

## **MASSABA RURAL DEVELOPMENT ORGANIZATION HUMAN RESOURCE MANUAL**

### ***1.1 Introduction***

The regulations started herein apply to all employees under contract with the Massaba Rural Development Organization (MRDO). While the basic rules and regulations apply to all employees, salaries and benefits will vary from one individual to another.

This booklet is prepared to provide general guidelines on the “Rules and Regulations” administering employment within MRDO.

It provides an overview of the services and benefits provided by MRDO as an employer. It also outlines, section by section, the general Code of Conduct that regulates employee’s activities within the organization.

In the interest of maintaining a good, transparent and just personnel administration system, MRDO hopes that employees will learn these rules and regulations thoroughly and conduct themselves accordingly.

MRDO believes that by reading this handbook, the employee will become well informed on how the organization is administered. And therefore MRDO encourages its employees to feel free and forward their comments and suggestions to the management with a view to creating a pleasant work environment for all its employees.

### ***1.2 MRDO Governing Body – The Board of Directors***

The Board of Directors is the supreme authority of the organization. The Board meets three times annually. The Board is charged with the responsibility of planning, discussing and approving of the planned activities.

### ***1.3 The MRDO Executive Director***

The Executive Director is charged with the following responsibilities:

- a) To consider any matter specifically referred to him by the board; including the revision of budget, and to take such action, as he may deem necessary thereon.

- b) To approve the budget
- c) To make decisions and take any other necessary measures falling within the competence of the board when the latter body is not in session, provided that such decisions and actions shall be submitted to the board for approval or disallowance in the first session of its next meeting.
- d) To discuss and prepare the agenda for the board meeting.
- e) To examine, review and evaluate policies, programs and activities of the organization, the annual reports and any special reports by any member of the management committee.
- f) To approve audit report.
- g) To make the organization by – laws and amend them whenever need arises, provided that such by – laws and amendments shall be submitted to the board for approval or disallowance in its meeting among others.

#### **1.4 *The MRDO Executive Sub Committees***

The Executive Director will set up the following Sub Committees:-

- a) Sub – committee on health education, food security and special projects such as health.
- b) Sub committee on water and rehabilitation project
- c) Sub committee on resource Mobilization and Finance;
- d) Sub committee on Personnel and administrative matters.
- e) Sub committee on Women, Youth and Social Affairs; and
- f) Sub committee of Integrity of Creation and Environmental Protection.

The main objective of the above committees is to ensure that the laid down policies and procedures are strictly adhered to.

#### **1.5 *The Executive Director***

The Executive Director’s major responsibilities are to appoint the staff of the Secretariat in accordance with the staff regulations adopted by the Board. Efficiency, competence, integrity and commitments shall be

necessary considerations in the recruitment and employment of the staff which, except in special cases, shall be recruited among the locals, taking into account the principles of equitable geographical distribution.

### ***1.6 The MRDO Senior Management Team***

The Senior Management will be charged with responsibility of ensuring that staffs under them work efficiently and represent issues of concern to the attention of the Executive Director during Senior Management Meetings.

## **SECTION 2 - The MRDO Personnel Handbook of Employment**

### ***2.1 The Code of Conduct, Staff Relations***

MRDO makes every effort to hire and maintain best possible employees for its organization. The organization strives to make the employment of its employees attractive and rewarding in the environment where it operates and in return expects the employees to give the best in meeting the organization's goals and objectives. MRDO believes that its employees are an important asset and hence encourages teamwork and team spirit that demonstrates mutual respect and collaboration.

MRDO is committed to providing the highest quality programs and services to the people it serves. This mission requires all employees to carry out their responsibilities in an effective and timely manner. MRDO being a humanitarian organization expects its entire staff to conduct themselves and their affairs in a humane manner.

MRDO recognizes that use of drugs, alcohol or any other intoxicating substances can impair one's ability and job performance. The use of such substances can adversely affect judgment, concentration and attention, and result in poor work habits, poor attendance patterns, unmet professional obligations, lack of punctuality and diminished productivity.

All employees are required to be fully committed to their duties, going the extra mile when required. Employees are encouraged to avoid gossip and malice at all times.

## **SECTION 3 - General Regulations of Employment**

### ***3.1 Authority and Application***

These regulations have been sanctioned by MRDO to ensure sound management practices and compliance with the organization's policies. The rules and regulations may be altered and revised by the Board from time to time. These regulations also provide general guidance on the structure and formalities governing employment within the MRDO.

### **3.2 *Categories of Employment***

There are four (4) categories on MRDO employment:-

- contractual employees
- seconded employees
- consultants
- temporary employees and
- casual employees

MRDO employees based on their positions are classified as follows:-

1. The Executive Director
2. The Senior Management (Head of Clusters)
3. The facilitators or Programs / Projects Officers.
4. Administrative staff and
5. Support staff.

### **3.3 *Recruitment Policy***

MRDO is an equal opportunity employer and believes in the recruitment of people with the highest qualifications, competence and integrity.

The recruitment is made without regard to tribe, race, sex or discrimination. It is made on competitive basis.

The probationary period for the successful candidate is usually six (6) months for senior positions and three (3) months for the other positions.

### **3.4 *The Recruitment Procedures***

The Personnel Sub – Committee is charged with the duties of dealing with Personnel policies and Procedures. The Sub – Committee reports to the Executive Board on personnel related issues.

The Executive Director is appointed by the Board of Directors in consultation with the other stakeholders.

The Heads of Programs are appointed by the Executive Director in consultation with the Board.

The Middle Level Management and Support Staff are appointed by MRDO Senior Management Staff in consultation with the Executive Director.

### **3.5 *Internal Applicants***

Depending on the job requirements, advertising will first be made internally within the MRDO. If there is no appropriate candidate, then the advertising will be done externally.

### **3.6 *External Applicants***

The appointment Committee in consultation with the Personnel Office shall decide where to source for CV's. Depending on the job requirements, the MRDO Employment Database will first be consulted for candidates to be interviewed

The candidates will first make formal application in their own handwriting to the Executive Director through the Personnel Office. Three (3) contacts / references from the following should be provided to the Personnel Office before the interviews are scheduled:-

- References from the Head of the current NGOs where one is a committed staff member, if one is;
- Recommendations from the previous employer preferably from the Human Resources Manager, or from heads of Institutions for individuals who have never been in employment before; and
- a letter from a person who is familiar with the prospective candidate for a personal reference.

Once the successful candidate is identified and all paper work has been finalized, all other candidates who were not successful will receive regret letters from the Personnel Office.

To ensure that MRDO recruits both physically and mentally healthy personnel, prospective candidates will be required to undergo a standard medical examination. The medical records and findings are

discussed with the employee and later filed in their personal files. All personnel information is classified as strictly confidential.

The new employee will be required to complete the following pre employment paper work:-

1. Complete the MRDO employment record form. Attached with a copy of the latest C.V
2. Supply the Personnel office with copies of all their certificates and testimonials.
3. Hand over copies of the relevant Cards, the personnel office in conjunction with the Finance Office will ensure that those employees not registered with the above bodies are enrolled immediately.
4. The Personnel Office will issue the new employee with an MRDO ID Card and Equipment Inventory Form.
5. The Medical Providers will issue the new employee, spouse and up to four (4) immediate family members with Medical cards to facilitate health care visits. During the probation period, the MRDO only provides medical insurance cover for the employee. The family is enrolled once the employment is confirmed.

### ***3.7 Appointment Letter***

An appointment letter will first be issued to the prospective employee. The letter will include the position and the starting date. Other details will be stipulated in the standard contract of employment. The employee will be required to accept / or turn down the offer in writing.

### ***3.8 The Employment Contract***

The contract will stipulate the full details of the position, the supervisor, the base location and the remuneration package. A full job description will be attached to the contract. The contract will be signed by the employee and the Executive Director.

### ***3.9 The Job Description***

The MRDO will ensure that every new employee has a job description. The job description will include the position, the current supervisor, the work station, the functions and major duties and responsibilities of the position. The employees will be required to sign the job description to certify that he/ she understand what is required of him/ her. The supervisor will also counter sign the job description to ensure effective communication and efficient personnel management.

### ***3.10 The Orientation***

The orientation exercise will include the background of the MRDO and its programs, its partner NGOs and communities served. To enhance effective communication, the orientation will include the constitution of the MRDO and the current organizational structure. A representative from the Personnel Office will also introduce the new employee to all the other employees.

### ***3.11 The Probation Period***

All employees will be required to serve the probation period unless the Executive Director waives it. During the probation period, the employee must demonstrate qualifications and general suitability for employment with the MRDO. The probation period for senior positions is six (6) months and other positions is three (3) months. Once an employee has completed the probation period, the supervisor will give a comprehensive report to the Executive Director via the Personnel Office.

This report will state whether the employee should be confirmed to the position or not. The report should be justified with concrete facts.

During the probation period, the employee only earns a basic salary.

## **SECTION 4 - Working Hours and Leaves**

This section provides general guidance on the structure and formalities administering employment with MRDO.

### ***4.1 Working Hours***

The normal working hours at MRDO are from 8.00a.m. to 5.00 p.m with a lunch break from 1.00 p.m – 2.00 p.m . Monday to Friday.

Employees are required to put in 40 hours a week and are expected to be flexible.

#### **4.2 *Compensatory Time***

MRDO Employees are not eligible for over time pay and are required to complete their work even if it requires extra hours. Any extra hours (from four (4) hours onwards) will be compensated by time off at the discretion and approval of the immediate supervisor in consultation with the Personnel Office.

#### **4.3 *Field Locations Working Hours***

All fields based employees will be required to be on call (24) hours a day, seven (7) days a week, they will only be entitled to their annual leave and therefore will not receive 11 days of leave for rest and recuperation (R & R) for every ten (10) weeks worked in the field from 2007 as the new GoSS new policy.

#### **4.4 *Absence from Duty***

Employees are required to report before 9.00 a.m. any absence from duty to the immediate supervisor starting whether the absence is due to circumstances of a general, medical or bereavement nature.

Disciplinary measures will be taken against an employee when the reasons given for absences are considered unsatisfactory or absences are not notified in advance. Absence from duty due to illness for more than one (1) day must be supported by a certificate from a registered practitioner and a medical certificate submitted to the immediate supervisor.

The immediate supervisor should hand in the doctor sick off sheet to the Personnel Office for record keeping. No salary will be paid to a staff member in respect of periods of unauthorized absence from duty unless reasons beyond their control or duly certified medical reasons caused such absence.

#### **4.5 *Annual Leave***

Annual leave is paid leave from a normal workday. It is accrued at the rate of 22 working days for every 12 consecutive months of employment.

Employees are encouraged to use their annual leave during the calendar year. The immediate supervisor will be responsible for ensuring that employees under their supervision take their leaves as scheduled on their planning calendars. A leave schedule for every Cluster must be planned to the Personnel Office for effective planning and efficient personnel management.

Although a new employee cannot take leave during the probation period, the annual leave is calculated as of the first day of employment.

Annual leave must be applied for and approved by the immediate supervisor at least two (2) weeks prior to the start of leave. Not more than ten (10) days of annual leave may be carried forward beyond April 30<sup>th</sup> of the next calendar year without the approval of the Executive Director. Accrued and unused annual leave may be paid with the approval of the Executive Director in exceptional cases. All accrued and unused leave is payable at the termination of the employee's contract, subject to proper documentation on why the leave was not taken during the year.

#### **4.6 *Sick Leave***

Sick leave is accrued at the rate of three (3) days per month. Employees are entitled to up to three (3) month's sick leave with full pay when seriously ill, and an additional three (3) months sick leave at half pay. If an employee has a terminal illness, which prevents her / him from performing their duties and coming to office all the time, the employee's contract will be reviewed.

Absence from work due to sickness or injury must be supported by written documentation from a qualified medical practitioner or a recognized hospital. This documentation must explain the nature of the illness and the estimated time of recovery. Employees must request sick leave for medical examinations in advance. Accrued sick leave is not payable at the termination of employment.

#### **4.7 *Maternity Leave***

Female employees are entitled to three (3) months or ninety days maternity leave with full pay. Hence, the female employees will automatically lose their annual leave during this period.

#### **4.8 *Breast Feeding Period***

A Breast feeding mother will be entitled to one (1) hour per off day for breast feeding purposes until the baby is six (6) months old. This regulation will only apply to employees whose Base Location and distance will not disrupt the operations of the MRDO programs.

#### **4.9 *Paternity Leave***

Male employees will be entitled to five (5) working days of paternity leave to assist with the household during the wife's recovery. Paternity leave cannot be accumulated and will not be approved unless taken within one (1) month from date of the wife's delivery.

#### **4.10 *Compassionate Leave***

Compassionate leave with pay will granted to employees upon the death of a spouse, child, father, mother, brother, sister, grandparents and parents – in – law. The MRDO will apply the following rule regards to compassionate leave:

On the death of a spouse, Child, Brother, Sister, Mother and Father, ten (10) working days; and

On the death of Grandparents and Parents – in – law four (4) working days.

With the approval of the Executive Director, compassionate leave may be granted for other losses. However, the leave days will be granted against one's annual leave.

The Executive Director may under exceptional circumstances grant leave if an emergency occurs that may demand leave.

#### **4.11 *Passport Visa***

When an employee is being sent on official assignment by MRDO and does not hold a passport or valid traveling documents, related costs of obtaining the document will be reimbursed by MRDO. The employee will be responsible for the renewals fees thereafter and is

expected to ensure that the passport is kept up to date. In addition, MRDO will facilitate the visa acquisition of an employee who is to travel for an official assignment.

#### **4.12 *The Public Holidays in Kenya***

The following days are observed as public holidays in accordance with the Public Holidays Act of the Constitution/ laws of Kenya.

New Year's Day	January 1
Good Friday	Varies
Easter Monday	Varies
Labour Day	May 1
Madaraka Day	June 1
Idd – ul – Fitr	Varies
Mashujaa Day	October 20
Jamhuri Day	December 12
Christmas Day	December 25
Boxing Day	December 26

If holidays fall on Sunday, Monday is then granted as a day off.

### **SECTION 5 - Remuneration**

#### **5.1 *Salaries***

Salaries for all employees will normally be paid monthly in arrears. The salary shall be in accordance with the approved job grade and salary structure for the respective position.

The MRDO remuneration policy is aimed at ensuring that the MRDO attracts motivates and retains committed and competent employees that it requires in accomplishing its mission. It also ensures that employees are paid just and fair wages according to the organization's ability.

#### **5.2 *Monthly Salaries***

Each employee will have a stated monthly salary. The salary will be quoted gross before any statutory deductions.

Salaries will be paid monthly in arrears. Employee's salaries will mostly be paid through the employee's bank account. The MRDO will facilitate opening bank accounts for those employees' s who do no have any bank accounts.

### **5.3 *Deductions***

MRDO is responsible for making mandatory deductions such as PAYE from employees to the KRA.

Voluntary deductions such as to the Co –Operative and others will be made, provided that the employee gives written authority in writing to the Finance Office to effect the deductions. Employees will be required to pay the local government graduated tax.

### **5.4 *The Current MRDO Salary Structure***

The MRDO salary scale is divided into eight (8) grades. The scale is divided into two (2) sections, Professional and General Positions. The current structure became operational in July 2008 and is subject to review

#### **5.4.1 *Consultations Pay***

Occasionally, MRDO will hire consultants for short term and long term assignments. The organization shall pay them at a rate commensurate with their qualifications and experiences and or as determined by the current market forces

### **5.5 *Salary increment***

Employees may earn salary increments if funds are available ad with recommendation pf the Executive Committee and / or Senior Management.

### **5.6 *Increased responsibility***

If a change in a position requires an employee to assume significantly new or additional responsibilities, the employee is eligible to a salary increment, provided the increase does not exceed the maximum salary for the position's salary

grade. It is important to note that a shift in the emphasis or responsibility is not a justification for promotion.

All promotions for middle level and management support positions are recommended by the immediate supervisor and approved by the Executive Director through the senior management Team. However, senior positions are recommended by the Executive Director in consultation with the Board of Director. To be eligible for promotion, an employee must have been in his or her current position for a minimum of six (6) months and be qualified to perform the duties and responsibilities of the new position.

MRDO seeks to identify employees who are qualified and competent to serve in positions of greater responsibility when such positions become available. This practice however, does not preclude MRDO from recruiting from outside organization.

#### **5.7 *Remuneration surveys***

Once every two (2) years, MRDO will undertake a remunerations survey. The main objective of this survey is to assist the MRDO in reflecting on its remuneration package.

#### **5.8 *Salary advances***

Salary advances may be given to employees with the approval of the Executive Director. Such advances will be limited to half of the amount of one (1) month's net salary and must be paid by the end of the following month.

### **SECTION 6- Employee's benefits**

#### **6.1 *Housing allowance***

MRDO employees are given a monthly allowance based on the employee's salary grade

#### **6.2 *Dependants allowance***

MRDO employees are entitled to a family allowance for their spouse and up to four (4) children. The allowance is paid monthly in arrears.

### **6.3 *Medical insurance***

The MRDO will provide a medical insurance cover for the employee, spouse and up to four (4) children of their birth children for in and out patient. Only immediate family members of an employee will qualify to benefit.

Birth and marriage certificates for the spouse and children are required for personal records. In the case of adopted children, legal documents that prove guardianship are required.

Misrepresentation on the number of dependents can be cause for dismissal.

### **6.4 *Medical insurance (NHIF)***

Employees eligible for benefits under the National Hospital Insurance Fund (NHIF) in Kenya are responsible for filing the appropriate application forms before leaving a hospital after in- patient recovery.

### **6.5 *Educational allowance***

Employees with school going children are entitled to educational grant for primary and secondary education up to 25% of the basic salary. This grant is paid three (3) times in a year i.e. January, May and September. This allowance is applicable for registered immediate family members only.

### **6.6 *Provident fund***

The employee will be paid his/her savings, the employers and any profit gained as terminal dues.

The trustees will keep the employees updated on their savings through meetings and information dissemination.

### **6.7 *Travel allowance***

When performing duties outside ones base location, and where MRDO does not provide accommodation and transport, the employees will be entitled to traveling, accommodation and feeding allowance. The traveling allowance must be approved by the immediate supervisor and authorized by the Executive director. The current rates are available at the Finance office.

## **6.8** *Co-operative*

Although the MRDO has no obligation with the above Co-operative Savings Society, MRDO employees can save with the any co-operative. Employees wishing to enroll with a co-operative should seek for the registration forms and other details from the Personnel Office.

## **6.9** *Transportation*

If an employee is required to work late or very early in the morning, transportation expenses based on actual costs incurred by the employee from his home to work place shall be refunded, provided that:

- a. No public transport was available at the time
- b. Using public means of transport would constitute a security risk to the employee
- c. Prior approval from immediate supervisor is sought.

## **SECTION 7 – Employment Performance Review**

### **7.1** *Annual review / staff appraisal*

Every employee will be entitled to an annual review and appraisal of his/her performance once a year. The main objective of the performance review is to identify the employee's strengths that should be strengthened, encouraged and shared.

## **SECTION 8 – Grievances**

If an employee has a grievance, he/she may approach the immediate supervisor and discuss his/her concern. If the problem is not resolved at this level, and the employee wishes to escalate the matter to a higher management level, then both the employee and his/her immediate supervisor may take up

the matter to the Head of the Cluster for a resolution. Ultimately a grievance can be appealed to the Board of Directors after being heard by the Executive Director.

### **8.1 *Criticism***

Work related constructive criticism is appreciated and expected. On the other hand, criticism with intent to malign comes from a negative attitude and does not offer appropriate solutions, thus it may result in disciplinary action or dismissal.

### **8.2 *Disciplinary procedures***

An employee who commits an offence is subject to disciplinary action depending on the nature of the offence. Disciplinary action will be taken in case where reason and clear evidence exists. It is the policy of the MRDO that disciplinary action should:

- a. Be appropriate to the nature of the offence that has been committed
- b. Be consistent with set precedence, within the provisions of the Personnel Rules and Regulations,
- c. Be fair, since in all disciplinary cases employees shall be allowed to make their representations and shall have the right to appeal disciplinary decisions.

The disciplinary regulations apply to all employees of the MRDO including those seconded to the MRDO by other organizations.

It is the responsibility of the Executive Director through the Heads of Clusters to ensure that all the MRDO employees conduct themselves in accordance with the MRDO rules and regulations or expectations the head of cluster in conjunction with the immediate supervisor shall take the necessary disciplinary action to rectify the situation, record measures/decisions taken and send a report to the Executive Director and a copy to the Personnel Office for record.

Where the supervisor or head of cluster is unsure of the regulation, the Executive Director shall provide guidance on the appropriate measures.

### **8.3 *Nature of offence***

There are three (3) offences; minor, major and gross misconduct. In some cases, the boundary between these categories is not clearly defined and the Executive Director shall be consulted for guidance. Any precedents established in this manner shall be used to update the categorized offences. Each offence shall be dealt with as specified in the regulations.

### **8.4 *Minor offences***

Punishment for minor offences ranges from caution to warning (oral or written) examples of minor offences include, but are not limit to the following:

- a) Continuous lateness to work
- b) Idleness and loitering during office hours
- c) Avoiding work on account of forged sickness
- d) Misuse of office property and equipment
- e) Others

### **8.5 *Major offences***

Punishment for major offences range from caution to warning (oral or written). Example of major offences include

- a. Absence from work without permission or acceptable excuses. An employee is required to notify the immediate supervisor of any absence within 48hours.

### **8.6 *Gross misconduct***

MRDO reserves the right to terminate the services of any employee instantly and without notice or paying of notice on the grounds of misconduct

### **8.7 Counseling**

The first process of disciplinary process is counseling. MRDO being a Humanitarian Organization will aim at first correcting mistakes in a humane way of understanding and humility. The first meeting will determine the magnitude of the mistakes and what steps to be taken.

If it becomes obvious that the matter is a serious nature, discussions shall be adjourned and the formal disciplinary procedures invoked.

Formal disciplinary procedures shall include and not be limited to:-

Written warnings

Recovery of days of absence from annual leave

Termination

Interdiction

Suspension summary dismissal

Others.

### **8.8 Warning system**

An employee whose work conduct is unsatisfactory and/or commits an offence, which in the opinion of the employer does not warrant dismissal, shall be warned in writing.

- i. The direct supervisor and the personnel officer on behalf of the Executive Director shall give three (3) written warnings. The letters of warnings shall be copied to the Executive Director. If any employee with three (3) written warnings recorded in his/her personal file commits a fourth (4) offence within one year from the date of the third (3) warning he/she will be liable for instant dismissal.
- ii. If an employee completes one year from the date of the third (3) warning without any further offence, all warnings recorded in hi/her file will become void.

### **8.9 Suspension**

Where it becomes necessary to suspend an employee in order to give the employer sufficient to do thorough investigations of the

allegations made against an employee, the employer shall suspend the employee for a period not exceeding three (3) months. The senior management will convene within a one-month period to make the final decision concerning the employee. During the suspension period, the employee will be entitled to receive 50% of his/her salary and benefits. Should the employee be found innocent, he/she shall be reinstated and be paid full salaries and benefits, which were not paid up during the suspension period. If the employee is found guilty, he/she will be dismissed and made to pay for whatever damages he/she had caused.

## **SECTION 9 – Termination of employment**

### ***9.1 Contract expiry***

MRDO will give one month's written notice to an employee of its intent to renew a contract; the employee is required to give written notice of one month prior to expiration of the contract of his/her intention to refuse the contract.

### ***9.2 Resignation***

If an employee has completed one month and up to five years continuous services with the MRDO and wishes to resign, the employee will be required to give one (1) month written notice or payment of the same in lieu of notice.

### ***9.3 Redundancy***

Where the employment of an employee is to be terminated on account of redundancy, the following regulations will apply:-

1. An employee declared redundant shall be entitled to be paid severance pay at the rate of fifteen days of each completed year of service in addition to the Provident Fund Savings (both the employer's his/her share and interests).

### ***9.4 Discipline, Resignation and Termination***

Subject to the provisions of the local employment and labor laws, staff discipline, resignation and termination of employment will be

handled according to the laid down regulations. This will be done without prejudice to the employee or the organization.

### ***9.5 Exit paper work and interview***

Every employee will be required to have exit paper work completed by his/her immediate supervisor, return all MRDO property, including ID, and complete an exit interview before final dues are paid.