with or without the assistance of the HRC. Informal resolution of complaints allows the people involved to keep the issue confidential and can result in an improved working relationship.
- B. The second level of informal resolution involves mediation by an agreed third party. The mediator could be a Project Manager / Coordinator, or other person agreed to by both parties for this purpose. If the parties are unable to agree within 14 days on a mediator, the mediator will be determined by the HRC
- C.

13.7 Formal Resolution

- A. If the problem can't be solved by using informal resolution, the person affected by harassment may lodge a formal complaint. All formal complaints about harassment will be lodged with the HRC.
- B. After receiving a formal complaint, the HRC must notify the Country Director to inform him/her about the complaint.
- C. Within 14 days of receiving a complaint, the HRC will conduct an investigation in relation to the complaint. The purpose of the investigation will be to establish whether harassment or discrimination occurred and, if so, what action should be taken. The HRC will ensure that the investigation is fair and that both sides of the story are heard.
- D. After completing its investigation, The HRC will make an appropriate written recommendation to the Country Director.
- E. In accordance with paragraph 10.4 of CARE Cambodia National Employee Handbook ("the Handbook), the Country Director may act by:
- dismissing the claim;
 - providing the offender with a written warning;
 - requiring the offender to attend counseling;
 - suspending the employee without pay for a period of up to two months; or
 - dismissing or suspending an employee (where harassment is serious, continued or otherwise constitutes "serious misconduct" as defined in paragraph 4.16 of the Handbook).
- F. A complainant can withdraw his or her complaint at any time. If the complaint is withdrawn, CARE Cambodia does not have to pursue the complaint and / or investigation any further.

13.8 Other Action

CARE Cambodia can also take disciplinary action in accordance with paragraph 10.4 of the Handbook, against anyone who treats a person badly after they have complained of harassment.



CCC- Conflict of Interest

Policy

Conflict of Interest is a circumstance arising from an individual or organization having two separate and competing interests and is unclear or unsure which interest is most important. This creates a “duality of interests” which may lead to one interest taking precedence over the other. It is important to the welfare of CCC that anyone joining our organisation discloses any outside relationship they may have to an individual or organization which may be in conflict with CCC philosophy or interests.

Process

Conflict of Interests won't necessarily prevent an offer of employment, nor an employee member termination, but they should be transparent from the start. CCC, as an organization, must be open to public scrutiny at any time, so must its Executive Committee and employees. Examples of conflict of interests may include, but are not limited to:

- The employee agrees not to assume any other job or position which might, in the judgment of the Executive Director or Executive Committee, interfere with his/her duties with CCC, or come into conflict with CCC philosophy or interests. It is the responsibility of the employee to disclose any other outside work or position held, prior to assuming such jobs, and to receive written acknowledgment and approval from the Executive Director. It is expressly recognized by the employee that this authority is necessary for the continued effectiveness of CCC and its member organizations.
- Any use of CCC work or contacts for personal gain or benefit is considered a conflict of interest. No employee should be involved in accepting, negotiating or requesting payments or gifts in exchange for information or use of CCC property or name.
- Any employee seeking election or appointment to a political office must notify the Executive Director immediately, and s/he will in turn inform the Executive Committee. In such cases, the employee may be required to resign from their position with CCC. While employees are encouraged to participate as voters in the election of their country, province or local government officials, partisan political activity is not allowed during working hours. Under Cambodian Labour Law, any such activities may be grounds for dismissal with cause. As a membership organization of NGOs, CCC cannot be seen to be politically partisan through the direct involvement of individual employees in a political party.



1990 - 2011 Over 2 Decades of NGO Solidarity and Cooperation

Vision: A strong and **capable** civil society, cooperating and responsive to Cambodia's development challenges
Host of the 2nd Global Assembly for CSO Development Effectiveness – Siem Reap 28-30 June 2011

House #9-11, St. 476, Sangkat Toul Tompoung I, P.O. Box 855 Phnom Penh, Cambodia
 Tel./Fax: (+855) 23 216009 E-mail: info@ccc-cambodia.org



Confidentiality Policies

Employees often have access to confidential or proprietary information that may not be available to the public. This information may be specific to Pact, Pact's staff, its donors, peer partners or clients. Particular care must be taken to keep this information confidential.

Confidential information includes, but is not limited to:

- salary information;
- employee's personal demographic information (home addresses and phone numbers);
- employee's health or disability status;
- personnel files;
- payroll files;
- accounting or financial data;
- contractual agreements;
- applicant data;
- proposal submissions and proposal budgets;
- Pact's intellectual property;
- disciplinary or grievance procedure findings;
- non-public information about donors, peer partners or clients; and
- any Pact data/information that has not been released to the public.

Access to confidential information does not carry with it personal benefit or advantage but imposes an obligation to keep such information confidential and to use it solely in the interest of the organization. This obligation also extends beyond the employment period.

Any employee who experiences a breach of confidentiality or believes in good faith that there has been a violation of this policy has the right and responsibility to report the actual or perceived violation to his/her supervisor or the Director of Administration. The Director of Administration must report to Country Representative immediately regarding the breach of confidentiality policy.

Pact reserves the right to administer appropriate disciplinary action for violation of the Confidentiality Policy. The disciplinary action taken may vary depending on the gravity of the offense. Severe violations of this policy may result in an immediate discharge of an employee with or without notice and/or legal action being taken against the offending individual.

When in doubt regarding the confidential nature of a document or how this policy may apply to a specific situation, an employee should discuss the exact circumstances with his/her supervisor. Additional guidance may be obtained from the Director of Administration or his/her direct supervisor.

Acknowledgement

I acknowledge that it is my responsibility to read, understand and abide by the contents of the Confidentiality and Drugs in the Workplace Policies.

Signed by:

Name
Position

Date: _____



Drugs in the Workplace

It is the policy of Pact Cambodia that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in Pact Cambodia's workplace.

The use of controlled substances in the workplace presents grave dangers to everyone. Employees who use illegal drugs endanger their health and tend to be less productive, less reliable, and prone to greater absenteeism. Illegal drug use in the workplace can impair the ability of employees to perform tasks that are critical to proper performance, result in the potential for accidents on duty and can pose a serious threat to health and safety. Moreover, the use of illegal drugs by employees can result in less than the complete reliability, stability and good judgment that is consistent with doing the best work possible.

Any employee who is convicted of a criminal drug statute violation occurring in the workplace must notify Pact Cambodia within five days of the date of the conviction. "Conviction" means a finding of guilt (including a plea of nolocontendere) or imposition of sentence, or both, by any judicial body charged with the responsibility to determine violations of the federal or state criminal drug statutes.

Any employee of Pact Cambodia who violates this policy or who is convicted of Pact Cambodia criminal drug violation statute which occurs in the workplace will be subject to disciplinary procedures, including immediate discharge. The employee may possibly avoid such disciplinary action only if the employee and Pact Cambodia agree for the employee to participate in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state or local health, law enforcement or other appropriate agency.

Acknowledgement

I acknowledge that it is my responsibility to read, understand and abide by the contents of the Confidentiality and Drugs in the Workplace Policies.

Signed by:

Name
Position

Date: _____

CCC -HIV / AIDS Policy

Policy

The purpose of this policy is to ensure a consistent approach to the prevention of HIV/AIDS among CCC employees and their families, and to the support of employees living with HIV/AIDS.

CCC does not discriminate, directly or indirectly, or tolerate discrimination against employees or job candidates during recruitment due to their HIV status. Any proven direct or indirect discrimination or harassment on the grounds of HIV status will lead to disciplinary action.

Process

In addition to the medical and health support provided as outlined in the Personnel Policy, CCC:

- Will not, under any circumstances request employees or prospective employees to undertake a blood test for HIV,
- Will not force or coerce employees or prospective employees to disclose his/her HIV status.
- Will treat any voluntary disclosure of HIV status with complete confidentiality.
- Will attempt to support the employee with alternative working arrangements as needed, when available and when appropriate, this will be at the discretion of the Executive Director and Executive Committee.
- Upon employee requests, provide employees with information regarding HIV transmission, prevention and support facilities available.

	CARE CAMBODIA Sector / Department: Location:
---	---

Position Title:
Position Grading:
Reports to:
Next line of Report:

JOB OBJECTIVE

[3 – 4 sentences that sum up the purpose of the position]

MAIN ACCOUNTABILITIES AND COMPETENCIES

ACCOUNTABILITIES	KEY OUTCOMES
STAKEHOLDERS	
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•	•
•	• •
ORGANISATION	
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COMPETENCIES	DEMONSTRATED SKILLS / BEHAVIOUR
VALUES	
Respect	
Integrity	
Excellence	
Diversity	
BUILDING & NURTURING RELATIONSHIPS	
LEADING CHANGE	
MANAGING SELF	
WORKING WITH OTHERS TO ACHIEVE RESULTS	

PERSON SPECIFICATIONS

ESSENTIAL	PREFERRED
QUALIFICATIONS:	
•	•
EXPERIENCE:	
•	•
TECHNICAL SKILLS:	
•	•

DIMENSIONS OF ROLE

Number of people supervised	
Annual budget size	
Number of local NGO partners	
Funding Streams	
Representation	

JD Prepared by: Name:..... Signature:..... Date:.....

JD Approved by: Name:..... Signature:..... Date:.....

JD Received by: Name:..... Signature:..... Date:.....



Job Announcement [insert Job Title here]

CARE is a humanitarian aid organisation fighting global poverty, with a special focus on working with women and girls to bring lasting change to their communities. CARE is seeking a qualified Cambodian National to fill the position of [insert Job Title here] in [insert base location- town and province- here].

I. PURPOSE OF THE JOB:

[insert 2 -3 sentence summary description of the job including who it reports to (eg: “reporting to the Field Office Coordinator, this position will be responsible for...”)]

II. MAJOR RESPONSIBILITIES:

-

III. REQUIRED QUALIFICATIONS, EXPERIENCE AND SKILLS:

-

IV. APPLICATION INFORMATION:

Interested candidates are requested to submit a CARE application form. A detailed job description and application form are available on request by email to hrd@care-cambodia.org, at the CARE Country Office (#255 Mao Tse Tung, corner of Street 63, Phnom Penh) or at any CARE Field Office.

The deadline for applications is [HR to insert deadline date and time].

Only shortlisted applicants will be contacted. Submitted documents will not be returned.

CARE is an equal opportunity employer committed to a diverse workforce. Qualified members of any disadvantaged groups, including women, minorities and people with disabilities, are strongly encouraged to apply.

CARE Cambodia is committed to protecting the rights of children and community partners in all areas we work. Applicants are advised that CARE Cambodia reserves the right to conduct screening procedures to ensure a child-safe environment.

POSITION JOB TITLE										
#	Name	Academic and other qualifications		Work Experience				Technical Skill		Total Scores
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										

Shortlisting carried out by:

name 1 _____ name 2 _____ name 3 _____

POSITION JOB TITLE

#	Name	Academic and other qualifications		Work Experience					Technical Skill		Total Scores
14											
15											
16											
17											
18											
19											
20											
21											
22											
23											
24											
25											

Shortlisting carried out by:

name 1 _____ name 2 _____ name 3 _____

HAGAR

INTERVIEW EVALUATION FORM (IEF)

-----*-----

Candidate's Name:

Position applied for:

Note for the interviewers/selection committee:

It is important that you give full attention to the candidate. Make sure you put the person at ease and that you have fully read the details of the CV / Application Form and written test so that there is no duplication of questions. It is equally important that you should familiarize yourself with job requirements of the position applied so that you will be able to recommend the most suitable candidate for the position.

Guideline to rating the candidate:

1. Please score each answer 1, 2 or 3 where 1=poor answer, 2=good answer, 3=excellent answer.
2. If you would like to add any comments or remarks, (e.g. to help you remember the answers) use the right hand column.
3. If you don't know how to score an answer because they are technical questions, score it 0 (zero) and be sure to mark each candidate the same 0 so that this does not bias the scoring.
4. How candidates answer a question can be just as important as what they say. Everything including eye contact, voice, sincerity, enthusiasm and confidence play a part in helping to determine whether this candidate is suitable. While most applicants can tell us what we want to hear, they can't hide natural, non-verbal characteristics. Use your intuition. If the words sound okay, but something doesn't feel right, probe deeper (ask more)(ask the question in a different way).

Introduction to the interviewee:

1. Put them ease, of course this is an important interview, but we want you to be yourself as much as possible
2. Introduce the selection committee
3. We are asking the same questions to each candidate, and different people will ask the questions
4. And the interview is in English/ Khmer
5. At the end you will have an opportunity to ask questions to us

INTERVIEW RECORD

QUESTION	SCORE 0 / 1 / 2 / 3	REMARKS
(1) MOTIVATION?		
1. Please introduce yourself? <i>(Looking for experiences, training and education linked with the position)</i>		
2. Why do you want to leave your current job and move on to Hagar? <i>(Looking for willingness, ability, experience related to position and career development...)</i>		
3. What could motivate you the best? <i>(Looking for suitable salary, good work environment, team work, work with women and children, good management, job satisfaction, ...)</i>		

(2) SELF AWARENESS		
4. What is your career goal? How will you achieve? <i>(Looking for the career in the future related to the current position applied, well preparation for career)</i>		
5. How long are you planning to work with Hagar if selected?		
6. What are your top strengths? <i>(Look for self awareness, maturity/personality)</i>		
(3) TECHNICAL KNOWLEDGE		
(4) MANAGEMENT AND LEADERSHIP		
13. How can you prioritize the tasks? <i>(Looking for skill in prioritizing the work)</i>		
14. What do you find hard with this area? How to handle it? <i>(Looking for the difficulty faced to this position)</i>		
15. What kind of working environments would you like the most? <i>(Looking for team work, culture, motivation)</i>		
(5) FAITH AND BELIEF		
16. Hagar operates as a Christian development agency. Being a Christian is not a requirement for working at Hagar, but during your employment you will definitely be exposed to Christian faith and values (for example: prayers at the start of meetings). How do you feel about that? <i>(Looking for either Christian commitment or spiritual awareness, looking for Christian activity outside of Hagar)</i>		No need to score this question

(6) CHILD PROTECTION		
17. What do you understand about client protection? <i>(Hagar has a Child Protection Policy so that all children within its care are not subject to any form of abuse or neglect, including sexual abuse.)</i>		
18. What do you do if you see your colleagues and/or someone else pressure or doing badly toward the children and women?		
19. What are do think about Children? <i>(Looking for concepts, understanding of situation, about children)</i>		
(7) AFTER THE INTERVIEW (No need to ask)		
20. Evaluate interpersonal and communication skills <i>(During the interview, how was the person's confidence, communications, eye contact etc.)</i>		
21. Evaluate spoken English language skills <i>(During the interview)</i>		
TOTAL Maximum 60= (20questions x 3)		

Expected Salary:USD

Starting Date:

EVALUATION:

From the interview with Mr/Mrs., I would (tick where application)

- | | |
|---|-------|
| 1. Have no comment: | _____ |
| 2. Reject | _____ |
| 3. Keep candidate's file for future reference | _____ |
| 4. Call for further interview | _____ |
| 5. Recommend for employment | _____ |

Reasons:

Interviewer's name: _____

Position: _____

Signature of Interviewer: _____

Date: _____



social rehabilitation
economic empowerment

Hagar Reference Check Form

Please Note: The candidate identified below provided permission to Hagar Cambodia to seek this reference.

Name of Referee:

Company Name:

Position(s) Held:

Contact number:

Name of Candidate:

Position(s) held:

Date completed:

By:

Position:

<u>Relating</u>
<p>1. How do you know the candidate? How well do you know the candidate?</p> <p>How long have you known him/her and in what context?</p>
<p>2. How would you describe the applicant's relationship with coworkers, subordinates (if applicable) and with supervisors?</p>
<p>3. Can you give me examples of times when the candidate was</p> <ul style="list-style-type: none"> • a positive influence on your staff • an effective advocate for the organisation, children or the poor with external stakeholders (e.g. govt, local community, media, donors, etc)



Thinking

4. How would you describe this person's thinking process? Analytical, conceptual, use of critical thinking? Can you give an example of how this person may have taken a complex issue and broken it down into manageable tasks?

5. To what degree do you notice this person engaged in asking key questions or gathering relevant information? Do you have an example of this happening?

Achieving

6. What type of work was the candidate responsible for?

7. How would you describe the quantity and quality of output generated by the former employee? (His/her technical expertise).

8. How successful was he/she at achieving their work goals on-time and within budget?

9. What were his or her strengths on the job?

10. We all have areas in which we need to grow. What would be the most likely development possibilities for the candidate?



Self Managing

11. Hagar is a Christian organization focusing on the well being of children... Do you see any behavior or beliefs that may be inconsistent with the organization's Christian commitment?

12. How have you seen this person integrate their faith with their work decisions/achievements?

13. Hagar is a child-focused organization. Did you ever have any reason to be concerned about the candidate's behavior with children? And to your knowledge, has he/she ever had major personal difficulties of an ongoing nature, which interfered with his/her ability to behave in a responsible fashion with other people?

Other

13. <Describe the position> Would you see this as a good fit for this person? Or would you recommend him/ her for the position?

14. Given this person returns to your organization in 3-5 years, would this individual be eligible for rehire? Why or Why not?

15. Do you have any other comments that you'd like to make that you think we should be aware of?





Dear Mr. ...,

After a thorough review of your resume and references, On behalf of IDE management team, I am happy to inform you that IDE is ready to offer you a position as a xxxxxxxx. Many candidates applied for this position, but we believe that you are the most qualified. If you accept this offer, the organization will provide the following compensation package:

- Base salary of US\$00.00 per month (Zero... US Dollars)
- Annual bonus payment to all employees at the time of Khmer New Year and Pchum Bun holidays which will be equal to one-half salary for each holiday (equal to one month salary per year)
- IDE will reimburse up to 80% of medical expenses for employees and their family members to a maximum of \$250 per calendar year
- IDE will provide cell card USD0.00 per month
- IDE provides 24-hour accident insurance for employees to cover expenses related to accidental injury or death
- IDE provides leave entitlements which include 18 days of public holidays per year and 10 days of paid annual leave
- Special needs assistance loan: in the case of special or emergency needs, employees who have worked for IDE for more than one year can borrow up to half of the amount in their Redundancy/Retirement Fund with no interest.

Besides benefits described above, IDE offers its employees opportunities to grow through various staff development activities.

IDE is constantly revising its salary scale to reflect the market rate and to reflect the cost of living increase. At IDE, we conduct staff performance review annually and your salary level will be reviewed accordingly. We also provide opportunity for staff to apply for other position within the organization, if ones became available.

Please contact me to confirm that you are still interested in this position and to accept the offer officially. If I do not hear from you within seven (7) days, then I will select another candidate to fill the position. Congratulations, and welcome to the team!

Sincerely,

Chea Saroeun
IDE | Cambodia
HR Officer
PO Box 1577, House 126, Street Ta Phon, Boeung Tumpun
Phnom Penh, Cambodia
Tel: 855 23 223 541, Fax: 855 233 540, Mob: 855 12 965 112
Email: csaroeun@ide-cambodia.org, Web: www.ide-cambodia.org
Skype: chea.saroeun

Name:
Current Address:.....
.....
Tel:

កិច្ចសន្យាការងារ

CONTRACT OF EMPLOYMENT

Dear Mr./Ms.,

អង្គការប្រយោជន៍មនុស្សជាតិប្រចាំកម្ពុជាមានសេចក្តីរីករាយនឹងធ្វើកិច្ចសន្យាជាមួយអ្នកធ្វើជា ដែលមានប្រសិទ្ធភាពចាប់ពីថ្ងៃ ទី.....ខែ.....ឆ្នាំ តាមលក្ខខណ្ឌការងារដូចខាងក្រោម ។

CARE International in Cambodia is pleased to appoint you as with effect from under the following terms and conditions.

សូមអានលក្ខខណ្ឌការងារដូចខាងក្រោមដែលមាននៅក្នុងកិច្ចសន្យារបស់អ្នកដោយប្រុងប្រយ័ត្ន ប្រសិនបើអ្នកយល់ព្រមគោរពតាមលក្ខខណ្ឌការងារទាំងនេះសូមចុះហត្ថលេខា និង ចុះកាលបរិច្ឆេទលើទំព័រក្រោយបង្អស់នៃកិច្ចសន្យានេះ ។ អ្នកគប្បីចុះហត្ថលេខាសង្ខេបលើគ្រប់ទំព័រទាំងអស់ ហើយអ្នកនឹងទទួលបានកិច្ចសន្យាការងារនេះចំនួនមួយច្បាប់ផងដែរ ។

Please read the following terms and conditions of your contract carefully. If you agree to abide by these terms and conditions, please sign and date the Contract of Employment on the last page. You should also initial all other pages. You will be given a copy of this letter for your records.

លក្ខខណ្ឌការងារ TERMS AND CONDITIONS

ក. ទីតាំង ម៉ោងធ្វើការ និងការត្រួតពិនិត្យ

A. Location, Supervision

ក.១. ទីតាំង: អ្នកត្រូវបានជ្រើសតាំងអោយធ្វើការនៅផ្នែក ប្រចាំ

A.1 Location: You are assigned to the

ក.២. ការផ្ទេរទីកន្លែងធ្វើការ: ក្នុងករណីចាំបាច់ ការងាររបស់អ្នកអាចនឹងត្រូវផ្ទេរក្នុងពេលណាមួយទៅកាន់គំរោង រឺ ផ្នែកណាមួយផ្សេងទៀតរបស់ការិយាល័យប្រយោជន៍មនុស្សជាតិ ។

A.2 Transfer: Your job is transferable and may be transferred at any time to another project/unit of CARE Office in Cambodia.

ក.៣ អ្នកនឹងធ្វើការនៅក្រោមការត្រួតពិនិត្យរបស់.....

A.3 You will work under the direct supervision of

ខ. ប្រាក់បៀវត្ស

B. Salary

ខ. ១. ប្រាក់បៀវត្ស: លោកអ្នកនឹងស្ថិតក្នុងកំរិតប្រាក់ កំរិត ជំហានដែលមានប្រាក់បៀវត្សដូចប្រចាំឆ្នាំចំនួន ដុល្លារសហរដ្ឋអាមេរិក រួមទាំងប្រាក់ឧបត្ថម្ភផ្នែកសុខភាព ... ដុល្លារសហរដ្ឋអាមេរិក បន្ថែមទៀត ។ ពន្ធលើប្រាក់បៀវត្សនឹងត្រូវកាត់ចេញពីចំនួននេះ ហើយបង់ទៅនាយកដ្ឋានពន្ធដារ ។

B.1 Salary: You are placed in Grade Level Step at a basic salary of USD per annum plus a medical allowance of Cambodian salary tax will be deducted from this amount and paid to the taxation department.

ខ.២. **ការតម្លើងឋានៈ និង ប្រាក់ខែ:** វានឹងប្រព្រឹត្តទៅដោយផ្អែកលើគុណសម្បត្តិ និង ការវាស់វែងស្នូលដៃការងារប្រចាំឆ្នាំ ដោយស្របទៅតាមទិសដៅរបស់វិញ្ញាបនបត្រ។

B.2 **Promotion and Increments:** Promotion and increments will be based on merit and annual performance appraisal and shall be at the discretion of CARE.

ខ.៣. **ម៉ោងធ្វើការ:** ម៉ោងធ្វើការតាមផ្លូវច្បាប់ គឺ ៤៨ម៉ោង ក្នុង១សប្តាហ៍ ៨ម៉ោង ក្នុង១ថ្ងៃ សំរាប់ ៦ថ្ងៃក្នុងមួយសប្តាហ៍។ ទោះបីជាយ៉ាងណាក៏ដោយ អ្នកធ្វើការចំនួនតែ ៣៧.៥ ម៉ោងក្នុងមួយសប្តាហ៍តែប៉ុណ្ណោះ។ គឺពី ថ្ងៃច័ន្ទ ដល់ ថ្ងៃសុក្រ លើកលែងតែមានករណីពិសេសណាមួយដែលមានចែងក្នុងការពិពណ៌នាការងាររបស់អ្នក។
បច្ចុប្បន្នម៉ោងធ្វើការមានដូចខាងក្រោម ប៉ុន្តែអាចប្តូរបានគឺ: ពីថ្ងៃច័ន្ទ ដល់ ថ្ងៃសុក្រ ៨: ០០ ព្រឹក - ១២: ០០ ថ្ងៃត្រង់ និង ១: ៣០ រសៀល - ៥: ០០ ល្ងាច

B.3 **Hours of Work:** Legal standard working hours are 48 hours per week based on 8 hours per day for six days a week. However your hours of work will be as per the CARE office hours given below which comprise **37.5 hours per week** Monday to Friday, unless detailed differently in your Job Description. Currently, CARE office hours are as follows (but may be changed suit conditions):

Monday to Friday, 8: 00 am - 12: 00 pm, and 1: 30 pm - 5: 00 pm

គ. រយៈពេលសាកល្បង:

C. Probationary Period

គ. ១. **រយៈពេលសាកល្បង:** លោកអ្នកនឹងស្ថិតនៅក្នុងរយៈពេលសាកល្បងចំនួន ៣ ខែ គឺចាប់ផ្តើមពីថ្ងៃដែលធ្វើការ។

C.1 **Probationary Period:** You will be on probation for a period of **3 months** from the date of your joining.

គ. ២. **ការបញ្ចប់រយៈពេលសាកល្បង:** នៅពេលដែលលោកអ្នកនឹងបញ្ចប់រយៈពេលសាកល្បងដោយជោគជ័យ លោកអ្នកនឹងទទួលបានលិខិតបញ្ជាក់មួយច្បាប់ទៅលើមុខងាររបស់អ្នក។

C.2 **Completion of Probationary Period:** On satisfactory completion of your probationary period, you will be confirmed in your position by letter.

ឃ. វិន័យផ្សេងៗ

D. Other Miscellaneous Regulations

ឃ. ១. **ចរិយាសម្បត្តិ:** និយោជិតទាំងអស់ត្រូវមានចរិយាសម្បត្តិ និង ការស្លៀកពាក់អោយបានសមរម្យ និង សាកសមទៅតាម តួនាទីរបស់ខ្លួន។

D.1 **Conduct:** Employees are required to conduct and dress themselves appropriately, consistent with the proper performance of their duties.

ឃ. ២. **ការពិពណ៌នាការងារ:** ភារកិច្ចរបស់អ្នកនឹងមានចែងនៅក្នុងការពិពណ៌នាការងារដែលមានភ្ជាប់មកជាមួយ ប៉ុន្តែអាចមានការកែប្រែប្រសិនបើចាំបាច់។ លើសពីនេះទៀត កិច្ចការរបស់អ្នកអាចមានលើសពីអ្វីដែលបានចែងនៅក្នុងការពិពណ៌នាការងារនេះ។

D.2 **Job Description:** Your duties will be as per the attached Job Description which is subject to future revision, if necessary. Furthermore, your job may include some tasks not specifically outlined in your Job Description.

ឃ. ៣. **គោលនយោបាយ វិន័យ និង លក្ខខណ្ឌ:** លោកអ្នកនឹងគោរពទៅតាមគោលនយោបាយ វិន័យ និង លក្ខខណ្ឌការងាររបស់វិញ្ញាបនបត្រដែលមានក្នុងពេលបច្ចុប្បន្ន និង គោលនយោបាយ វិន័យ និងលក្ខខណ្ឌការងារថ្មីៗទៀតដែលនឹងមាននៅក្នុងពេលអនាគត។ វាក៏អាចរាប់បញ្ចូលទាំងការគោរពក្រមសីលធម៌ ភាពស្មោះត្រង់ និងគោលនយោបាយបុគ្គលិកជាតិរបស់វិញ្ញាបនបត្រផងដែរ។

D.3 **Policies, Terms, Regulations and Conditions:** You will be bound by the terms and conditions, policies, rules and regulations of CARE Cambodia that are currently in force and any new terms and conditions, policies, rules and regulations that may become effective in the future. This includes abiding by CARE's Code of Ethics and Honesty and CARE's National Staff Policy.

ឃ. ៤. **ការសម្ងាត់:** លោកអ្នកមិនត្រូវបានអនុញ្ញាតឱ្យធ្វើការទំនាក់ទំនងជាមួយនរណាម្នាក់ ឬ អង្គការខាងក្រៅដើម្បីចែកចាយ ព័ត៌មានសម្ងាត់នោះទេ លើកលែងតែមានការទទួលយកពីគណៈគ្រប់គ្រងរបស់យើង ។

D.4 **Confidentiality:** Except with the prior written consent of CARE management, you shall not at any time communicate to any person or entity any confidential information.

ឃ. ៥. **ច្បាប់របស់កម្ពុជា:** លោកអ្នកត្រូវតែគោរពតាមច្បាប់ និងវិន័យផ្សេងៗ របស់រដ្ឋាភិបាលកម្ពុជា ។

D.5 **Cambodian Law:** You shall respect and abide by all applicable laws and regulations in Cambodia.

ឃ. ៦. **ការបញ្ចប់កិច្ចសន្យាដោយឥរិយាបថ:** សេវាកម្មរបស់លោកអ្នកអាចត្រូវបានបញ្ចប់គ្រប់ពេលទាំងអស់ ដោយគ្មានការជូនដំណឹងមុន ការបើកប្រាក់បៀវត្សឱ្យចំពោះការប្រព្រឹត្តិមិនល្អណាមួយ ។ យើងនឹងសម្រេចថាតើវាជាការប្រព្រឹត្តិបែបណាដែលមិនល្អ ។ ការរំលោភលើក្រមសីលធម៌ និង ភាពស្មោះត្រង់របស់យើង គឺជាហេតុផលនៃការបញ្ចប់ភ្លាមៗ ។

D.6 **Misconduct Termination:** Your service may be terminated at any time without notice, pay or other formality for gross misconduct. CARE shall decide what gross misconduct is. Violation of CARE's Code of Ethics and Honesty is reason for immediate dismissal.

ឃ. ៧. **ការជូនដំណឹងនៃការបញ្ចប់កិច្ចសន្យាការងារ:** និយោជិតម្នាក់ៗត្រូវតែជូនដំណឹងមុនទៅតាមច្បាប់បុគ្គលិកជាតិ ជំពូក ៤.១៥ នៅពេលដែលពួកគេមានបំណងចង់លាឈប់ពីការងារ ។ ក្រៅពីការបញ្ចប់កិច្ចសន្យាការងាររបស់និយោជិតដែលប្រព្រឹត្តិមិនល្អដូចមានចែងនៅក្នុងផ្នែក (ឃ.៦) ហើយប្រសិនបើយើងមានបំណងបញ្ចប់កិច្ចសន្យាការងារដោយហេតុផលផ្សេងទៀតយើងនឹងត្រូវជូនដំណឹងជាមុនដល់និយោជិតដោយអនុវត្តតាមច្បាប់បុគ្គលិកជាតិនៅជំពូក៤.១៧ ។

D.7 **Notice of Termination of Employment:** The employee is required to comply with the National Staff Policy Chapter 4.15 to give CARE notice of his/her intention to terminate his/her employment. Other than termination of employment for misconduct in (D6), if CARE wishes to terminate the employment described in this Contract for any other reason, Chapter 4.17 of the national staff manual mentioned about notice of termination shall be taken action to the employee.

ឃ. ៨. ក្នុងព្រឹត្តិការណ៍ដែលថវិកាត្រូវបានកាត់ផ្តាច់ ឬ មុខតំណែងនៃការងារនោះមិនត្រូវការទៅទៀតទេនោះ កិច្ចសន្យាការងារអាចត្រូវបានបញ្ចប់មុនពេលកំណត់ ។

D.8 In the event that funding is withdrawn or the position is no longer required the contract might be terminated early.

ឃ. ៩. **រយៈពេលនៃកិច្ចសន្យា:** កិច្ចសន្យានេះជាប្រភេទកិច្ចសន្យាមានលក្ខណៈ **បើកចំហរ** ដែលមានប្រសិទ្ធភាពដូចមានចែងនៅក្នុងទំព័រទីមួយនៃកិច្ចសន្យានេះ ។

D.9 **Length of Contract:** The length of this contact will be **Open** commencing with the effective date as shown on page one (1).

ខ្ញុំបានអានកិច្ចសន្យា និង យល់ព្រមទទួលនូវរាល់លក្ខខណ្ឌទាំងអស់ដូចដែលមានចែងនៅក្នុងកិច្ចសន្យានេះ ។ ខ្ញុំក៏បានអាន និងយល់ផងដែរនូវគោលនយោបាយបុគ្គលិកជាតិ និង ក្រមសីលធម៌ ហើយយល់ព្រមគោរពតាម ។

I have read this Contract and I willingly agree to accept the terms and conditions as offered. I have also read and understand the National Staff Policy and the Code of Ethics and agree to abide by them.

និយោជិត

និយោជក

Employee:

Employer:

កាលបរិច្ឆេទ

កាលបរិច្ឆេទ

Date:

Date:

Staff Name

[Organization Name]

Staff Training and Development

Request and Approval

Participant: Title of Training Course:
 Training Location: Duration:
 Training Cost Total: Budget Code:

Objective	Training Methodologies	Knowledge, Skills and Competencies to be acquired	Method of Assessment
		<u>Knowledge of:</u> <u>Skills in:</u> <u>Competencies</u>	

Submitted by:

Verified by:

Approved by Line Manager:

Name:

Name:

Name:

Position:

Position:

Position:

Date:

Date:

Date:

Attachments:

1. Detail budget for the training
2. Participants list
3. Other support documents

		PERFORMANCE APPRAISAL FORM	
Employee Name		Employee Position	
Department		Date of Appraisal	
Appraiser		Appraiser Position	

No.	Key Performance Areas (from the employee's Performance Agreement)	(A) Weight (%, must sum to 100%)	(B) Degree of Achievement (from 0% to 100%)		(C) Performance Rating (A x B)		
			Employee	Appraiser	Employee	Appraiser	
			1				0%
2				0%	0%		
3				0%	0%		
4				0%	0%		
5				0%	0%		
6				0%	0%		
Total						0%	0%

Key achievements and independent initiatives

Teamwork, working relationships, sharing information/ideas/skills

Workload and organizational support

Challenges and areas for improvement

Employee development/training needs

Changes to Job Description and/or Performance Agreement

Overall performance rating

- Unsatisfactory Satisfactory Meets expectations Above expectations Outstanding

Additional Employee comments

Signature _____ Date _____

Additional Appraiser comments

Signature _____ Date _____

Appraiser's Supervisor

Name
Position

HR Department

Name
Position

PART 4: UPWARD FEEDBACK FOR MANAGER

MANAGER NAME:		ROLE:		EMPLOYEE NAME: (This is optional)	
REVIEW PERIOD:				FROM:	TO:

Introduction

Appraisers who manage two or more direct reports are expected to gather “upward feedback” from their direct reports on their leadership style and management practices. This feedback can be anonymous i.e. employee is not required to write their name on the form.

This feedback will be confidential to appraiser and will not be shown or shared with other members of staff (including their own supervisor/line-manager), however, they will be required to write and present a developmental objective which is based on the “upward feedback” given by their direct reports when discussing and agreeing their Individual Accountability Plan with their supervisor/line-manager.

Appraiser guidelines

The form can sent electronically to the appraisee or they are given a printed version to be completed by hand. Not all appraisees will be comfortable returning the form in person or by e-mail, please agree an appropriate place where they can leave the form.

Appraisee guidelines

Please respond to each item by putting X in one of the 5 boxes (please leave blank the row called “Behaviour average score”). Once completed either send the form back to the appraiser (if you comfortable to do so) or give the form back to the appraiser in person or leave it in an agreed place.

The Key is as follows:

5=Almost Always 4=Mostly Often 3=Often 2=sometimes 1= Seldom N/A Unable to comment

I would appreciate it if I could have the completed form back by:

PART 4: UPWARD FEEDBACK FOR MANAGER

NURTURING & DEVELOPING OTHERS:

The ability and desire to focus on the learning and development of others. It is a genuine intent to help individuals or teams to maximize their potential by focusing on their long-term development.

1	Regularly reviews experiences to learn, to share learning and to encourage others to learn	5		4		3		2		1		N/A	
2	Is tolerant of genuine mistakes	5		4		3		2		1		N/A	
3	Coaches individuals so they give of their best	5		4		3		2		1		N/A	
4	Adapts leadership style to different people, cultures and situations	5		4		3		2		1		N/A	
5	Helps others to recognize their strengths and weaknesses	5		4		3		2		1		N/A	
6	Delegates and supervises work with the intention of providing development opportunities and transferring skills	5		4		3		2		1		N/A	
	BEHAVIOUR AVERAGE SCORE:	5		4		3		2		1		N/A	

Optional Comments:

PART 4: UPWARD FEEDBACK FOR MANAGER

TEAMWORK: Positively promotes co-operation and team effort through shared successes; prepared to modify own views to achieve best group outcome; ensures recognition and is supportive of positive contributions.												
1	Positively promotes co-operation and team effort through shared successes.	5		4		3		2		1		N/A
2	Prepared to modify own views to achieve best group outcome	5		4		3		2		1		N/A
3	Takes time to review and explain	5		4		3		2		1		N/A
4	Identifies opportunities for every group member to contribute and develop skills	5		4		3		2		1		N/A
5	Creates opportunities for cross-functional team working	5		4		3		2		1		N/A
6	Achieves organizational objectives through building networks locally and nationally	5		4		3		2		1		N/A
BEHAVIOUR AVERAGE SCORE:		5		4		3		2		1		N/A
Optional Comments:												

PART 4: UPWARD FEEDBACK FOR MANAGER

STRIVING FOR HIGH PERFORMANCE AND IMPROVEMENT:

Actively organizes and manages the performance of team members in ways that deliver high standards and the results required. It includes giving direction, giving people responsibility, monitoring results, recognizing good performance and addressing poor performance. Success lies not only in achieving results, but also in building the desire to attain and maintain high levels of performance and holding individuals to account. It is also a willingness to take calculated risks in the interest of improving organizational performance.

1	Sets demanding but achievable objectives for themselves and others	5		4		3		2		1		N/A	
2	Give feedback on performance	5		4		3		2		1		N/A	
3	Proactively deals with conflict rather than passing it up the line or ignoring it	5		4		3		2		1		N/A	
4	Builds a cohesive team with clarity around team goals and inter-accountabilities	5		4		3		2		1		N/A	
5	Anticipates and manages risks and consequences	5		4		3		2		1		N/A	
6	Praises achievements and celebrates successes	5		4		3		2		1		N/A	
	BEHAVIOUR AVERAGE SCORE:	5		4		3		2		1		N/A	

Optional Comments:

PART 4: UPWARD FEEDBACK FOR MANAGER

POSITIVE DISPOSITION:

The ability to build relationships. Relates to people in a friendly, open and accepting manner. Demonstrates a sense of humour. Shows interest in others.

1	Is able to see the bright side of things	5		4		3		2		1		N/A	
2	Ability to diffuse tense situations, break the ice and put individuals at ease	5		4		3		2		1		N/A	
3	Creates a relaxed environment to work in	5		4		3		2		1		N/A	
4	Uses humour that is appropriate to different people, working situations and cultures	5		4		3		2		1		N/A	
5	Easily establishes rapport with others	5		4		3		2		1		N/A	
6	Creates an atmosphere of 'can do' and positive thinking	5		4		3		2		1		N/A	
	BEHAVIOUR AVERAGE SCORE:	5		4		3		2		1		N/A	

Optional Comments:

PART 4: UPWARD FEEDBACK FOR MANAGER

INTEGRITY:

Acts with a high degree of integrity and professionalism. It is making sure that actions are fair, open, transparent and honest.

1	Models behaviour that shows respect, helpfulness and co-operation	5		4		3		2		1		N/A
2	Keeps promises and honours commitments	5		4		3		2		1		N/A
3	Shows sensitivity to internal and external politics that impact an area of work	5		4		3		2		1		N/A
4	Responds positively to the issues and voiced expectations of others	5		4		3		2		1		N/A
5	Takes responsibility when things go wrong	5		4		3		2		1		N/A
6	Shows respect for views and action of others	5		4		3		2		1		N/A
	BEHAVIOUR AVERAGE SCORE:	5		4		3		2		1		N/A

Optional Comments:

PART 4: UPWARD FEEDBACK FOR MANAGER

HUMILITY:

Ability to make people feel valued by listening to and supporting their needs and interests. The ability to express views without arrogance towards or intolerance of others.

1	Thinks before speaking	5		4		3		2		1		N/A	
2	Listens to differing views and facilitates discussion so that everyone feels their view has been acknowledged and their issue addressed	5		4		3		2		1		N/A	
3	Sensitive to wider political and organizational priorities	5		4		3		2		1		N/A	
4	Is assertive without being aggressive	5		4		3		2		1		N/A	
5	Shows sensitivity to stakeholders' needs and interests and manages these effectively	5		4		3		2		1		N/A	
6	Respects others differences and appreciates there is more than one way of doing things	5		4		3		2		1		N/A	
	BEHAVIOUR AVERAGE SCORE:	5		4		3		2		1		N/A	

Optional Comments:

PART 4: UPWARD FEEDBACK FOR MANAGER

GIVING DIRECTION:

Ability to build confidence and excitement. To persuade and influence others towards a point of view or a course of action.
Clear and effective communication.

1	Builds relationships in order to influence others	5		4		3		2		1		N/A	
2	Is prepared to look for a win-win solution and knows when to compromise for the sake of long term harmony	5		4		3		2		1		N/A	
3	Accepts responsibility for own decisions	5		4		3		2		1		N/A	
4	Takes and implements difficult and/or unpopular decisions, if necessary	5		4		3		2		1		N/A	
5	Is comfortable and confident speaking and presenting issues to colleagues at all levels, internally and externally	5		4		3		2		1		N/A	
6	Communicates in a manner appropriate to the audience/listener - is expressive, engaging and does not use jargon	5		4		3		2		1		N/A	
	BEHAVIOUR AVERAGE SCORE:	5		4		3		2		1		N/A	

Optional Comments:

PART 4: UPWARD FEEDBACK FOR MANAGER

STRATEGIC THINKING:

The ability to stand back and think about the bigger picture in order to visualise the way forward. It involves providing inspiration, clarity and direction through a compelling vision of the future. It includes the ability to link a long-term vision with everyday work using creative and innovative reasoning to maximize opportunities.

1	Articulates a vision that generates excitement, enthusiasm and commitment	5		4		3		2		1		N/A	
2	Is visionary-seeks to add value by thinking creatively	5		4		3		2		1		N/A	
3	Displays strategic as well as tactical thinking	5		4		3		2		1		N/A	
4	Balances the need to maintain strategic vision with the need to adopt 'hands on' approach when necessary	5		4		3		2		1		N/A	
5	Emphasises global thinking practices, whilst retaining the benefits of local variations	5		4		3		2		1		N/A	
6	Considers whether short term goals will meet long term objectives	5		4		3		2		1		N/A	
	BEHAVIOUR AVERAGE SCORE:	5		4		3		2		1		N/A	

Optional Comments:

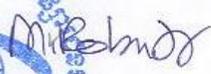
IDE Cambodia
SALARY SCALE

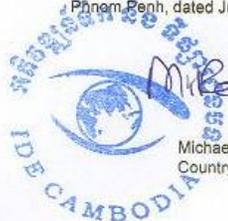
Category	Position	Qualification	Nature of Responsibility	Start (USD)	Ceiling (USD)
I	Driver / Office Helper / Guard	<ul style="list-style-type: none"> - Ability to read and write - Ability to response to routine situations - Minimum 6 months to 1 year experience 	<ul style="list-style-type: none"> - Tasks are "service oriented" to fulfill office requirements - Tendency for a number of staff fulfilling same role - Requires direct supervision 		
II	Clerk / Logistic Officer / Bookkeeper	<ul style="list-style-type: none"> - Associate Degree in related field - At least one year relevant experience 	<ul style="list-style-type: none"> - Repetitive tasks involving manual and mental processes - Coordinates within internal team - Can be responsible for some first line external contact for direction of queries and updating schedules - Works within the purview of given guidelines - Output and accuracy of work monitored and evaluated regularly by supervisor 		
III	Field Officer / R&D Assistant / Marketing Assistant / M&E Assistant	<ul style="list-style-type: none"> - Bachelor Degree in related field - At least two years relevant experience 	<ul style="list-style-type: none"> - Responsible for specific defined tasks in the logframe or annual activities - Perform some technical tasks, provides technical inputs to a particular field. - Understanding of operational processes in project/dept. - Basic understanding of managerial processes in project/dept. - Usually performs tasks within existing processes/systems - Field staff - work closely with beneficiary and provide support to other field staff in the organization - Field staff - often supervised or working closely with a more senior technical employee. 		
IV	Project Officer / ICT Officer / Admin Officer	<ul style="list-style-type: none"> - Bachelor Degree - At least 3 years relevant experience 	<ul style="list-style-type: none"> - Responsible for a specific area or related set of tasks within section and provide support to other sections as necessary. - Some direct responsibility for aspects of project/dept. operation or management - Variable work load often determined by others - Develop new processes/systems to undertake tasks more efficiently - Field staff - work closely with beneficiary and provide support to other field staff in the organization - Field staff - usually undertake their technical work independently, with regular reporting back to the project manager 		

Category	Position	Qualification	Nature of Responsibility	Start (USD)	Ceiling (USD)
V	Project Coordinator / Marketing Coordinator / M&E Coordinator / Accountant / Admin Assistant	- At least Bachelor Degree or equivalent - At least 5 years relevant experiences, and 2 years in managerial position	- Develop/design & implement procedures, monitoring & evaluation, systems work methodology - Overall responsibility for project budget. - Work and coordinate with internal and external stakeholders to ensure efficient process of project management and operation - Supervise, train and coach project/dept. staff - Involve in proposal, policy, procedure, and guideline development - Handles (or is able to handle) sole charge responsibility in absence of program/unit manager		
VI	Operation Manager / Admin & Finance Manager	- At least Bachelor Degree or equivalent - At least 8 years relevant experience, and 3 years in Managerial position	- Significant contribution to developing and drafting policy/procedure/guidelines - Responsible for effective implementation of policy/procedure/guidelines - Formulate strategy for dept./program that contributes to organization's mission. - Has a significant scope of independent authority, and serious consequence of error for the organization - Has significant people management responsibility directly or indirectly. May supervise a range of managers and/or officers.		

Note: This Salary Scale may change from time to time based on the change in Cost of Living in Cambodia.

Phnom Penh, dated June 1, 2008





 Michael Roberts
 Country Director

 HAGAR ហាការ LEAVE/TRAVEL DOCUMENTATION FORM ដំណោះស្រាយការងារ និង ការធ្វើដំណើរ						
1- Employee Information ព័ត៌មានបុគ្គលិក		2- Purpose of Travel/ Leave គោលបំណងនៃការធ្វើដំណើរ/ ការឈប់សំរាក				
ID N°/លេខសំគាល់:						
Name/ឈ្មោះ:						
Position/តំណែង:		Type of Leave ប្រភេទនៃការឈប់សំរាក	N° of Day ចំនួនថ្ងៃ	Entitlement សិទ្ធិទទួលបាន	Balance សមតុល្យ	Period អំឡុងពេល
Project/Department គំរោង/ការិយាល័យ:		1- Annual Leave ការឈប់សំរាកប្រចាំឆ្នាំ				
3- Leave Requested រយៈពេលសុំឈប់សំរាក		2- Sick Leave ការឈប់សំរាកដោយមានជំងឺ				
From ចាប់ពី / /		3- Parental Leave ការឈប់សំរាកមាតាបិតាភាព				
To រហូតដល់ / /		4- Special Leave ការឈប់សំរាកពិសេស				
Back to work on ត្រឡប់មកធ្វើការនៅថ្ងៃទី / /		5- Business Leave ការចាកចេញដើម្បីបំពេញកិច្ចការ				
Person Responsible for your absence: អ្នកទទួលខុសត្រូវចំពោះអវត្តមានរបស់អ្នក		6- Home Leave (Expat) ការឈប់សំរាកទៅលេងផ្ទះ				
		7- Others ផ្សេងៗ				
Responsible person's signature: ហត្ថលេខារបស់អ្នកទទួលខុសត្រូវ		Date កាលបរិច្ឆេទ	5- HR Department Completes ផ្នែកធនធានមនុស្សបំពេញ			
Requested by ស្នើសុំដោយ		Date កាលបរិច្ឆេទ	HR Officer's Approval ការអនុញ្ញាតរបស់មន្ត្រីធនធានមនុស្ស			
4- Leave/Travel Approval ការអនុញ្ញាតឱ្យឈប់សំរាក ឬ ធ្វើដំណើរ		Date/ កាលបរិច្ឆេទ: _____/_____/_____				
Supervisor		Date	CEO's Approval:		Date	
Project/Dept Manager:		Date (For travel only)	(For international travel only)			
<p>Note: After approval, distribute the yellow copy to the travel coordinator & white copy to HR. The pink is to be used for other purposes. បន្ទាប់ពីមានការយល់ព្រម ចែកចាយសន្លឹកពណ៌លឿងទៅអ្នកសម្របសម្រួលការធ្វើដំណើរ ពណ៌សទៅHR & ពណ៌ស៊ីជម្ពូសំរាប់គោលបំណងផ្សេងៗទៀត ។</p>						



ហាការ

TRAVEL FORM/ទំរង់ធ្វើដំណើរ

(For traveling outside/inside of the Operations Area within the country)

(សំរាប់ការធ្វើដំណើរនៅខាងក្រៅ/ខាងក្នុងតំបន់ប្រតិបត្តិការក្នុងប្រទេស)

- Cash Advance/ការស្នើសុំលុយមុន
 - Reimbursement/សំណង
 - Settlement/ការទូទាត់សង
 - Budget/ថវិកា
- Travel outside operation area/ការធ្វើដំណើរនៅខាងក្រៅតំបន់ប្រតិបត្តិការ:
 - Travel inside operation area/ការធ្វើដំណើរនៅខាងក្នុងតំបន់ប្រតិបត្តិការ:
 - Settlement deadline/កាលបរិច្ឆេទកំណត់ទូទាត់សង:

Name of Traveler/ឈ្មោះអ្នកធ្វើដំណើរ:	Employee's ID Number/លេខសំគាល់:
Position/តួនាទី:	Dept./Program/កម្មវិធី/ផ្នែក:
Employee's Based Office: ទីតាំងការិយាល័យរបស់បុគ្គលិក	Date/កាលបរិច្ឆេទ:
Purpose of Travel: គោលបំណងនៃការធ្វើដំណើរ:	
Leave Request/សំណើរឈប់: From/ពី: To/ដល់: # of days/ចំនួនថ្ងៃ:	

Date កាលបរិច្ឆេទ	Means of Transport គោលបំណងនៃការធ្វើដំណើរ	Transportation ថ្លៃធ្វើដំណើរ	Lodging ថ្លៃស្នាក់នៅ	Food Allowance/ថ្លៃអាហារ				Total សរុប
				Breakfast អាហារព្រឹក	Lunch អាហារថ្ងៃត្រង់	Dinner អាហារល្ងាច	Evening អាហារយប់	
Total								សរុប

I hereby certify that the statement above is true and in accordance with the Travel Policy in the service of Hagar Cambodia.

ខ្ញុំសូមធានាអះអាងថា ការរៀបរាប់ខាងលើនេះ ពិតជាមានភាពពិតប្រាកដ និង ដោយយោងទៅតាមគោលនយោបាយអំពីការធ្វើដំណើរ ក្នុងការបម្រើសេវាកម្មឱ្យអង្គការ ហាការ កម្ពុជា ។

Prepared by/រៀបចំដោយ: _____ Approved by Supervisor/អនុម័តដោយ: _____ Approved by Accountant/Cashier/អនុម័តដោយ: _____
(Signature/Date) (Signature, Name & Date) (Signature, Name & Date)

Note: - food allowance for traveling outside of the Operational Area within the country: breakfast \$2, lunch\$3, dinner \$3; and overnight \$1.
 ថ្លៃអាហារសំរាប់ការធ្វើដំណើរនៅខាងក្រៅតំបន់ប្រតិបត្តិការនៅក្នុងប្រទេស: អាហារពេលព្រឹក១ដុល្លារ អាហារពេលថ្ងៃត្រង់៣ដុល្លារ អាហារពេលល្ងាច៣ដុល្លារ និង អាហារពេលយប់១ដុល្លារ ។
 - food allowance for traveling inside/outside of the assigned Operational Area, but within the assigned province: breakfast \$1, lunch \$1, dinner \$1. ថ្លៃអាហារសំរាប់ការធ្វើដំណើរនៅខាងក្នុង/ខាងក្រៅតំបន់ប្រតិបត្តិការ ប៉ុន្តែនៅក្នុងខេត្តកំណត់ : អាហារពេលព្រឹក១ដុល្លារ អាហារពេលថ្ងៃត្រង់១ដុល្លារ និង អាហារពេលល្ងាច១ដុល្លារ។

Vision:

Sustainable development for Cambodia.

Mission:

We provide high quality service to society and influence Cambodia's development actors.

Values:

- Integrity
- Cooperation
- Responsiveness
- Quality
- Inclusiveness

Goal:

A strong and capable civil society, cooperating and responsive to Cambodia's development challenges.

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