

HR Handbook

Rezan Organization for Development
2023

Code of Conduct

Purpose

Rezan Organization for Development (ROD) aims to be an example of good practice in disaster relief and development assistance towards local populations, our staff, and other stakeholders. As an organisation, we strive to achieve this through our commitment to the Core Humanitarian Standard, Red Cross Code of Conduct, and other standards as outlined in our Quality Commitments Framework.

Scope

Any individual representing ROD in any way - including a staff member, intern, volunteer, or board member must uphold the Code and commit to applying its principles throughout their work.

Principal Commitments:

- In all activities the humanitarian imperative comes first.
- Act regardless of the race, creed, disability, or nationality of the recipients and without adverse distinction of any kind.
- Aid will not be used to further a particular political or religious standpoint. We shall endeavour not to act as instruments of government foreign policy.
- We shall respect culture and custom.
- Apply the principle of “Do no harm to people and environment” in every aspect of their activities.
- Act towards beneficiaries, ROD representatives, and other stakeholders in full respect of their human rights.
- Prioritise the safety of ROD representatives and beneficiaries above projects or property.
- Perform their duties without any wilful negligence or intentional inefficiency.
- Prevent any physical or verbal abuse or harassment
- Prevent sexual exploitation and abuse, including any sexual activity with children under 18 years and exchange of money, employment, goods, or services for sexual favours.
- Prevent fraudulent activity and theft or misuse of ROD assets and intellectual property
- Refuse to give or receive bribes of any form.
- Abstain from being under the influence of alcohol or other intoxicating substances in a way that affects their ability to do their job or affects the reputation of the organisation.

Breaches and Reporting

When there is a breach of these principles, ROD representatives commit to reporting it immediately according to the Reporting Misconduct, Whistleblowing and Grievance Policy in the ROD HR Handbook. Breaches will be addressed according to the Staff Handbook.

I, the undersigned, commit to uphold the principles of this Code throughout my involvement with ROD. I hold myself accountable to the communities we assist, to my colleagues and to our donors to uphold these principles.

Employee Name, Date & Signature

1.1 The background of Rezan

Rezan Organization for Development, a registered Iraqi nonprofit, started in 2018 in Kurdistan amidst the turmoil caused by ISIS. Originally founded by a group of dedicated young volunteers, Rezan aimed to provide crucial aid to communities affected by conflict and displacement. Starting with fundraising efforts to address immediate needs, the organization expanded its outreach as more volunteers joined, offering support to increasingly vulnerable communities. Evolving from its roots in humanitarian aid, Rezan has reoriented its focus towards climate resilience and social protection in response to the shifting challenges facing Iraq. We are committed to effecting lasting change, prioritizing initiatives aimed at addressing the pressing issues brought on by climate change, while also aiming to enhance economic development and safeguard the most vulnerable populations. Through combined expertise from international NGOs and localized experience, Rezan endeavors to ensure that no individual or community is overlooked in their mission to build a better, more sustainable future for Iraq.

1.2 Mission Statement

Rezan is dedicated to alleviating the impacts of climate change on vulnerable communities in Iraq. We aim to empower these communities by fostering awareness of the far-reaching effects of climate change, promoting eco-friendly agricultural practices, advocating for improved water resource management, and enhancing waste management systems. Through these efforts, we strive to fortify households and communities against the adverse effects of climate change while creating sustainable livelihood opportunities and advocating for social protection for the most vulnerable populations.

1.3 Vision Statement

Rezan envisions a resilient Iraq where communities thrive amidst environmental challenges. This is achieved when people have prosperous and sustainable livelihoods, and the community has adopted climate-resilient practices, ensuring a dignified and secure future for all.

1.4 Rezan Governance

The role of the Board in effective Governance

The purpose of the Board of Rezan is to provide effective governance of the organisation. Essentially, the key aspects of the Board's role are:

1. To ensure that the organisation's Mission, Vision and Direction are clear, appropriate and relevant as times change
2. To determine that all aspects of the organisation's programs and activities comply with the Bylaws of the organisation and support the organization's Mission, Vision and Direction.
3. To ensure that resources required to carry out the organisation's activities is properly and appropriately obtained, used, managed and sustained.

In order to fulfil these responsibilities, the members of the Board work together to:

- Cultivate a deep understanding of what the organization is doing through involvement in its activities.
- Select, establish conditions of employment for, work with and evaluate the Executive Director.
- Make sure that the organisation fulfils its ethical, legal and regulatory obligations.
- Attend board meetings fully prepared to discuss, ask questions and make decisions related to the organisation's purpose, goals, and activities.
- Monitor the organisation's fundraising and use of funds.
- Act as ambassadors for the organisation wherever relevant
- Evaluate the composition and performance of the Board and recruit future Board leadership.

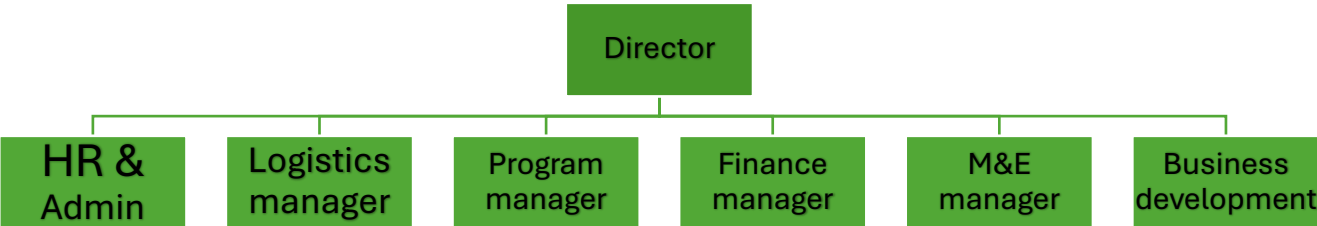
Membership of the Board

- MS. Vajeen Shawkat Tayib Chairperson
- MS. Shahad Thamer Al-Obaid Deputy chair
- MR. Ahmed Saadi Ali Treasure
- MS. Viona Audish Yalda Secretary
- MR. Saif Hayder Khairi Deputy Secretary

2. Organisational Structure

2.1 Organisational Structure

The simplified chart below shows Rezan’s team structure. Each team is led by its manager. The flow of management and oversight/authorisation is shown by the arrows in the below diagram.



3. Recruitment and Selection (R&S)

3.1 Purpose

The purpose of this policy is to encourage high standards in recruitment and selection, and ensure that these processes are fair, transparent and in line with good practice.

3.2 Introduction

In particular, this policy aims to ensure that Rezan attracts and selects the highest quality candidates for every post by:

- Achieve a standard approach in best/good practice adopted by all parties (line managers, HR representative, etc.) involved throughout the recruitment and selection process.
- Provide means of and foundations for attracting, developing, and retaining staff of the quality, and in the numbers required to meet the organization's objectives.
- Create and maintain a professional image and positive branding as an employer, both internally and externally, and in line with its values and mandate.
- Encourage growth, promotions, and transfers from within to provide the opportunity for all staff with the required skills, knowledge, and experience to be considered for career progression.

3.3 Provisions

Rezan recruitment and selection procedures will ensure that applications are processed as per the provisions laid out in this policy.

Except where an individual would be placed in a position of greater risk to him/herself or colleagues or would be in danger of persecution due to the nature or location of Rezan's work, no unlawful discrimination will be made on the grounds of gender, marital status, race, ethnic or national origin, sexual orientation, age, disability, religion, or belief.



Minimum recruitment age in Rezan is **18**.


Labour law does not explicitly prohibit employing relatives. Employing people with family and non-family bonds is not against Rezan guidelines but specific attention is needed in case they are in the same department or have jobs that have frequent interactions, or they are reporting to each other. In case the best candidate for a position is a family member or close friend of a current employee, the case should be discussed with ED and HRAM before any job offer being made.


3.4 General terms/criteria used in this procedure

Recruitment	Identifying and attracting the candidates interested in the job opening
Selection	Evaluation of the candidates identified through recruitment with the purpose of identifying who best fits the job and the organization
Recruitment and Selection	R&S
Offer	The formal process of advising the selected candidates they have been successful in obtaining the job, and the next steps
Hiring	Completing the information in the staff file, drafting the contract and all other documents required by the Iraqi law and internal regulations
Briefing/Induction	The process of introducing the new employee to the organization and department
Interviewer	The person/s who performs that interview
Interview guide	A set of questions used for the purpose of evaluating the candidate during the interview in comparison to a set of competencies
Competence	A set of behaviors and knowledge necessary to perform within a specific job and evaluated during interview and test?
Candidate	A person who applied for a job (internally or externally)
Vacancy	A job included in the organizational chart and approved budget wise, but there is currently no one performing that job



3.5 Steps of the R&S process and responsibilities in the process




	Step	Responsible / Accountable	Tools/ Comments
1	<p>Identify recruitment need (due to vacancy or new job):</p> <ul style="list-style-type: none"> the actual number of staff within a team is smaller than the number of positions approved in the HR matrix an employee leaves the team for any other reason except downsizing of the team (ex. dismissal, resignation) a new position not budgeted is required in the team to better meet expectations. In this case, official approval by HRAM and CD must be obtained before starting recruiting process 	Supervisor of the position	
2	<p>Fill in the recruitment request</p> <p>a. Each file should have a unique reference number.</p> <ul style="list-style-type: none"> The supervisor completes the Staff 	Supervisor	 Staff Requisition Form (SRF).docx  Job Description - JD.doc

	<p>Requisition Form and Job Description.</p> <ul style="list-style-type: none"> Define with the supervisor the recruitment criteria 		
3	Validation for recruitment	HR	
4	<p>Decide upon recruitment strategy: The HR proposes to the Supervisor the best R&S strategy for recruitment depending on the project: channels to be used for advertising (posting, website), for collecting CVs, tests, interview grid, who is part of the recruitment and who has the final decision etc.</p> <p>Job vacancy should be brief with the main activities based on the standard Job Description.</p> <p>It can be posted from 3 days to 1 month depending on the position.</p> <p>Advertisement places apart from websites:</p> <ul style="list-style-type: none"> Send to Iraq Team email In the Mayor office (when there is a need) <p>Translation of vacancy depending on the need of having an applicant who speaks English.</p> <p>The supervisor can choose to do an internal recruitment; this should be discussed with the HR.</p> <p>The vacancy will be sent to Iraq Team email. It should be mentioned in the title that it is an internal vacancy.</p>	HR	<p>The main website that are used for advertisements is:</p> <p>https://iqjscout.com</p>
5	<p>Final validation: Send the job vacancy template to CD for validation</p> <p>Start to fill in the recruitment file after validation.</p>	HR/ CD	 <p>Recruitment File.xlsx</p>
6	Post Job Advertisement depending on the R&S strategy defined at step 4	HR	
7	<p>Collect CVs: A vacancy can be reopened if no suitable candidates are identified. In order to ensure all the applications are received by the HR department a well-accessible, CV Box might</p>	HR	<p>The CV box should be closed, and the key kept in the HR Department.</p>

	be installed in the field. Confidentiality will be secured by having only the HR opening the box.		
8	Translation: When the applications are not in English, HR Officers will translate the main points from the CV for the HRAM. This basic translation must include at least the following: name, sex, languages, diploma, and experience.	HR	
9	Longlist: HR will longlist the CVs and will share it with the supervisor.	HR	
10	Shortlist Revision of the selection grid and decision concerning the applicants invited for the test by the supervisor	Supervisor or	
11	Invite for test by phone or email the candidates selected It can be useful for: - Completing the missing information from the CV - Checking language skills - Making sure that the salary offers by Rezan match the expectations of the candidate - Identify availability for traveling - Quick check on availability	HR assistant	
12	Test to be prepared by supervisor.	Supervisor or with support of HR	 Annex 7_template test.doc
13	Supervise written test: Tests are not mandatory for lower positions when the position doesn't require the staff to write but are highly recommended. For some positions, a practical test can be organized (drivers, maintenance agent...) The watchmen should also receive the list of the persons invited for the test. HR will manage the testing process (giving the test to the candidate, explaining time frame and if they will be or not contacted depending on the results etc.)	Supervisor or	Make sure that the room is big enough for all the candidates
14	Evaluate test and short list candidates for interview Supervisor then give it back to HR and define an interview date.	Supervisor or	Correction of the test and insert the results in the selection grid
15	Invite candidates for interview HR will invite the selected ones for an	HR	Phone call & Email (For lower positions email is not a requirement)

	<p>interview and let them know the salary for the position. They can also communicate the results to the persons not selected by phone or email.</p> <p>The minimum candidates to be interviewed is 3 candidates.</p>		
<p>1 6</p>	<p>Interview short-listed candidates</p> <p>The Supervisor and the HR conduct the interview. If the candidates do not speak English and a translator is required. Ensure the role of each person is explained to the candidate. Usually, the interview duration is 30 to 45 minutes depending on the position.</p> <p>Prepare for the interview:</p> <ul style="list-style-type: none"> - HR share the interview guide with the supervisor in order he/she can update the part Technical Questions - Inform the watchmen with the name of the applicants - Choose the appropriate interview grid and ask the supervisor to add technical questions. - Interviewers to plan and assign roles before conducting the interview (who is going to ask which question so that they will not overlap/ create confusion). - Make sure an appropriate space has been prepared for interview and no interruption will occur <p>During interview:</p> <ul style="list-style-type: none"> - Take notes - Observe overall appearance of the candidate - Follow the interview guide (to ensure all competences are being evaluated) - If the candidate does not provide enough information, ask more questions (preferably open-ended questions) - Allowed the candidate to ask questions - Explain to the candidate the next 	<p>Supervis or with HR</p>	

	<p>steps</p> <p>After the interview</p> <ul style="list-style-type: none"> - Don't make a decision immediately after the interview - Wait until all interviews have been conducted before making a decision - Discuss each application and priorities the candidates according to their fit with the job and organization <p>In case you have a large number of recruitments, or you want to check the interpersonal skills of the candidate, you can organize a group interview.</p>		
17	Background check	HR or Liaison	
18	Reference check done by email After shortlisting candidates, HR will conduct a reference check. A minimum of 2 reference checks should be conducted.	HR	 Annex 10_Reference Check Form.docx
19	Final decision & Finalize Recruitment File After the interviews, the interviewers should discuss and prioritize the candidates and should mention the reasons that why they believe a candidate is/not suitable for that position and based on that they decide on the successful candidate.	Supervis or + HR	
20	Inform successful candidate (including information on necessary documents required to draft the contract). Ensure the successful candidate verbally accepts the position before calling the unsuccessful candidates. Inform the selected candidate of the documents required for the contract and confirm starting date, status (contract or daily worker). Inform unsuccessful candidates and thank them for the application when it is possible.	HR	 Annex 11_national staff check list.doc
21	After being informed of the decision, the successful candidate sends all papers to HR.	Candidat e	
22	Ensure all necessary instruments are available for the new employee (computer,	Logistics	

	phone, working equipment etc.)		
2 3	Draft the contract	HR	
2 5	Briefing/ Induction the first week of work Make the new staff sign his contract (only for Rezan staff)	HR	
2 6	Technical Briefing/Induction The HR is responsible for preparing the technical briefing/ induction of the new employee.	HR	Done the first day of work
2 7	Evaluation after probation period A week prior to the end of the trial period, the Supervisor must perform an evaluation. Depending on the results of the evaluation, the contract will continue or will be terminated according to Internal Regulations.	Supervis or	 Appraisals - HR-051  Appraisals - HR-050 Performance and corrProbation period obje
2 8	Exit Interview The exit interview has for main purpose to know the reason why the person does not want to work with Rezan.	HR	Done the before the departure of the employee.  Annex 23_Exit interview form.docx

3.6 Final notes

The CVs, tests and interview guide of the persons who participated to the test and interview should be archived in the administration office for 3 years.

4. Environment policy

Purpose

The purpose of this policy is to support use of resources in an environmentally responsible manner, in keeping with Rezan's commitment to the 'Do no harm' approach.

It provides guidance on principles and measures for minimising negative impact on the environment and incorporating environmental considerations into Rezan work.

Preamble

Application

2.1 This policy applies to the functioning of Rezan offices in all locations, to goods and services procured by Rezan and to activities which form part of Rezan field operations.

2.2 Rezan staff are also encouraged to share this policy and support responsible practices on environmental issues with partner organisations.

External Frameworks and Standards

2.3 Rezan is committed to the application of the Core Humanitarian Standard (CHS) which includes commitment to the effective, efficient and ethical management of resources. Under the CHS it is a responsibility of the organisation to use resources in an environmentally responsible way.

2.4 Rezan also seeks to apply Sphere standards. *"In collaboration with affected communities and authorities, we aim to minimise any negative effects of humanitarian action on the local community or on the environment"*. (Sphere Humanitarian Charter, clause 9).

Provisions

3.1 General use of resources in Rezan premises and sites: Rezan staff and representatives are encouraged to consider the environmental impact of resource use in their daily work and take measures to minimise this impact accordingly. Non exhaustive examples of steps that could be taken include not printing unnecessary documents, using energy-saving settings on equipment, conserving water and energy, shutting down office computers and other equipment at night, etc. These examples will be used with common sense and not to the detriment of efficient and effective work patterns.

3.2 Energy Reasonable measures should be taken to conserve energy in office and work locations and at project sites. Energy consumption should be taken into account in the procurement of equipment, especially for vehicles and heating/air cooling assets. 'Reasonable measures' includes responsible levels of heating/ cooling and taking care to switch off unused equipment and lighting.

3.4 Waste disposal Rezan staff must dispose of used equipment, goods and materials responsibly. Rezan strives to promote recycling and re-use where possible. Staff will comply with local standards and good practice where recycling mechanisms exist and / or are standard part of waste collection procedures. This includes separation of waste into standard categories for recycling. Where local standards do not exist, Rezan staff should demonstrate efforts to dispose of waste with minimum impact on the environment. Efforts must be made to seek most responsible ways of disposing of items of potential harm to the environment, for example, batteries, chemicals, and electrical equipment. Under no circumstances may these items be dumped in unauthorised locations as a substitute for proper disposal.

3.2 Travel to place of work Rezan staff are encouraged to take into account environmental concerns in their travel to places of work, and other travel undertaken for work purposes. Where safe, time efficient and appropriate (see also local Security Plan) Rezan encourages use of public transport, or other environmentally friendly transport alternatives.

3.5 Necessity of travel Rezan staff should consider the necessity of travel before undertaking visits and meetings, both in Head Office and field locations. Examples of reasonable measures to ensure responsible attitude to travel includes consideration of Skype meetings instead of face-to-face meetings, and sharing of vehicles via coordinated planning for monitoring visits etc. Where there are multiple options, consideration should also be given to mode of travel; where other factors are equal (duration, security etc.) the mode with least environmental impact should be prioritised.

3.6 Local procurement Avoiding long-distance transport of items via procurement from local producers and suppliers is encouraged under Rezan procurement principles. Where relevant, and if stipulated in specifications published in call for tender, environmental factors may be considered in supplier selection.

3.7 Programme approach Programme staff should include environmental considerations in programme approach, including identifying potential adverse environmental effects in risk assessments. This is covered further in operational policy (Operational Approach papers on Resilience and Accountability, including minimum standards). Existing systems of line management, monitoring, evaluation and learning exchange are used to share insights into good practice with regards to environmental responsibility in Rezan sectors of intervention.

Scope

4.1 Persons to whom this policy applies. This policy applies to all Rezan staff, interns, volunteers or board members.

4.2 Authority to override the provisions herein. The provision laid out in this policy can only be overridden on the authority of the Managing Director and should be recorded in writing.

4.3 Waiver. Any decision to override any of the provisions continued in this policy, for whatever reason, shall not be understood as a change in policy and will in no way indicate that such a decision would be taken to override the same or different provisions in similar or differing circumstances in the future.

4.4 Procedure for overriding the provisions herein. If an individual wishes to request to override any of the provisions laid out in the policy, application must be made in writing to the Managing Director.

Policy responsibility

5.1 Approvallis. This policy was approved by the Board of Rezan and by Shwan Sabah managing Director.

5.2 Policy duration. This policy will come into effect from the date of its inclusion in the Rezan Handbook and will have no limit of time. This policy will be reviewed annually.

5.3 Responsibility for communication. This policy and any updates to it will be communicated and made available to employees through the Rezan Handbook. It is the responsibility of Executive Directors in field locations to ensure that national staff have access to this policy in their own language and that they indicate their understanding of it.

5.4 Responsibility for compliance. It is the responsibility of each individual to ensure that they follow the principles and provisions laid out in this policy.

5. Security Policy

1 Purpose

1.1 Rezan considers its staff to be its most valuable resource – the security of our staff is therefore a prime concern.

1.2 The purpose of the policy is to encourage good procedures for organisational and individual security practice.

1.3 Personal safety, organisational security, and ultimately the safety of the communities we serve will only be attained where all parties join together in maintaining safe working conditions.

1.4 Our capacity to work with the communities we serve will be strengthened where there is good attention to the issues of security of our staff.

1.5 Our capacity to present ourselves as a quality organisation towards donors will be strengthened where there is good attention to the issues of security of our staff.

2 Preamble

2.1 It is recognised that the work of Rezan may involve staff operating in conditions of complexity and risk.

2.2 The lives of staff are more important than their property, Rezan's property or projects.

2.3 Safety must be the first consideration in every circumstance. Rezan will take all reasonable steps to ensure staff security and well-being, however:

- The individual is ultimately responsible for their own safety and all behaviour should be governed by this rule.
- Individual behaviour can affect the safety of the group.

3 Provisions

4 Rights and Responsibilities

4.1 The individual has the right to decline to enter, or to decide to leave, a high-risk environment. This may impact employment if an alternative position cannot be identified.

4.2 The individual is responsible for altering their own personal behaviours and practices in order to maximise their own safety. With this aim, the individual is obliged to comply with security measures as stated variously in their employment contract, job description, Country Security manual, or as requested by the Executive Director or persons responsible for implementation of security procedures.

4.3 Compliance with security policy and procedures will form part of the employee performance appraisal process

4.4 The Executive Director is responsible for in-country security planning and implementation. This includes the maintaining of an up-to-date Country Security Manual and appropriate sourcing and sharing of security information.

4.5 The Security Officer, at head office is responsible for approving all security plans, manuals and other security related information.

5 Preparedness

5.1 Each country will have a written security plan in the form of a Country Security Manual. These plans will follow a pre-agreed format.

5.2 There will also be a Head Office Security Manual.

5.3 Regular security assessments should be undertaken in each country.

5.4 Security assessments should be considered when developing organisational strategy, country strategy documents and project documents.

5.5 The Executive Director will be responsible for assigning a Security Status in each country (or differing Security Status in different parts of the same country). This will then be communicated to all staff members. This will be reviewed and updated on a regular basis appropriate to the location.

5.6 Standard Operation Procedures (SOPs) will be developed for potentially hazardous scenarios (e.g. driving, checkpoints) to help reduce the likelihood of security incidents taking place.

5.7 Each country will develop Contingency Plans (crisis response plans) for dealing with potential security incidents.

5.8 Location-specific amendments to the Standard Operating Procedures and the country Contingency Plans will form an integral part of the Country Security Manual and will be coordinated with procedures for crisis response from Home Offices.

5.9 It is the responsibility of each Executive Director to ensure Country Security Manuals (including Contingency Plans) are kept updated on an ongoing basis including relevant contact persons and overview of current factors affecting the security environment.

The Security Officer will monitor this preparedness to ensure plans are kept up to date and strive to make sure that good practices are shared between different parts of Rezan.

6 Training

6.1 All staff will receive appropriate security briefing at the beginning of an assignment and will be asked to sign a form showing that they have received and understood the briefing.

6.2 Dependants, who are accompanying a staff member to an overseas position, will also have appropriate security briefing.

6.3 Individuals will have access to security training as relevant for their location and function. It is the responsibility of Rezan line managers to identify training needs and potential training opportunities. However, individual employees are encouraged to be proactive in requesting training and identifying training possibilities.

7 Arms

7.1 It is Rezan policy to not allow guns to be taken into any Rezan property or be used by any Rezan employee. Consequently, Rezan will not employ armed guards.

8 Incident Reporting

8.1 All security incidents (or suspected incidents) will be logged at both Head Office and in the relevant offices.

9 Interaction with military

9.1 Rezan does not in general support delivery of humanitarian assistance by military actors. Rezan is aware of the security risks to personnel and beneficiaries of the so-called 'reduction of humanitarian space'. Consideration of security concerns connected to interaction with military personnel will be made on a location-specific basis. Attention will be paid to what is an appropriate level of information exchange and coordination. Visibility concerns and public perception will inform protocol for interaction. For example, it will not normally be considered appropriate to be seen to welcome military personnel on Rezan premises or to make joint visits to communities.

10 Kidnap and Ransom

10.1 Rezan requires international staff and other persons travelling to the field to indicate by signature their understanding and acceptance of the following statement:

In the event of you being kidnapped, Rezan will do what we can to secure your release. Procedures for managing such incidents are outlined in the HQ security manual.

Key points to be noted by staff–

- 1. Rezan will work to organise your release with the assistance of relevant parties. This may include appointing an external negotiator as appropriate.*
- 2. Rezan will keep in regular contact with your family.*
- 3. In consultation with your family, Rezan will manage press relations regarding your kidnap.*
- 4. It is the policy of Rezan **not** to pay a ransom to secure hostage release*

10.2 Rezan's policy not to pay a ransom to secure hostage release applies to all staff, staff dependents, volunteers, consultants, board members and all other persons on Rezan-related assignments.

11 Compliance

11.1 Where an individual fails to comply with policies set out herein, or to the provisions of the relevant security manual, disciplinary procedures will be followed.

11.2 Where a dependant of a staff member (in an overseas location) fails to comply with policies set out herein, or to the provisions of the relevant security manual, Rezan reserves the right to take appropriate steps to ensure that the security of staff

and assets is not compromised. This may include, at Rezan's discretion, the requiring of the dependant to leave the country. In extreme circumstances, disciplinary procedures will be applied to the staff member.

12 Scope

12.1 Persons to whom this policy applies. This policy applies to all Rezan employees as well as dependants accompanying a staff member to an overseas location, consultants contracted to Rezan locations, and other visitors to field locations who fall under the responsibility of Rezan (e.g. board members, television crews organised by Rezan). Such persons are referred to as the 'individual.'

12.2 Authority to override the provisions herein. The provision laid out in this policy can only be overridden on the authority of the Managing Director, in writing (in the event of this policy being overridden, then the Managing Director should inform the Board as soon as practicably possible).

12.3 Waiver. Any decision to override any of the provisions in this policy, for whatever reason, shall not be construed as a change in policy and will in no way indicate that such a decision would be taken to override the same or different provisions in similar or differing circumstances in the future.

12.4 Procedure for overriding the provisions herein. In case of an individual wishing to appeal to override any of the provisions laid out in the policy, applications must be made in writing to the Managing Director.

Policy responsibility

13.1 Approvallis. This policy was approved by the Board of Rezan and by Shwan Sabah managing Director.

13.2 Policy duration. This policy will come into effect from the date of its inclusion in the Rezan Handbook and will have no limit of time. This policy will be reviewed annually.

13.3 Responsibility for communication. This policy and any updates to it will be communicated and made available to employees through the Rezan Handbook. It is the responsibility of Executive Directors in field locations to ensure that national staff have access to this policy in their own language and that they indicate their understanding of it.

13.4 Responsibility for compliance. It is the responsibility of each individual to ensure that they follow the principles and provisions laid out in this policy.

6 Leave Policy

Purpose

ROD recognises that adequate leave and time away from work is essential to the wellbeing of each individual and ultimately to the effective functioning of the organisation.

Scope

This policy applies to all ROD staff.

LEAVE TYPE	POLICY
Annual Leave (AL)	<p>The employee has the right to claim 25 days as an annual holiday. That is 2.08 days a month and this annual holiday should be spent in the year due. Only 5 days of Annual holiday balance can be moved to the next year.</p>
Sick Leave (SL)	<p>Total number of SL is 30 days per annum.</p> <p>When an employee cannot perform due to sickness is entitled to take sick leave. For more than 1 day SL, medical report with syndicate of doctors' approval is required.</p> <p>The employee is responsible to inform his/her LM and HR department.</p> <p>The employee can claim a paid sick leave as follows:</p> <ol style="list-style-type: none"> 1/ The first fifteen days of the leave are paid on condition that he should provide a medical report from an acknowledged physician by the organization or if the employee resident in the hospital. 2/ The leave can be renewed for 30 other days and is paid by 80% of the salary. 3/ Any absence afterwards discounts the annual holiday and /or in case the annual holiday balance is over this absence unpaid leave.
Maternity/Paternity Leave: (PL)	<p>In the case of pregnancy, the female employee with a full-time job contract is entitled to request for 14 weeks of Maternity leave. 8 weeks should be taken prior to the baby delivery and 6 weeks should be taken after the baby delivery. Doctor report is required for this leave.</p> <p>Paternity Leave: A newly father is entitled to request for paternity leave within the first 6 months of the baby delivery and the entitled duration is 1 week which should be taken in once.</p>

Unpaid Leave (UL)	For urgent situations, unpaid leave can be requested, and it can be taken with the approval of LM, HR and CD. Unpaid leave can be requested for 2 weeks per annum.
Bereavement Leave (BL)	Bereavement leave is a temporary time off granted to an employee following the death of the immediate family member. Bereavement leave is one calendar week.
Marriage Leave (ML)	Marriage leave is the legal right to enjoy leave of absence by an employee due to them getting married for one calendar week.
Public Holidays (PH)	ROD follows the public holidays announced by KRG and IRQ government.

Overtime Policy:

- Rezan’s full time staff should aim to work a 5-day working week. The days and working hours included in the normal full time working week will be based on local custom and working practice. Working days and hours for part time staff will be specified in their employment agreement. Work planning should wherever possible be planned to follow the individual’s normal working week.
- If, due to pressure of work, an individual foresees the need to work on a normal day off (e.g., Weekend, non-contractual working days for part time staff or statutory day of public holiday), then prior agreement is first required from the individual’s line manager.
- ROD does not make payment for overtime worked. With line manager agreement and in accordance with local working norms, pre-approved overtime worked may be compensated via an equivalent amount of recuperation time off in lieu. The overtime should be taken within 2 weeks, otherwise it will not be considered due anymore.

7 Staff Development

1 Purpose

1.1 The purpose of this policy is to encourage and support the effective management, training and development of all Rezan staff.

1.2 In addition, this policy seeks to encourage staff to continually renew and refresh their skills and competencies through learning, training and development activity in order to meet individual performance and developmental targets and organisational objectives.

2 Preamble

2.1 Rezan staff have many different skills, competencies and backgrounds with a corresponding range of performance management needs. It is the intention of this policy to set out principles and practices which should be applied for each staff member, regardless of staff grade or location.

2.2 The term ‘training’, as used in this policy, refers to any activity which will add to an individual’s professional knowledge, skills and experience and will therefore specifically contribute to their ability to carry out their job satisfactorily.

2.3 The term ‘personal and professional development’ (P&P), as used in this policy, refers to any activity which adds to an individual’s knowledge, skills and experience but which is not deemed necessary in order for them to carry out their job satisfactorily.

3 Provisions

3.1 This policy aims to ensure that all Rezan staff:

- know and understand what is expected of them;
- have the skills and ability to deliver on these expectations;
- are supported by the organisation to develop the capacity to meet these expectations;
- are given feedback on their performance;
- have the opportunity to discuss and contribute to individual and team aims and objectives;
- understand the principles behind the payscale applying to their remuneration.

Establishing desired performance levels

3.2 Rezan staff shall take part in an induction and briefing process for each new position that they move to within the organisation.

3.3 Job descriptions shall be used as a reference point in order to outline the initial desired performance levels. A clear date for the first review (appraisal) will be scheduled at induction. Subsequent performance levels will be reviewed and performance objectives updated at each performance appraisal.

3.4 According to the staff grade and role, the line manager will together with the staff member set a list of Performance Objectives and Competence Objectives both tracked in the annual Performance & Competence Plan for each individual.

Appraising and improving performance

3.5 The method for monitoring individual performance within Rezan shall be based on Quarterly or Annually Reviews.

3.6 Job descriptions for all staff with line management responsibility will include reference to the requirement of carrying out routine performance appraisals for their staff.

3.7 Performance appraisals will take note of Tasks and Challenges that the staff member could or should Implement, Improve or develop within is function and based on the Team Annual Objectives.

3.8 Alongside the Performance Objectives, the line manager and the staff member will identify the competences that the staff member will have to develop in order to perform according to the performance plan. These Competences will be tracked in the Competence Plan

3.9 Where individual performance is not meeting expected levels, line managers will seek to identify the cause by use of appropriate methods, and to thus support improvement in performance.

3.10 Where training and/or personal and professional development activity is undertaken by an individual, corresponding improvements in performance together with revised performance levels will be discussed and agreed during subsequent appraisal meetings.

3.11 Where an individual's performance remains consistently below standard, discipline procedures as per section *Discipline* of the Rezan handbook may be used.

Training

3.12 Rezan acknowledges that valuable training opportunities exist through both internally and externally facilitated learning events and which can either be formal or informal in nature.

3.13 Rezan recognises the skills and diversity of its staff and therefore welcomes internally facilitated training opportunities through coaching, mentoring or training provision.

3.14 All staff will receive mandatory training via induction and through advice and information contained in the Rezan operations manual.

Personal and Professional Development

3.15 Rezan is committed to providing personal and professional development opportunities for all staff members where these are deemed appropriate. Competence Plan will also involve discussions on personal development targets.

3.16 Rezan recognises the skills and diversity of its staff and therefore welcomes internally facilitated personal and professional development opportunities through coaching, mentoring or training provision, as well as appropriate external (eg training) measures.

3.17 Rezan recognizes that there may be occasions when personal and professional development opportunities arise which require a period of prolonged absence from normal work. Rezan may consider facilitating this where possible.

Support and Funding

3.18 Budgets to fund training and personal development for national and international staff training will be included in all project proposals in as far as donor rules allow.

3.19 Further funding for training and personal and professional development (mainly for head office staff) will be included in individual team budgets.

3.20 Time off work to attend training and/or personal and professional development events will be at the discretion of the individual's line manager and provided that it does not interfere with the normal running of the organisation.

3.21 Where professional fees and/or membership of professional bodies is required as part of any agreed training and personal development activity, payment of these fees by Rezan will be at the discretion of the Finance Director.

Recognition and reward.

3.22 Rezan believes that successful performance management and ongoing personal development are key motivational factors to both individual and organisational performance. Rezan does not operate a system of performance related pay. As such, performance management discussions will not include reference to salary and pay. Where performance management discussions are unavoidably scheduled at a similar time as salary and pay reviews, the two discussions will remain separate.

3.23 Reward structures are designed to encourage staff retention, and to provide opportunities for promotion and career progression within Rezan. Payscale used will be constructed to reflect levels of responsibility, taking account of market conditions and the principle of fair pay.

3.24 Good performance coupled with appropriate skills development may result in promotion where appropriate posts are available.

3.25 Rezan recruitment and selection systems do not place boundaries between national and international positions. As such, any staff members seeking promotion are free to apply for positions advertised either locally or internationally.

4 Scope

4.1 Persons to whom this policy applies. This policy applies to all Rezan staff: home office, national and international. Such persons are referred to as 'the individual'.

4.2 Authority to override the provisions herein. The provision laid out in this policy can only be overridden on the authority of the Managing Director, in writing.

4.3 Waiver. Any decision to override any of the provisions contained in this policy, for whatever reason, shall not be construed as a change in policy and will in no way indicate that such a decision would be taken to override the same or different provisions in similar or differing circumstances in the future.

4.4 Procedure for overriding the provisions herein. In the case of an individual wishing to appeal to override any of the provisions laid out in the policy, application must be made in writing to the Managing Director.

5 Policy responsibility

5.1 Approvallis. This policy was approved by the Board of Rezan and by Shwan Sabah managing Director.

5.2 Policy duration. This policy will come into effect from the date of its inclusion in the Rezan Handbook and will have no limit of time. This policy will be reviewed annually.

5.3 Responsibility for communication. This policy and any updates to it will be communicated and made available to employees through the Rezan Handbook. It is the responsibility of Executive Directors in field locations to ensure that national staff have access to this policy in their own language and that they indicate their understanding of it.

5.4 Responsibility for compliance. It is the responsibility of each individual to ensure that they follow the principles and provisions laid out in this policy.

8 Child Safeguarding Policy

1 Purpose

This policy is to support Rezan's commitment to preventing child maltreatment and to ensure Rezan representatives take all reasonable measures to safeguard children's welfare within our regular operations as a relief and development organization.

2 Preamble

2.0 Definitions – in this policy 'Rezan representative' refers to employees, volunteers, interns, consultants, and invited visitors to Rezan projects (including Board Members).

2.1 Rezan, in line with our core value *honesty*, acknowledges that child maltreatment can occur in humanitarian and development work. We also acknowledge that in situations where humanitarian or development assistance is required, children are likely to be particularly vulnerable.

2.2 Rezan condemns any form of mistreatment, abuse or exploitation of children. The organisation's Code of Conduct commits staff to behavioural standards designed to safeguard human rights and express the organisational values in their work. Rezan subscribes to the 'Do No Harm' principle in its activities. It is committed to applying the Core Humanitarian Standard, and is a signatory to the Red Cross Code of Conduct.¹

2.3 Rezan in line with our core values *respect for all people* and *valuing the individual* therefore adopts a child safeguarding policy that seeks to ensure children are not exposed to the risk of maltreatment by its representatives.

2.4 Rezan acknowledges that all children, whatever their age, culture, abilities, gender, ethnicity, social status, religious belief or other status have the right to protection from maltreatment and commits to applying this safeguarding policy in a non-discriminatory manner. This also implies non-discrimination between Rezan representatives expected to apply the policy i.e. this policy applies equally to all categories of staff and Rezan representatives.

2.5 'Child safeguarding' aims to ensure an organisational environment that is safe and supportive for children and therefore safeguards their rights. This policy covers child safeguarding within Rezan, including via on-boarding and induction processes, staff management and communications.

In some locations Rezan operates specific child protection activities. 'Child protection' covers work, activities and programmes which intentionally support children's development and wellbeing, and might include work in schools, community centres, or rehabilitation facilities. For such programming, additional measures to ensure and promote child protection standards should be applied. The Child Protection Commitment annexed to this policy is designed to support this, and should be signed by all staff & volunteers (including those managed by partner

¹ Code of Conduct for International Red Cross and Red Crescent Movement and NGOs in Disaster Response

organisations) involved in these programmes, as well as consultants and visitors who may have direct contact with children through their roles.

3 Provisions

3.1 Personnel recruitment Individuals applying for Rezan positions and contracts, or intending to visit Rezan projects, will be made aware that Rezan has a Child Safeguarding Policy with which they will be expected to comply. Employees signing staff contracts will be asked to present a certificate from relevant local authority (e.g. certificate of good character / good conduct, or local equivalent).

3.2 Personnel induction. Employees, volunteers and consultants will be reminded that they have committed to the behavioural standards of this policy via the signing of their employment/ volunteer / consultancy contract. All Rezan employees and volunteers will undergo a thorough induction process, which includes the presentation of this Child Safeguarding Policy and discussion of its relevance to their work.

3.3 Behaviour standards

All Rezan staff are required to sign the organisational Code of Conduct, committing them to behaviour standards which reflect the values of the organisation.

In addition, staff and others covered by this policy must observe the Child Safeguarding behaviour standards below. As well as ensuring behaviours which create a safe and respectful environment for children, these standards aim to provide clarity on acceptable behaviour to avoid potential misunderstandings which can lead to false allegations of abuse.

- Treat all children with respect, and not discriminate or exclude anyone, regardless of age, culture, abilities, gender, ethnicity, social status, religious belief, political opinion, sexual identity or other status
- Do not use language or behaviour towards children that is harassing, abusive, sexually provocative, demeaning or culturally inappropriate.
- Do not hit any child, or use any form of physical punishment.
- As much as possible, ensure that another adult is present when working with children.
- Do not do things for children of a personal nature that they can do for themselves such as toileting them or changing their clothes.
- Do not commit any sexual act with a child (up to age of 18), including paying for sexual services or acts. Mistaken belief in the age of a child is not a defence.
- Do not invite children alone to your vehicle, home or office, unless they are in immediate danger.
- Do not sleep in the same room or bed as a child you are working with (apart from your own child). If this is absolutely necessary, get your supervisor's permission, and ensure that another adult is present if possible.
- Do not access or create sexually abusive images of children, or use computers, mobile phones, video or digital cameras or any other technology to exploit or harass children.

- Comply with local laws about child labour. Do not hire children for any work which is inappropriate for their age, which prevents their education or play, or which puts them at high risk of injury.
- Encourage children to be open and to talk about any issues they have
- Do not use tobacco around children while you are working, or within the premises of spaces dedicated to children (Child Friendly Spaces, schools or learning centres, play areas, etc.)

These standards are repeated in Rezan's Child Protection Commitment which is attached as an Annex to this policy. This Commitment should be shared and discussed with partner organisation staff, volunteers and other stakeholders. While Rezan staff agree to comply with the behavioural standards laid out here as part of organisational policy via signature of their employment contract, Rezan programmes may require separate signature of the Child Protection Commitment by individuals in order to reinforce awareness of required standards. This is particularly relevant when children are a specific programme target group, for example in projects covering education, rehabilitation and psychosocial support.

3.4 Communication guidelines

In our information, publicity and advertising activities, we shall recognise all crisis-affected persons and project beneficiaries as dignified humans, not helpless objects². Children are particularly vulnerable to misrepresentation and have a right to decide if they wish to participate in communications activities.

All Rezan representatives should be aware of and adhere to the following communication guidelines regarding children³:

- Respect privacy and minimise protection risks in public communications:
 - In regular Rezan programming, participating children and their guardians should be made aware that photos may be taken and they can choose not to be photographed if they wish.
 - When making a story about a specific child or group, ensure that children and their guardians have been properly informed and have given their consent (this should be recorded) before using any photo, film or quote of them.
 - Ensure the identities of children and young people in photos are not disclosed. Beneficiaries should be informed that name will be changed before publication. Do not use the real name of the child in any public communications unless their parent requests it.
- In any public communications, always be sure the images and stories of children are honest representations of the situation and the facts.

3.5 Reporting protocols All Rezan representatives should follow the standard organisational process for reporting to witnessed, suspected or alleged violation of this safeguarding policy, including breaches of Rezan's Code of Conduct and the specific Child Safeguarding behaviour standards listed above.

² In line with *Code of Conduct for International Red Cross and Red Crescent Movement and NGOs in Disaster Response*, to which Rezan is a signatory

³ These requirements are also part of the Child Protection Commitment, Annex 1 to this policy.

This includes reporting immediately to line manager witnessed, suspected or alleged violations of this policy, in keeping with procedures in Rezan policy on Reporting Misconduct, Whistleblowing and Grievance (Staff Handbook 3.9). Individuals who are not Rezan staff should report issues to their contract manager or person responsible for their involvement in Rezan activities.

3.6 Focal Points A Rezan staff member is identified as Child Safeguarding Focal Point for each country programme, as well at Head Office for organisational level. In each location, the Child Safeguarding Focal Point promotes good practice and the upholding of this policy.

3.7 Working with partners Reference to Child Safeguarding is included in cooperation agreements with partner organisations. Partner organisations will be required to commit to a similar policy, and where programmes are child-focused, all relevant partner organisation representatives (staff and volunteers) are required to adhere to Rezan Child Protection Commitment or equivalent code of conduct.

4. Scope

4.1 Persons to whom this policy applies. This policy applies to all Rezan's employees and all interns, volunteers and consultants working with or via Rezan, paid or unpaid, full time or part time, temporary or long-term, having direct or indirect contact with children as part of their work tasks.

4.2 Authority to override the provisions herein. The provisions set out in this policy can only be overridden in appropriate circumstances and only on the authority of the Managing Director, in writing.

4.3 Waiver Any decision to override any of the provisions contained in this policy, for whatever reason, shall not be construed as a change in policy and will in no way indicate that such a decision would be taken to override the same or different provisions in similar or differing circumstances in the future.

4.4 Procedure for overriding the provisions herein. In the case of an individual wishing to appeal to override any of the provisions laid out in the policy, application must be made in writing to the Managing Director.

5. Policy responsibility

5.1 Pre-approval list. This policy was pre-approved by the Management Team of Rezan and by Kim Hartzner, Managing Director.

5.2 Policy duration. This policy will come into effect from the date of its inclusion in the Rezan Handbook and will have no limit of time. This policy will be reviewed annually.

5.3 Responsibility for communication. This policy and updates to it will be communicated and made available to staff through the Rezan Handbook. It is the responsibility of line managers in field locations to ensure that national staff has access to this policy in their own language and that they indicate their understanding of it.

5.4 Responsibility for compliance. In Rezan field locations it is the responsibility of Rezan Executive Directors to ensure that their operations adhere to the policy laid out herein. In Rezan head office locations, it is the responsibility of the Management Team to ensure that the provisions of this policy are upheld

9 Reporting Misconduct, Whistleblowing and Grievance

Purpose

1.1 The purpose of this policy is to encourage high standards in organisational conduct. It provides a fair, effective and transparent course of action for reporting about a situation which is not in line with the Code of Conduct and/or Rezan policies, could result in damage to the organisation, or negatively affects their well-being and their ability to do their job effectively. This policy helps Rezan to adhere to its accountability commitments towards beneficiaries, staff and other stakeholders.

Preamble

Application

2.1 This policy applies to two situations:

- Case 1 - Reporting Misconduct and Whistleblowing: An individual is witness of a Rezan staff member's misconduct or the organisation's misconduct. They are obligated to report on it. In some severe situations, this is called 'Whistleblowing'.
- Case 2 - Grievance: An individual feels mistreated or uncomfortable with someone's behaviour or a certain situation. They are not obligated to report, but they have the right to do so if they wish.

Definitions

2.2 Misconduct - This policy defines misconduct as any breach of Rezan's Code of Conduct. If an individual is unsure whether a situation can be defined as misconduct, they can send a confidential e-mail to HR@rezanorganization.com. The HR department will ensure support to the individual to go through the reporting process or give the needed explanations to avoid misunderstanding.

2.3 Whistleblowing – This refers to a procedure for reporting which is used only in some particularly severe situations of misconduct and is reported directly to senior staff at Head Office. This should be used when at least one of the following is true:

- The concern is exceptionally serious (for example, a criminal offense, a significant breach of a legal obligation, a miscarriage of justice, a deliberate act that seriously endangers health, safety or environment, or a deliberate concealment of any of the above).
- There is reasonable belief that the individual would be victimised if they raised the matter through the normal reporting procedure.
- There is a reasonable belief that evidence would be concealed or destroyed.
- The concern has already been raised through the normal reporting procedure and no effective action has taken place.

Whistleblowing situations could also involve Rezan as an organisation or an independent organisation that is associated with Rezan (and not only an individual staff member).

A whistleblowing disclosure can include information regarding an event which has already passed, provided that the effects of that event are still evident. A disclosure can also include information regarding ongoing activity or activity which is likely to happen should preventative action not be taken.

2.4 Grievance - Rezan defines a grievance as a factor which negatively affects staff well-being and their ability to do their job effectively, such as terms and conditions of employment, health and safety concerns, harassment, intimidation, incompetence, a lack of resources to do their job, equal opportunities or organisational change.

Exclusions

2.5 Reporting under this policy will not include gossip, unsubstantiated accusations, personal misunderstandings or disagreements, differences of opinion; or be brought as an act of retribution. This policy recognises that disagreements do occur in the workplace but that clear and regular communication is the most effective way of resolution.

2.6 Deliberately false, malicious or aggravating allegations may result in disciplinary action against that individual, as per the organisational policy on discipline which is found in Section 3.11 of this Handbook (Discipline).

Provisions

Obligation to Report

3.1 In cases of misconduct, it is mandatory for Rezan staff to report their concerns as soon as possible to the established management lines following the procedures outlined below. Failure to report these concerns could be considered misconduct and would be subject to disciplinary actions.

Case 1a – Procedure for Reporting Misconduct

3.2 Formal verbal report

If the individual is reasonably certain that misconduct has taken place, the individual must report the misconduct to the line manager of the person who has done the misconduct or the individual's own line manager as appropriate. It is the responsibility of the individual to establish clearly that the complaint is being formalised as a report of misconduct under this policy.

The manager to whom the verbal complaint is made will be responsible for compiling a response, in normal circumstances, within 5 working days outlining the nature of the complaint and suggestions for resolution of the situation. The individuals involved will be entitled to a written copy of this response in English, and in their own language if necessary for the understanding of the individual.

3.3 Formal written report

Where resolution is not reached after a verbal report, or if the individual does not feel comfortable making a verbal report, a written report may be made. Written complaints should be addressed to the most senior manager in the individual's employment location. For field staff this will normally be the Executive director. For home office staff this will normally be a Management Team member. In the case where the misconduct involves the senior manager, the written complaint should be directed to the next most senior line manager, in accordance with the organisational structure.

Written complaint will be fully discussed with those involved and a decision will be made on any subsequent necessary action, in normal circumstances, within 5 working days of receiving the written complaint. All involved parties will be informed in writing of the actions that will be taken.

Case 1b - Whistleblowing Procedure

3.4 Before using the Whistleblowing procedure, the individual should check first that this is appropriate, as defined by the criteria in 1.2. Otherwise, the *Procedure for Reporting Misconduct* described above should be followed.

3.5 Disclosures raised under this policy should be made in good faith, with reasonable grounds and without motive of any personal gain. Any personal interests should be included in the disclosure from the outset.

3.6 Disclosures should be raised in writing via email or hard copy to a Management Team member at Head Office (as defined in *Section 0.4 Glossary of Terms in this handbook*), appropriate to either the nature of the disclosure or to the staff member's position within the organisation. Where a disclosure relates to a Management Team member, the disclosure may be addressed to the Managing Director. Where either of these options is unacceptable due to the nature of the disclosure, the report should be addressed to the Chairperson of the Board of Rezan, at vajeen.shawkat@rezanorganization.com.

3.7 Where a concern is not dealt with following a disclosure, the individual is eligible to present their disclosure to a relevant external body. In some cases, the individual will have a duty under local law to report to authorities. When reporting externally, the individual should be aware of their duty of confidentiality and should consider whether reporting the concern externally is the reasonable course of action. Rezan staff are required not to disclose confidential, false or misleading information to external parties.

Case 2 – Procedure for Bringing a Grievance

3.8 Informal resolution

Individuals should first seek to discuss the issues informally with the person concerned in order to seek a mutually satisfactory resolution. If this is unsuccessful or inappropriate, the individual should try to resolve the situation through discussion with normal line management channels.

Where informal discussion is unsuccessful, or circumstances make this route inappropriate for the individual, formal resolution of the situation should be sought, as per 3.9 below.

3.9 Formal verbal complaint

In a further effort to resolve the grievance at the lowest relevant level, where informal resolution is not possible or is unsuccessful, a verbal complaint should be made to the individual's line manager. In the case where the cause of the complaint is the individual's line manager, the complaint should be raised with the next most senior manager.

At this stage it is the responsibility of the individual to establish clearly that the complaint is being formalised as a grievance under this policy and that informal resolution has been attempted and has failed.

The line manager to whom the verbal complaint is made will be responsible for compiling a response, in normal circumstances, within 5 working days outlining the nature of the complaint and suggestions for resolution of the grievance. The individuals involved will be entitled to a copy of this response in English, and in their own language if necessary for the understanding of the individual.

3.10 Formal written complaint

Where resolution is not reached through a verbal complaint, a written complaint may be made. Written complaints should be addressed to the most senior manager in the individual's employment location. For field staff this will normally be the Executive director. For home office staff this will normally be a Management Team member. In the case where the cause of the complaint includes the senior manager, the written complaint should be directed to the next most senior line manager, in accordance with the organisational structure.

Written complaints will be fully discussed with those involved and a decision will be made on any subsequent necessary action, in normal circumstances, within 5 working days of receiving the written complaint. All involved parties will be informed in writing of the actions that will be taken.

Confidentiality

3.11 All reports will be treated as confidential. Managers dealing with reports should not mention anything about the situation to persons other than those directly involved, the relevant line management and HR. Information relating to the report should only being shared for purposes of investigation or action as a direct result of the disclosure.

3.12 When submitting a report of misconduct or a whistleblowing report, an individual should refer to their wish to have their identity protected, should this be required. In cases where an individual notes their wish to have their identity protected, this request will be respected in every eventuality, except when investigation of a disclosure results in the essential need for an individual's name to be made public. In such cases, the individual will first be informed of this necessity and the reasons for it.

3.13 Rezan encourages individuals to put their name to any report they make. Concerns expressed anonymously are much less credible, but they may be considered

at the organisation's discretion. In exercising this discretion, the factors to be taken into account will include:

- The seriousness of the issues raised;
- The credibility of the concern;
- The likelihood of confirming the allegation from traceable sources.

Support & Protection

3.14 Victimisation or harassment of an individual who has made a report or cooperates with an investigation will not be tolerated by the organisation. Any staff member who is found to be victimising or harassing the individual will be liable to disciplinary action (Discipline).

3.15 An individual's employment status will not be affected by their raising a concern in good faith.

3.16 An individual will not be disadvantaged if they acted in good faith, should their concerns be proved unfounded at a later date.

Handling of the report

3.17 Rezan will treat reports with the utmost seriousness. Subject to 3.14, all disclosures will be carefully and thoroughly investigated in order to assess what action, if any, needs to be taken. Depending on the nature of the disclosure, this may mean a full internal inquiry or formal investigation (Discipline)).

3.18 Feedback will be given where possible and as appropriate according to the nature of the investigation. The manager to whom the individual has made their disclosure will normally remain as primary point of contact and will undertake appropriate liaison to establish further information where this is required.

3.19 Individuals who do not cooperate with investigations of a report will be subject to disciplinary action (Discipline).

3.20 When staff are requested to attend a meeting addressing a report, staff involved have the right to be accompanied either by a fellow employee or a trade union representative. National staff have the right to have an interpreter present at any meeting. Rezan will cover the expense of this provided that the rate of payment has been agreed in advance.

3.21 Due to the varied nature of complaints, it is not possible to lay down precise timescales for their satisfactory investigation. However, the individual investigating the complaint will ensure that the investigations are undertaken as quickly as possible without affecting their quality and depth.

3.22 If, as a result of a report and investigation, it is decided that disciplinary action is required, this should be carried out in accordance Discipline policy of this handbook.

Appeals

3.23 The individual making a report will have the right to appeal against a proposal for resolution of the situation. Notice of intention to appeal must be made, in normal circumstances, within 5 working days of the resolution being proposed.

3.24 Appeals should be made in writing to either the Managing Director or a member of the Management Team. The Managing Director or Management Team Member will discuss all aspects of the report with the involved parties, prior to imposing a resolution. This resolution will be final and will be communicated, in normal circumstances, within 5 working days of receipt of the appeal.

Record keeping

3.25 At all stages of a reporting procedure, careful records will be kept in order to ensure a fair and transparent process and clear final decision.

3.26 All records and documents should then be filed in the country staff files by the Executive director.

Scope

4.1 Persons to whom this policy applies. This policy applies to all Rezan staff, interns, volunteers or board members. Such persons are referred to as the 'individual' or 'Rezan staff'.

4.2 Authority to override the provisions herein. The provision laid out in this policy can only be overridden on the authority of the Managing Director and should be recorded in writing.

4.3 Waiver. Any decision to override any of the provisions continued in this policy, for whatever reason, shall not be understood as a change in policy and will in no way indicate that such a decision would be taken to override the same or different provisions in similar or differing circumstances in the future.

4.4 Procedure for overriding the provisions herein. If an individual wishes to request to override any of the provisions laid out in the policy, application must be made in writing to the Managing Director.

4.5 If the legislation in the individual's country of employment, as defined in their Employment Agreement, defines statutory rights on reporting misconduct, whistleblowing and grievance other than those given by the terms of this policy, then the relevant national legislation will take precedence over Rezan policy.

Policy responsibility

5.1 Approvallis. This policy was approved by the Board of Rezan and by Shwan Sabah managing Director.

5.2 Policy duration. This policy will come into effect from the date of its inclusion in the Rezan Handbook and will have no limit of time. This policy will be reviewed annually.

5.3 Responsibility for communication. This policy and any updates to it will be communicated and made available to employees through the Rezan Handbook. It is the responsibility of Executive Directors in field locations to ensure that national staff have access to this policy in their own language and that they indicate their understanding of it.

5.4 Responsibility for compliance. It is the responsibility of each individual to ensure that they follow the principles and provisions laid out in this policy.

10 Avoidance of Abuse of Authority

1 Purpose

1.1 The purpose of this policy is to encourage high standards in organisational and personal conduct in line with Rezan's values of honesty, integrity, compassion, respect for all people and valuing the individual.

1.2 In addition, it will set out minimum systems of oversight which aim to avoid Rezan staff abusing their positions of authority or being unfairly accused of the same.

2 Preamble

2.1 Rezan staff are expected to act in a manner which demonstrates personal integrity as well as upholding the organisational values at all times.

2.2 This policy recognises that Rezan is a signatory to the Red Cross Code of Conduct.

2.3 This policy aims to set guidelines to avoid the abuse of authority by its staff, in particular by putting in place:

- standards of accountability towards target communities;
- mechanisms to check that recipients are treated fairly by all Rezan staff;
- mechanisms to ensure that no Rezan staff member in a position of authority uses that position to gain favours from other Rezan staff members.

2.4 Accountability mechanisms should be applied openly and part of as a commitment to good practice within the organisation, in the interests of promoting integrity and professionalism.

3 Provisions

General Provisions

3.1 All Rezan staff members are accountable to target groups and the local population for the protection of human rights in the design, delivery and evaluation of its operations.

3.2 Standards of staff conduct will be such that they exemplify the professed values of the organisation on every occasion, including outside of working hours.

3.3 Rezan staff members should refrain from involvement in illegal activity. Should such activity come to their attention within the organisation, they should seek to act using either the grievance policy or the whistleblowing policy as included in this handbook.

3.4 All contracts and services required to enable the organisation and its programmes to function will be obtained transparently using Rezan's procurement procedures.

Programme Specific Provisions for distribution of food, non food items, material assistance including cash for work

3.5 The Executive Director must ensure that a thorough system of checks of recipient selection and distribution procedures is in place. This must include random checks, to be carried out by senior Rezan staff, before *and* during the intervention. Staff must be informed that such checks are part of Rezan's normal quality assurance procedures.

3.6 Recipient selection processes must be transparent. For distribution programmes recipients and local communities are to be given a clear explanation of the selection process and the process of appeal. The process of appeal should be written out and displayed publicly. At time of distribution information on the type and quantity of items to be distributed is to be clearly displayed. Where there are low levels of literacy, this information should be communicated through additional mechanisms such as public meetings and drawings.

3.7 Recipient selection should be checked as it happens and when it has been completed. Fieldworkers involved in recipient selection should work in the same fieldwork locations only for limited periods, as local conditions allow.

3.8 Field monitoring visits should not be announced beforehand in order to avoid opportunities for potential 'cover up'.

3.9 Distribution should be checked as it happens or immediately afterwards. Checking must be accurate and include a numerical count, or weighing as appropriate. Asking the recipient what commodities were received, and in what quantities is not sufficient.

Working with Children

3.10 Rezan recognises that where roles involve interaction with children, the welfare of the child should be treated with paramount importance. As such, the organisation will work to ensure that all children that it comes into contact with are protected from becoming victims of physical, emotional or sexual abuse, or neglect.

3.11 Rezan will work to ensure that good practice principles will be adhered to by all staff who work with children, including:

- Planning and conducting their work in order to minimise and manage potential risk to children's wellbeing;
- Minimising the need to spend time with children whilst alone or out of sight of other staff;
- Allowing children to communicate freely and openly, including making reference to any concerns they may have and enabling children to determine their own personal boundaries.

3.12 This policy recognises that certain behaviours are inappropriate when working with children. In particular, Rezan expects staff to refrain from:

- Taking children that they work with to their own home;
- Hitting children;

- Developing improper or exploitative relationships with children, or relationships which could be deemed as such;
- Acting in ways that may be abusive or may place a child at risk of abuse;
- Using language, making suggestions or offering advice which is inappropriate, offensive or abusive;
- Behaving in a manner which is inappropriate or provocative in any way;
- Sleeping in the same room or bed as a child with whom they are working;
- Helping with tasks of a personal nature when the child is able to do it for themselves;
- Condone, or participate in, children's behaviour which is illegal, unsafe or abusive;
- Acting in ways intended to shame, humiliate, belittle or degrade;
- Discriminate against, show different treatment, or favour particular children to the exclusion of others without objective justification.

3.13 The recruitment and selection of staff who are required to work with children will be in line with principles set down in the Rezan Recruitment and Selection Policy to be found in section 3.2 of this handbook.

3.14 Staff working with children will be regularly observed and monitored through performance appraisal and their submission of regular written and/or verbal reports, as requested. Staff will be expected, at all times, to be able to account for their professional conduct, in line with this policy.

Partners and Communities

3.15 Partnership activity will be carried out on the basis of clearly defined agreements, with regards rights, resources and responsibilities. This will normally be in the form of written memoranda of understanding. This refers to activity with other NGOs, authorities, community groups and other relevant bodies.

Respect for differing religions, culture and practice

3.16 The conduct of Rezan staff must at all times be sensitive to the locally expected standards of behaviour.

3.17 Senior Rezan country management must clearly communicate to all staff appropriate rules/codes of behaviour which will include guidance on:

- Religious customs, food, drink, dress and language
- Accommodation protocols in locations where Rezan is working. This includes appropriate measures including for guests in Rezan accommodation as well as avoidance of conflict of interest (e.g. employees staying with recipients etc).
- Safeguards where one-on-one meetings are held, including gender sensitive measures.

General Working Practice and Employee Relations

3.18 Rezan staff members should not be subjected to harassment or unfair treatment as a result of their religious, ethnic, or cultural backgrounds, or as a result of their gender, marital status, sexual orientation, age or disability.

3.19 All Rezan staff are to be made aware and regularly reminded that personnel policies including grievance and whistleblowing procedures are set out in the Rezan Handbook.

3.20 Staff promoted to positions with line management responsibility are to be reminded of Rezan grievance procedures, and that those reporting to them have the right to approach their line management with legitimate grievances.

3.21 Rezan management will take care to instil a learning culture which is accepting of mistakes – on the understanding that mistakes are corrected, and preferably reported voluntarily –, promotes open and honest sharing of concerns, and a culture which seeks to protect our employees from false accusations. Mechanisms to facilitate this will include:

- Regular performance appraisals;
- Training and development activity;
- Quality checks including both internal and external audit, to help ensure that stakeholders (recipients, local authorities, donors, etc.) do not make unfair accusations about our staff's performance.

3.22 All suspicions and/or allegations of abuse will be taken seriously and responded to swiftly and appropriately and at all times ensuring that:

- Clearly defined reporting and investigative procedures are in place and are communicated, as appropriate, to staff, parents, partner organisations and institutions;
- Children are aware of their right to express concern, and know who they can talk to;
- Confidentiality is respected at all times;
- There is a culture of accountability which ensures that staff accept that they have a responsibility to report any concerns.

Breach of Policy

3.23 Breaches of policy will be taken seriously, and will, where appropriate, be dealt with by disciplinary action which, depending on the breach, may include termination of employment.

3.24 Rezan will not tolerate any effort to avoid, hinder or corrupt monitoring processes, including a refusal to cooperate with such processes or knowingly making false statements during monitoring processes. Such actions will result where appropriate, be dealt with by disciplinary action which, depending on the breach, may include termination of employment.

4 Scope

4.1 Persons to whom this policy applies. This policy applies to all Rezan staff. Such persons are referred to as the 'individual'.

4.2 Authority to override the provisions herein. The provisions set out in this policy can only be overridden in appropriate circumstances and only on the authority of the Managing Director, in writing.

4.3 Waiver. Any decision to override any of the provisions contained in this policy, for whatever reason, shall not be construed as a change in policy and will in no way indicate that such a decision would be taken to override the same or different provisions in similar or differing circumstances in the future.

4.4 Procedure for overriding the provisions herein. In the case of an individual wishing to appeal to override any of the provisions laid out in the policy, application must be made in writing to the Managing Director. The Managing Director shall give his decision in writing and in line with paragraph 3.2 above.

4.5 If the legislation in the individual's country of employment, as defined in their Employment Agreement, defines statutory rights on avoidance of abuse of authority other than given by the terms of this policy then the relevant national legislation will take precedence over Rezan policy.

5 Policy responsibility

5.1 Approvallis. This policy was approved by the Board of Rezan and by Shwan Sabah managing Director.

5.2 Policy duration. This policy will come into effect from the date of its inclusion in the Rezan Handbook and will have no limit of time. This policy will be reviewed annually.

5.3 Responsibility for communication. This policy and any updates to it will be communicated and made available to employees through the Rezan Handbook. It is the responsibility of Executive Directors in field locations to ensure that national staff have access to this policy in their own language and that they indicate their understanding of it.

5.4 Responsibility for compliance. It is the responsibility of each individual to ensure that they follow the principles and provisions laid out in this policy.

11 Discipline

1 Purpose

1.1 The purpose of this policy is to encourage high standards in individual and organisational conduct and to provide a fair, equitable and transparent course of action in the event of a breach of the Rezan Code of Conduct, other Rezan policies or performance expectations.

2 Preamble

2.1 Rezan believes that all employees have the right to be treated fairly and without prejudice. This policy therefore aims to ensure that an individual suspected of a disciplinary breach will be heard in good faith and without pre-judgement of the issue.

2.2 Where this policy refers to 'misconduct', this is defined as any breach of Rezan's Code of Conduct. If an individual is unsure whether a situation can be defined as misconduct they can send a confidential e-mail to HR@rezanorganization.com

3 Provisions

3.1 Rezan strongly encourages informal discussion to be taken as a first step when the degree of severity allows. Formal disciplinary action should be taken only when informal avenues have been unsuccessful, or where the severity of the conduct dictates its use. The decision to proceed with formal disciplinary action in accordance with the provisions of this policy will generally be taken by the individual's line manager.

3.2 No employee should be dismissed for a first disciplinary offence, except in cases of gross misconduct.

Investigation

3.3 Where formal disciplinary actions are required, the facts should be established quickly, and the issues dealt with in a consistent and transparent manner.

3.4 Prior to any written warning being issued, a disciplinary hearing will be held at which the individual will have the opportunity to state their case.

3.5 In severe cases, such as Whistleblowing reports or some cases of Misconduct, the HR or Finance Director may determine that a formal investigation procedure must be launched. The investigation procedure should follow the steps below:

1. Decide whether to launch a formal investigation
2. Appoint the investigation team
3. Determine the goals and key questions for the investigation
4. Gather documentary evidence, evidence from witnesses and physical evidence
5. Validating evidence
6. Reporting on the findings

Suspension

3.6 In the case of alleged misconduct the individual may be suspended while the matter is being investigated, during which time full salary will be paid. Such decision will be made by the individual's line manager.

Disciplinary Hearings

3.7 Prior to a disciplinary hearing, the individual must be told of the disciplinary nature of the hearing and the nature of the alleged offence as well as being provided with a copy of any evidence. The individual must also be reminded of their right to be accompanied, as stated in 3.8. The individual should be encouraged to re-read this section of the Handbook concerning discipline.

3.8 Regardless of which kind of disciplinary action is being brought, the individual will have the opportunity, if they wish to be accompanied at any disciplinary interview by a trade union representative if appropriate, or a fellow employee.

3.9 If the individual does not wish to be accompanied by anyone for the hearing, Rezan encourages the manager to ask a trustworthy witness, to assure fairness and transparency during the discussion. This witness could be a HQ staff member who joins the meeting virtually if nobody suitable is available in country. The individual should be informed of the presence of this witness. Both the manager and witness must apply high discretion and confidentiality in regard to this hearing.

3.10 In the case of national staff, the individual must also be reminded of their right to have an interpreter present, either chosen by them or supplied by Rezan. Rezan will cover the expense of this provided that the rate of payment has been agreed in advance.

3.11 If, having been informed of the disciplinary hearing, the individual fails to attend the disciplinary hearing, (or leaves before the end of the meeting), this will be recorded in their personnel record, along with the nature of the warning. It is up to the discretion of the line manager to determine whether failure to attend constitutes an additional breach of conduct, i.e. whether this warrants further disciplinary action.

3.12 The disciplinary hearing will consist of formal delivery of the nature of the offence and the evidence collected. The individual will be given an opportunity to state their case for the record.

3.13 Following review of the individual's case, the line manager may choose to deliver the formal disciplinary action at the end of the disciplinary hearing. Alternatively, the formal disciplinary action may be taken at a later time.

Severity of the situation

3.14 After investigation, if it is confirmed that the individual is guilty of misconduct, the manager should first rate this misconduct according to the following table. For major misconduct, critical misconduct and gross misconduct, this should be defined in agreement with the Executive Director (for local staff misconduct) or with the HR Director.

Minor	The individual is not aware of his misconduct and there is no or low risk of damage and/or victims.
Moderate	The individual is aware of his/her misconduct but there is no or low risk of damage and/or victims.
Major	The individual may or may not be aware of his/her misconduct and there is serious risk of damage and/or victims.
Critical	The individual may or may not be aware of his/her misconduct and there is serious damage and/or victims.
Gross Misconduct	<p>The individual's behaviour creates a serious and intolerable situation within Rezan. Defining behaviour as 'Gross Misconduct' must always be agreed with the HR Director (for local, expat and HQ staff). Examples of gross misconduct include but are not limited to:</p> <ul style="list-style-type: none"> • gross negligence • theft, fraud, corruption or other illegal conduct • sexual exploitation and abuse (as defined in the Code of Conduct) • conduct which deliberately damages Rezan

Disciplinary Actions

3.15 The line manager will take the decision to carry out disciplinary action, which is appropriate to the severity of the offence, in consultation with others as necessary as described in 3.14. In practice this means that for serious offences, the first warning received may not be verbal but written, or in cases of gross misconduct, dismissal.

3.16 Sequence of Actions:

Disciplinary Action	Situation	Comment
Informal discussion	When a situation is considered as Minor or Moderate and has occurred for the first time.	
Formal verbal warning	When a situation is considered to be Minor or Moderate and informal discussion does not seem appropriate or has been tried and failed.	The fact that this warning has been issued, and the reason for issue must be recorded on the individual's personnel record.
First written warning	When a situation is considered as Major or The same issue or a similar issue has already been addressed through a verbal warning but reoccurs or is still not resolved.	To be given in English and in the case of local staff, in the individual's native language, if necessary. The warning must include the reason for the warning and a statement to the effect that if there is no improvement, a new offence or a repeat of the offence, a final written warning will be given.

Final written warning	When the situation is considered as Major or Critical or The same issue or a similar issue has already been addressed through a written warning but reoccurs or is still not resolved.	To be given in English and in the case of local staff, in the individual's native language, if necessary. The warning must make it clear that any recurrence of the offence or other serious misconduct will result in dismissal.
Dismissal	When the situation is considered as Critical or classified as Gross Misconduct or The same issue or a similar issue has already been addressed by a final written warning but reoccurs or is still not resolved.	The procedures described in HR Handbook (Termination of employment) must be followed.

3.17 Any disciplinary warning issued will contain a date after which it will be disregarded in a future disciplinary case. For verbal warnings this will be for a period of 6 months. For both first and final written warnings, this will be for a period of 12 months.

3.18 All *formal* disciplinary actions taken should be recorded in the individual's record and a copy sent for filing at HR@rezanorganization.com

Appeals

3.19 The individual has the right to appeal in writing against any disciplinary penalty other than a verbal warning.

3.20 An individual who wishes to appeal against a disciplinary decision must do so within 5 working days. The individual should submit an appeal, in writing, to the line manager. The line manager will consider the appeal and decide the case as impartially as possible, in consultation with his or her line manager. Any disciplinary penalty imposed will also be reviewed at the appeal. The result of the appeal will be given in writing and will include signature of the more senior management representative to indicate approval of the final decision.

Rights upon dismissal

3.21 For a full outline of individual rights in the case of dismissal, please refer to the Statement of organisation policy on termination of employment, contained in Section 3.13 of the Rezan Handbook.

Support for Managers

3.22 In case the line manager requires help or support to go through this process, the manager should seek advice or assistance from the HR department to make appropriate decisions. HR can also participate in the meetings if appropriate.

4 Scope

4.1 Person to whom this policy applies. This policy applies to all Rezan staff, interns, and volunteers. Such persons are referred to as 'the individual'.

4.2 Authority to override the provisions herein. The provision laid out in this policy can only be overridden on the authority of the Managing Director and should be recorded in writing.

4.3 Waiver. Any decision to override any of the provisions contained in this policy for whatever reason, shall not be understood as a change in policy and will in no way indicate that such a decision would be taken to override the same or different provisions, in similar of differing circumstances in the future.

4.4 Procedure for overriding the provisions herein. In the case of an individual wishing to appeal to override any of the provisions laid out in the policy, (in the absence of reason arising from local legislation) application must be made in writing to the Managing Director.

4.5 If the legislation in the individual's country of employment, as defined in their Employment Agreement, defines statutory rights on discipline other than those given by the terms of this policy then the relevant national legislation will take precedence over Rezan policy.

5 Policy responsibility

5.1 Approval list. This policy was approved by the Board of Rezan and by Shwan Sabah managing Director.

5.2 Policy duration. This policy will come into effect from the date of its inclusion in the Rezan Handbook and will have no limit of time. This policy will be reviewed annually.

5.3 Responsibility for communication. This policy and any updates to it will be communicated and made available to employees through the Rezan Handbook. It is the responsibility of Executive Directors in field locations to ensure that national staff have access to this policy in their own language and that they indicate their understanding of it.

5.4 Responsibility for compliance. It is the responsibility of each individual to ensure that they follow the principles and provisions laid out in this policy.

12 Termination of Employment

1 Purpose

1.1 The purpose of this policy is to encourage high standards in organisational conduct and to ensure that, in the case where employment has to be terminated, it is done in a fair and transparent manner.

2 Provisions

Termination of employment

2.1 Where the legislation in the individual's country of employment (as defined in their Employment Agreement) defines statutory rights on dismissal, termination of employment or redundancy which are more protective of an employee's rights than given by the terms of this policy, then the relevant national legislation will take precedence over Rezan policy.

2.2 Rezan allows for termination of employment in cases where an individual:

persistently fails to reach the required standard of conduct or performance after verbal and written warnings;

is found guilty of gross misconduct;

is no longer capable of doing their job for reasons which are due to a medical condition or long-term sickness;

is no longer required due to their position no longer being needed

is no longer required as a result of a lack of ongoing funding for their position.

Fixed Term Contracts

2.3 The definitions below with regards to termination of employment, dismissal and redundancy do not include the natural expiry of a fixed term contract.

2.4 At the natural expiry of a fixed term contract employees have the right to receive any accrued but unpaid salary and expenses. Following payment of these amounts the individual has no further rights with regards to their employment with Rezan.

Dismissal

2.5 Decisions to dismiss national staff must have the authorisation of the Executive Director in that location. Decisions to dismiss international or head office staff must have the authorisation of the management team leader of the team in which the staff member works as well as the Human Resources Director.

2.6 Unless the employee is guilty of gross misconduct, they will have the following rights upon dismissal, subject to the provisions of §2.1:

A minimum period of notice, as outlined in the individual's contract of employment. A longer period of notice may be given at the team leader / Executive Director's discretion.

Standard pay, terms and conditions during the notice period regardless of whether the employee is available for work, is incapable of work through illness, is absent for maternity reasons, or on holiday in accordance with the terms of employment.

2.7 Individuals may waive their right to notice or accept payment in lieu of notice if this is by mutual agreement with the organisation. This fact should be recorded in writing.

2.8 Rezan prohibits dismissal of individuals solely on the basis of:

being a trade union member or participation in union activities

not being a trade union member or refusal to participate in union activities

pregnancy or taking maternity leave

taking action on grounds of health and safety

demanding a statutory employment right

acting as an employee representative, or being a candidate for such a position

gender, marital status, race, ethnic or national origin, sexual orientation, age, disability, religion or belief.

2.9 Once an employee has been informed of their dismissal, they may be required to terminate their duties and access to Rezan information and equipment, offices and accommodation with immediate effect. In such an event, due care will be taken to ensure that the individual is able to retrieve any personal information and effects.

Redundancy

2.10 Redundancy is only deemed to occur when an employee is discharged because there is a need to reduce the workforce or because a particular job no longer exists within Rezan, or no longer exists in a particular office location. This situation may arise upon closure of a field office or discontinuation of a project or other circumstances resulting in a reduction of work. In the event of redundancies becoming necessary, the organisation will follow good practice guidelines and legislative requirements, such as they apply in the individual's employment location.

2.11 Employees who are made redundant are entitled to:

a standard minimum period of notice as defined in their employment contract. This is subject to the provisions of §2.1.

Standard pay, terms and conditions during the notice period regardless of whether the employee is incapable of work through illness, is absent for maternity reasons; or on holiday in accordance with the terms of employment.

2.12 In addition to any payment arranged in lieu of notice and subject to the provisions of §2.1 and contractual agreements, employees who have been continuously employed by the organisation for 2 years or more shall be entitled to a redundancy payment equivalent to 2 months' salary. Where an employee has been continuously employed by the organisation for 10 years or more, they shall be entitled to a redundancy payment equivalent to 3 months' salary,

2.13 Subject to the provisions of §2.1, certain categories of employee are not entitled to redundancy payments. They are:

Employees whose service ends when they are in receipt of old-age pension

Apprentices whose service ends at the end of their apprenticeship.

2.14 Subject to the provisions of §2.1, employees who have been given notice of redundancy have certain other rights which include:

The right to reasonable and paid time off to look for another job or arrange employment training

A written statement of the amount of the redundancy payment and how it was calculated

A written statement of employment.

Gross Misconduct

2.15 If, after investigation, it is confirmed that the individual has committed gross misconduct the normal consequence will be immediate dismissal. The explanation of what is deemed gross misconduct is included in Section 3.11 (Discipline) of the Rezan Handbook.

2.16 In the event of immediate dismissal as a result of gross misconduct, an individual will be eligible to receive any unpaid salary and payment in lieu of leave accrued to the point of their dismissal.

3 Scope

3.1 Persons to whom this policy applies. This policy applies to all Rezan staff. Such persons are referred to as 'the individual'.

3.2 Authority to override the provisions herein. The provisions laid out in this policy can only be overridden on the authority of the Managing Director, and should be recorded in writing.

3.3 Waiver. Any decision to override any of the provisions continued in this policy for whatever reason, shall not be construed as a change in policy and will in no way indicate that such a decision would be taken to override the same or different provisions, in similar of differing circumstances in the future.

3.4 Procedure for overriding the provisions herein. In the case of an individual wishing to appeal to override any of the provisions laid out in the policy, (in the absence of reason arising from local legislation) application must be made in writing to the Managing Director.

3.5 Where the legislation in the individual's country of employment (as defined in their Employment Agreement) defines statutory rights on dismissal, termination of employment or redundancy which are more protective of an employee's rights than given by the terms of this policy, then the relevant national legislation will take precedence over Rezan policy.

4 Policy responsibility

4.1 Approvallisit. This policy was approved by the Board of Rezan and by Shwan Sabah managing Director.

4.2 Policy duration. This policy will come into effect from the date of its inclusion in the Rezan Handbook and will have no limit of time. This policy will be reviewed annually.

4.3 Responsibility for communication. This policy and any updates to it will be communicated and made available to employees through the Rezan Handbook. It is the responsibility of Executive Directors in field locations to ensure that national staff have access to this policy in their own language and that they indicate their understanding of it.

4.4 Responsibility for compliance. It is the responsibility of each individual to ensure that they follow the principles and provisions laid out in this policy.

13 Leaving a Rezan Staff Position

1 Purpose

1.1 The purpose of this policy is to ensure clarity of procedure when a staff member leaves a Rezan position.

1.2 In addition, this policy will ensure that employees leaving Rezan positions are properly and appropriately supported and that the work of Rezan is protected from unnecessary disruption.

2 Preamble

2.1 There are two categories of staff to whom this policy applies:

- *Exiting* staff are defined as those leaving Rezan
 - as a result of their contract ending and not being renewed, or;
 - after working their contractual notice period.
- *Transferring* staff are defined as those moving from a post in one Rezan location to either another post or location.

2.2 Rezan appreciates that employees show extremely high levels of dedication and commitment to their work, and that it is often carried out in difficult, trying and potentially stressful conditions. This policy recognises that following conclusion of a humanitarian assignment, individuals may require additional support, care and time in order for them to successfully move forward to their new role.

2.3 Rezan recognises that staff in different locations will have different needs when they leave Rezan.

2.4 Rezan accepts that there are occasions where mutual agreement on the end of employment is not reached. These occasions may arise where:

- Termination of a contract is due to disciplinary reasons, or;
- A contract is not continued after the initial probationary period, or;
- An individual fails to work their contractual notice period.

In such cases, the provisions of this policy will be applied as deemed appropriate to the particular situation.

3 Provisions

Notice Periods

3.1 Where either Rezan or an employee decides to end a contract before its expiry date, both have a responsibility to give due notice to the other party. Notice periods for each position are as per individual specifications included in contracts of employment. Notice should be provided in writing, with clear indication of the dates notice periods will commence and end.

3.2 Notice periods are designed to ensure continuity of work, proper handover periods and recognition of time needed to recruit new staff. As a general rule, all staff will be expected to work the full duration of their notice period. Any decision to overrule this practice will be taken on a case-by-case basis after consultation with the Human Resources Director. Where due contractual notice is not served by an employee, Rezan may seek compensation for losses encountered due to the breach of contractual terms.

3.3 Where a staff member approaches retirement age and wishes to leave the organisation, formal notice is required, and normal contractual notice periods will apply.

Prior to the conclusion of a post

3.4 Prior to the conclusion of work in any position, employees are normally expected to complete a handover briefing. At the discretion of the Line Manager and depending on the position, this briefing can be either written or verbal.

3.5 Where written handover briefings are submitted, staff leaving Rezan will also be required to take part in a final Operational debriefing with their line manager.

3.6 International staff may be required to attend an additional full operational debrief with operations staff in Brussels. Operational debriefs facilitate transfer of support to programs and ensures transfer of knowledge.

3.7 When concluding a post and where necessary, staff members will be required to return all Rezan property and submit clear final cash sheets and other final documentation.

3.8 Staff exiting the organisation will normally be required to complete an exit questionnaire. Information submitted will be used to inform future organisational development.

Personal Debriefings and Wellbeing Measures

3.9 Personal debriefs may be offered to staff leaving an international position. A personal debrief is confidential and is carried out by an independent external provider. It typically includes a medical check, discussion of experiences, concerns, anxieties and future plans. The debrief normally takes 1-2 days. Where possible, Rezan will source personal debrief providers in a location suitable for the staff member.

3.10 Personal Debriefings and wellbeing measures will not automatically cover transferring staff. It is at the discretion of the Human Resources Director after review of individual cases that these provisions may be extended to cover transferring staff.

3.11 This policy recognises that international staff members work in locations outside their normal context. As such, staff leaving a field position will be offered access to appropriate personal debrief and support. Staff leaving other types of Rezan role may be eligible for this additional support at the discretion of the Human Resources Director.

3.12 Rezan will source and recommend suitable locations for personal debrief and support. Only personal debrief and support provided by pre-approved sources will be paid for by the organisation.

3.13 Transferring staff may be granted additional leave in order for them to recuperate prior to commencing their new role.

Following conclusion of employment with Rezan

3.14 Rezan insurance coverage will be terminated at the end of the staff contract period.

3.15 Employment records and contact information will be retained in personnel records. All personal banking, passport, emergency and medical information which has been provided will be deleted from personnel records when they are no longer needed for concluding payments and other administrative matters.

3.16 Once an individual has left Rezan, the organisation may contact them, for example with news of suitable vacancies and other job openings. The individual will therefore be asked to provide a personal email address; however this will not be used for commercial purposes. It is the responsibility of the staff member to indicate if they are not willing to remain in contact with the organisation.

3.17 Rezan will provide statements of employment for all members of staff at the end of their employment period, when requested to do so. International and Head Office staff can request a reference or statement of employment from the Human Resources Department. National staff should approach the Executive Director for these documents.

4 Scope

4.1 Persons to whom this policy applies. This policy applies to all Rezan staff.

4.2 Authority to override the provisions herein. The provision laid out in this policy can only be overridden on the authority of the Managing Director, in writing.

4.3 Waiver. Any decision to override any of the provisions continued in this policy, for whatever reason, shall not be construed as a change in policy and will in no way indicate that such a decision would be taken to override the same or different provisions in similar of differing circumstances in the future.

4.4 Procedure for overriding the provisions herein. In the case of an individual wishing to appeal to override any of the provisions laid out in the policy, application must be made in writing to the Managing Director.

4.5 If the legislation in the individual's country of employment, as defined in their Employment Agreement, defines statutory rights other than those given by the terms of this policy then the relevant national legislation will take precedence over Rezan policy.

5 Policy responsibility

5.1 Approvallis. This policy was approved by the Board of Rezan and by Shwan Sabah managing Director.

5.2 Policy duration. This policy will come into effect from the date of its inclusion in the Rezan Handbook and will have no limit of time. This policy will be reviewed annually.

5.3 Responsibility for communication. This policy and any updates to it will be communicated and made available to employees through the Rezan Handbook. It is the responsibility of Executive Directors in field locations to ensure that national staff

have access to this policy in their own language and that they indicate their understanding of it.

5.4 Responsibility for compliance. It is the responsibility of each individual to ensure that they follow the principles and provisions laid out in this policy.

14 Referring someone for a job with Rezan

Referrals in Recruitment

It used to be that employee referrals were considered a somewhat risky practise - an invitation to nepotism and favouritism. However, in reality, employee referrals may represent one of the most *reliable* recruiting sources since most team members would rather walk across hot coals than recommend a friend who may turn out to be a source of embarrassment.

There is also evidence that turnover among employees who have been recommended is lower than it is for externally recruited employees.

However, it is key that any referred candidate should be subject to the same process as any other, and the same selection criteria must apply - referral is not a ticket to shortcut the system and get somebody in 'by the back door' - that is when we really will be accused of nepotism.

Keeping up to date with new vacancies

In order to be able to tell your friends, you will need to be aware of what we are actually advertising for!

Information and job descriptions for Rezan vacancies are posted on www.rezanorganization.com/vacancy. Vacancy announcements will also be circulated via email to current staff members. You will then be free to circulate this to interested friends and colleagues. You'll also be receiving copies of Rezan's international magazine which you can use to introduce people to the organisation.

Job descriptions contain application information and closing dates where relevant, so you should have all the information that you require – and of course, you know what Rezan is like to work for, so you can provide further information on that level. Please remember that if your friends have questions about specific terms and conditions, it's always best to refer them to the HR Manager for information.

Applying to Rezan

Rezan operates an online recruitment system and you should encourage your friend to apply directly via our website at www.rezanorganization.com/vacancy. If this is a problem, they (or you) can always forward their application and CV to HR@Rezanorganization.com. HR will then get in touch with them directly, asking them to fill in their form.

Occasionally we are able to fill a vacancy without externally advertising the post, through the use of internal promotion or by contacting previously unsuccessful candidates from other positions. Therefore, if you do know someone who is interested in Rezan, but does not have the skills for a current opening, we do have an ongoing 'speculative application' option, which individuals can submit their CV for at any time. In the case of speculative applicants, the details will lie dormant on our files

until a suitable vacancy arises at which point they will be alerted and given the opportunity to update their application information.

We get a high number of applicants for each vacancy and so whichever application route you recommend, it is important that you make the HR Manager (HR@Rezanorganization.com) aware that the submission is likely. A simple email explaining the background to your acquaintance and any further relevant information would be helpful. The information that you provide will then be attached to the application notes.

Finally, please do remember that referring a friend is not a sure fire way of getting them the job, it simply helps HR by providing more information on the candidate. In all other areas they will need to fulfil the selection criteria in the same way as all other candidates.

15 Considering your training & development needs

Rezan is committed to carrying out regular performance appraisals, and your line manager will make every effort to ensure that they are aware of your progress. But, at the end of the day, the person with the most responsibility for your training and development is you! Nobody else shares quite the same insights, goals and ambitions as you and if you have not already done so, you should now begin considering what opportunities are open to you to shape your personal and professional development.

What types of training and development are available?

In broad terms, there are two categories:

- Personal development – this relates to areas which you would like to gain skills in, but which are not currently a requirement of your job description.
- Training / Professional development – These are areas where training and learning equips you with or enhances skills which you require to carry out your job.

Rezan is willing to consider requests for both the above areas and will, where appropriate, investigate possible options. Please do remember that whilst we are supportive of training and development initiatives, the fund is not endless! Any training requests will need to fit in with overall team needs, budgets and timeframes already in place.

How do I assess my training needs?

It's probably best to assess your needs in a structured way, even if you already have ideas about your goals and ambitions. If you can demonstrate your needs in a clear and concise manner to your line manager, it will be much more straightforward to discuss possibilities and options than if you present a jumbled mass of thoughts and feelings!

Stage one – assess where you're at.

An assessment of your needs will take into account areas of both personal and professional development and will give you some clear answers to assess future direction. To begin an assessment, you should ask yourself some simple questions. The questions are loosely based around a SWOT (strengths, weaknesses, opportunities, threats) analysis of your current situation and should help you not only to get an overview of where you currently stand, but also what you need to bear in mind in the future.

Start by considering your strengths:

What are my personal strengths?

What do I enjoy doing?

What am I good at?

What do I do particularly well at work?

What have been the highlights at work in the last few months?

Next, move on to thinking about things that you're not quite so happy with – weaknesses:

What am I not so good at doing?

What areas of my job do I struggle with?

What have I found hard at work over the last few months?

Now it's time to think about possibilities for the future – opportunities:

Are there any changes happening within Rezan that I need to re-align myself towards?

What changes or trends are happening in my area of professional expertise?

What are my longer term hope and ambitions?

What areas would I like to consider developing in my job?

Do I need to look at improving some areas if I want to consider promotion?

Are my skills being used effectively in Rezan?

Finally, you should really consider some of the potential barriers that you might come up against – threats:

Can I keep up sufficiently well with the new trends and changes in my profession?

Is my role within Rezan likely to continue?

Am I becoming too specialised or stuck in a rut?

Are there any promotion possibilities available, or is this a bit of a dead-end in terms of career progression?

Stage two – think about what you've already done

When you've answered some or all of the questions from stage one, you need to put them into a bit more context by thinking a bit more about what you've already done in terms of training and development activity. Note down training and development that you've already taken part in or received. This may be from a formal training course or event, or it may be a more personal lesson that you've learned.

It might help you to maintain a record of training and learning, just so that you can track your own progress more easily. A personal record could contain reference to the following:

- What was the training event / activity?
- When did it occur?
- What did you learn from it?
- How will you benefit / use this in the future?

When you've got an idea of what you've already done, think carefully about how this fits in with your answers from stage one – Life will be easier if you work 'with' what you've got, rather than against it!

Stage three – map out what you want to do next

By now, you should be getting a much clearer picture of your own personal and professional context, and some training and development needs should be more obvious to you. Some of the training and development needs are likely to be more personal in nature – ie they fit with your own longer term ambitions and plans rather

than specifically enhancing your job performance. It's fine to include these areas, but please be aware that they may not be able to be facilitated by Rezan on every occasion.

You'll need to present your plans to your line manager. Give a brief background to your thoughts and set out the conclusions you have reached. If you are able to put your thoughts into context of benefit to Rezan and your current role, all the better! If you're aware of courses or resources available, you could bring these to your line manager's attention, and opportunities may be available 'in house' from colleagues and mentoring opportunities.

When can I discuss training needs with my line manager?

There is an ideal opportunity to do this within your regular performance appraisal, but don't feel that you have to wait a whole year to talk about a new training need you've identified. If you think it warrants earlier attention than a scheduled appraisal, make an appointment to talk it through – there's no time like the present!

Remember –training and development issues can be addressed in a variety of ways, not only via formal training events. You may be recommended some useful reading, or referred to a particular colleague who can share a relevant skill or area of learning.

16 Preparing for an appraisal

Appraisals are a two-way process and are designed to ensure that all staff are supported to carry out their jobs in the best possible way and that individual training and development needs are met. They will occur regularly throughout your employment with Rezan and as such it is important that you are aware of what to prepare for.

The aims of face to face appraisal sessions are to:

- Review progress in the team member's key areas of responsibility as defined in their job description.
- Review the specific performance objectives set at the last appraisal session.
- Discuss the major problems encountered by the team member since the last session. For international staff this will include discussion of any issues arising from their experience of living in a field location.
- Review the team members performance against a number of key factors
- Identify areas that need to be improved, and recognise areas of outstanding contribution
- Identify training needs which would contribute to staff development
- Put together an action plan to achieve the desired improvements.

Appraisal Forms

Your Line Manager will schedule the appraisal and will choose the appraisal format which is most appropriate for your level of responsibility within the organisation - more detailed information on this is found in the Ops Manual HR section. Formats range from full 360 degree appraisals to straightforward one to one discussions. If the appraisal format is such that feedback and input is required from colleagues and peers, then you will be given the opportunity to discuss who this feedback will be obtained from. You should then approach peers and spend time with them as required to gather the required input.

Whatever format is chosen, it is still useful if both parties attempt to independently complete the appraisal form beforehand. These two completed forms will then provide a good starting point for the appraisal discussion. Don't worry if you find this difficult to do - It can sometimes be useful for team members to consult the opinions of their peers when completing the form in preparation for the interview. This can be helpful in assisting the team member to understand how colleagues view him or her and can result in productive dialogue during the appraisal session.

Much of the appraisal relates to performance targets and job descriptions and so you should spend some time considering the areas of your role that you feel you fulfil particularly well – if you can give concrete examples, all the better. Also, the appraisal is a time when you will be able to discuss any areas that you feel that you are weaker or even struggle in. If this is the case, please speak openly to the appraiser about these areas in order that some suggestions for improvement and help can be made.

Action plans for improvement

Each appraisal format includes an action planning section. This is the point at which you should ensure that any suggested targets or goals are specific, and actually attainable. Your input is crucial to ensure that goals can be achieved, so make sure that you have given potential areas some degree of thought beforehand. You should read the section of this handbook on how to consider your training and development needs to give you some ideas.

17 Preparing to leave Rezan

The policy which this document refers to is found in *Leaving a Rezan Staff Position* in this handbook.

When you are preparing to leave a Rezan staff position, there will be lots of things to think about. Your Line Manager will be able to give you more information on specifics, but this ‘how-to’ should fill in some of the background first!

There are a few different things that you’ll be required to do before you leave, all of them aimed at ensuring that Rezan learns from your experiences and that your handover of responsibilities is as smooth as possible. The documents / information that you’ll be asked for will be:

- *The Exit Questionnaire*

For international and HQ staff, the exit questionnaire will be sent out by HR shortly before your departure from your office location. National staff may be asked to complete a similar questionnaire by the Executive Director. The information you provide will be used by the Human Resources team to track information such as why people leave the organisation, team relationships, onward contact details etc.

- *Handover documents and/or briefing*

You’ll need to prepare handover documents that you can pass directly to your replacement, your line manager and colleagues. In some cases you may only need to provide a verbal handover, but whichever is the case, make sure that you clearly provide all the relevant information. It’s useful to check that handover notes include notes on all of the key tasks and responsibilities on your job description. Additional useful information for handover includes:

- Outline of the project status
- Quick pointers as to the envisaged work priorities over the short term period to help sort out immediate tasks.
- Clear guide to where all relevant information is filed, both regarding paper copies, and in electronic systems,
- General information and appropriate background to staff working on the project or work area,
- Any project rationale, specific information, planning and reporting requirements that may need explanation,
- Rezan principles and the approach you’ve successfully used,
- Roles, responsibilities and line management systems,
- Relationship with other agencies/local authorities, useful contacts and pertinent information,

- *Operational Debriefing*

This debrief is more than just a handover, although it will often become part of a handover discussion. A full operational debrief gives Rezan an opportunity to learn from an individual’s experiences in a field location and to identify

actions which can be carried out to improve the environment for future staff and project work. In addition, it gives departing staff members the opportunity to give verbal feedback on their period of employment with Rezan. Normally national staff debriefs will be carried out by their line manager. International staff debriefs will be with either the Executive Director or Desk Officer, or sometimes both! HQ staff will be debriefed by their own line managers.

An Operational debrief will include discussion, feedback and an opportunity for you to ‘get things off your chest’ before you leave. It’s likely that this debrief will include discussion on:

- Work experience: what were the high/low points, how well were you supported? how could we have avoided certain problems?
- Recommendations to make work more efficient, better ways to achieve the aims of the programme
- Relevant comments to feed into ongoing strategy development
- Personal experience: any difficulties or problems that you’d like to share? how was the experience? Cultural difficulties – were you able to settle in?
- Future plans: what do you plan to do next? what advice can we give? What support will be needed?
- Discussion of future references to be given by Rezan
- Agreement on final salary and payments
- Any ongoing wellbeing issues or a need for a personal debrief.

Depending on what position you’ve held, you may also need to think about the following:

Personal Debrief

Additionally, some staff will have the opportunity to attend a personal debrief. A personal debrief is confidential and is carried out by an independent external provider. It typically includes a medical check, discussion of experiences, concerns, anxieties and future plans. The debrief normally takes 1-2 days. This is normally reserved only for international staff as recognition of the pressures they may have faced through working outside of their normal context. In exceptional cases, this service may be extended to other staff members too. Your line manager will provide more information on this, as necessary.

Final salary and expenses payment

Final salary will be paid in the normal way and as per normal salary payment schedules, i.e. payment will complete normally the month following your departure from Rezan. Completed final expense claims should be submitted to make final expense payment at the same time. Further outstanding expense claims, either from work related expenses, or expenses incurred travelling to debriefings etc, must be submitted within normal timeframe as defined in section 5.4 *Making an Expense Claim* of this Handbook

Your personal information

5.1 We will maintain your staff records and contact information but all personal bank, passport, medical and emergency details which you have provided will be deleted from personnel records when they are no longer needed for concluding payments and other administrative matters.

5.2 We do request that you provide us with an email address so that we can contact you in future regarding further employment opportunities or with updates from Rezan. If you do not wish us to contact you, we will abide by your wishes - and we will not pass this email address to external organisations without your agreement.

5.3

5.4 Finally, we want to be a learning organisation – if there's anything else you want to tell us that we can learn from, but is not covered by the above, then please write to HR@rezanorganization.com

5.5 Thank you!