



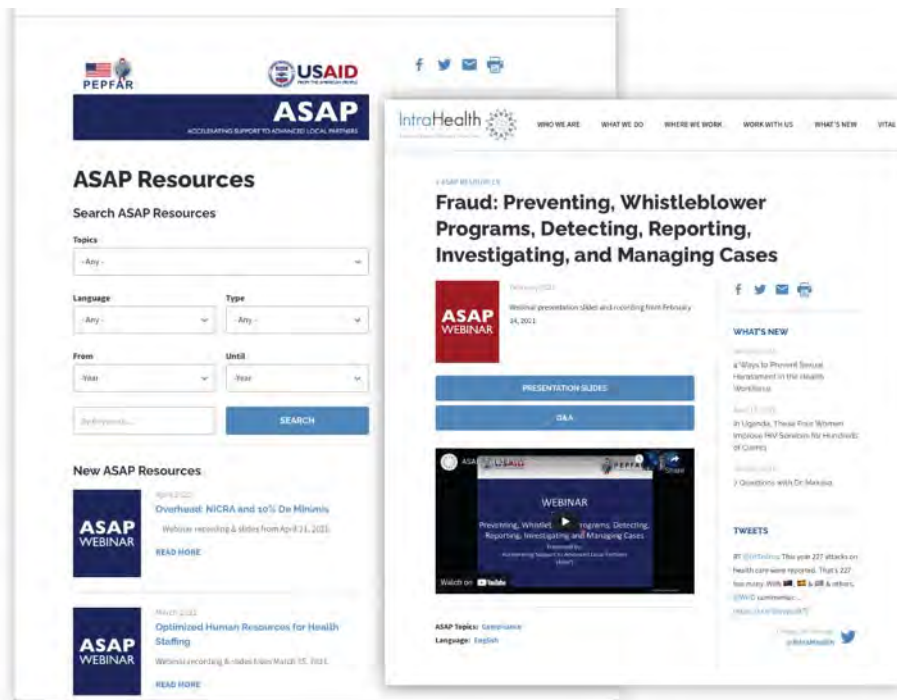
## USAID/Accelerating Support to Advanced Local Partners WEBINAR SERIES

# Human Resources Policies & Procedures

February 23, 2022

# A FEW QUICK NOTES

1. Welcome Local Partners - **tell us where you're from in the chat.**
2. Please use the **Q&A box to ask any questions** and the chat box for answering questions asked by the presenters.
3. We have **one poll** during the webinar today.
4. The presentation for today's webinar will be saved on ASAP's website at **[www.intrahealth.org/asap-resources](http://www.intrahealth.org/asap-resources)**



# ON-DEMAND WEBINARS

ASAP has broadcasted **69 webinars**  
for **more than 14,500+ attendees.**

---

Find past webinars on ASAP's web page  
[www.intrahealth.org/asap-resources](http://www.intrahealth.org/asap-resources)

# AVAILABLE IN 3 LANGUAGES

Choose your  
**language or topic.**

Featuring webinars  
in **French, English,  
and Portuguese.**

Topics

- Any -

Language

- Any -

Type

- Any -

From

-Year

Until

-Year

By Keywords...

SEARCH

**Download a pdf**  
of the presentation.

**Watch a recording**  
of the webinar.

The screenshot shows the IntraHealth website page for 'Writing Abstracts'. At the top, there is a navigation bar with links: WHO WE ARE, WHAT WE DO, WHERE WE WORK, WORK WITH US, WHAT'S NEW, and VITAL. The main heading is 'Writing Abstracts'. Below it, there is a date 'July 2021' and a sub-heading 'Webinar recording and presentation notes from July 8, 2021.' To the left of the text is a blue box with 'ASAP WEBINAR' in white. Below the text is a blue button labeled 'PRESENTATION SLIDES'. Below that is a video player showing a webinar recording. The video player has a title bar with logos for IntraHealth, PEPFAR, and USAID. The video content shows a slide with the text 'Accelerating Support to Advanced Local Partners (ASAP) WEBINAR SERIES Writing Abstracts' and a date 'July 9, 2021'. At the bottom of the video player, it says 'Watch on YouTube'. To the right of the main content, there are social media icons for Facebook, Twitter, Email, and Print. Below that is a section titled 'WHAT'S NEW' with two articles: 'What Does It Take to Keep HIV Services Available in Tanzania during COVID-19?' (dated July 26, 2021) and 'Quality Improvement: The Quiet Hero of Global Health Programs' (dated July 08, 2021). Below that is another section titled 'TWEETS' with one tweet: 'Safina meets w/ expectant mothers (who often walk 5+ kms to see her) during #COVID19. Our

# UPCOMING WEBINARS

March 2

**Telling Your Project's Story**

March 9

**USAID Financial Policies,  
Internal Controls, and Compliance**

March 16

**Optimizing Gender in the Workplace**

[Click for upcoming ASAP Webinars](#)

# TODAY'S PRESENTERS

**Simon Mbugua**

ASAP Capacity Advisor

**Nkatha Njeru**

Coordinator, ACHAP

**Eno-Obong Edeghe**

HR Manager, USAID Call Center



USAID/Accelerating Support to Advanced Local Partners  
WEBINAR SERIES

# Institutionalizing Good Human Resources Practices





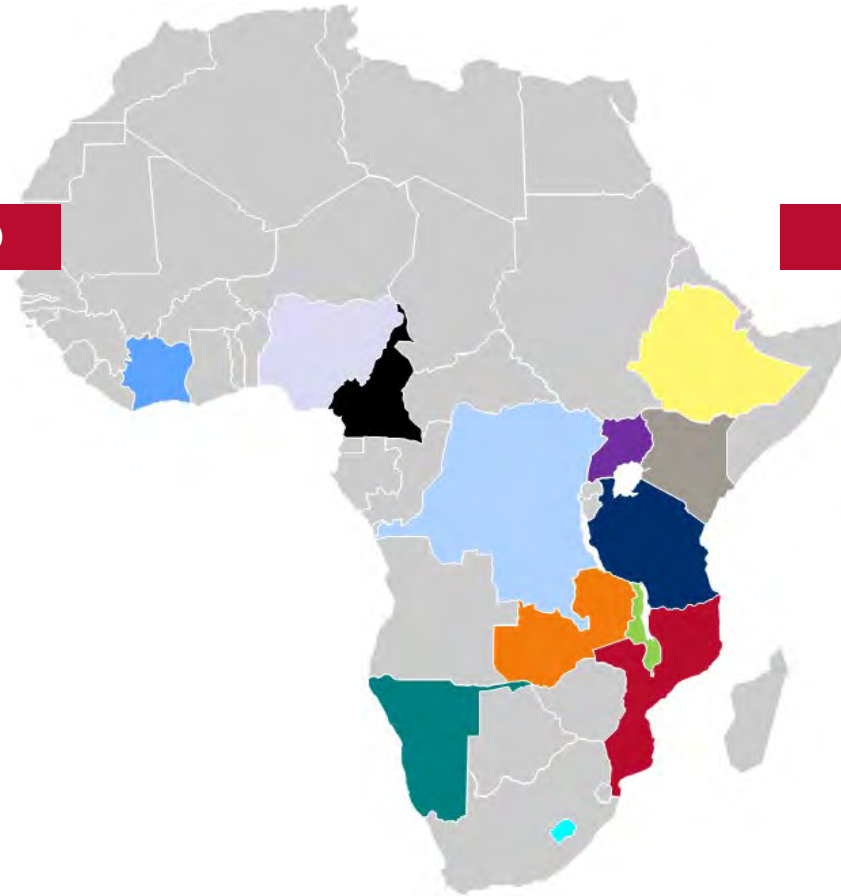
## LOCAL NGO SUPPORT

- **75** Local NGOs supported
- **51** Local Capacity Advisors
- **45** NGO Risk Assessments using NUPAS and NUPAS Plus
- **6** G2G Risk Assessments



### CORE FUNDED

- Tanzania
- Mozambique
- Cote d'Ivoire
- Namibia
- Lesotho
- Nigeria



### BUY-IN FUNDS

- Zambia
- Malawi
- Ethiopia
- Mozambique
- Kenya
- DRC
- Cameroon
- Namibia
- Uganda

# ASAP Observation

ASAP observed some LIPs without comprehensive HR policies and documentation and tools for various HR procedures.

In some cases, there were no HR professionals on board.

LIPs had challenges in attracting and retaining key staff members due to low salaries.

Many other gaps relating to compliance.

In consultation with each LIP, ASAP developed a Capacity Development Plan to address these gaps.

# Attracting and Keeping Staff Engaged

Treat them fairly, with respect and equitably

Be transparent

Offer fair compensation

Development opportunities

- Learning opportunities
- Career growth

Recognition

Listening partner

# The How

Best way to entrench and standardize these practices is through having a comprehensive HR policy document

Practice what you preach

Keep abreast of staff concerns

Keep abreast of market trends

# HR Policy Manual – Key Clauses

Check for compliance with labor laws

Mission and Vision statements

Organizational values – Important because these can form part of the performance KPIs

Staffing Philosophy

General statement, frequency, and procedure for reviewing and amending policies

Staff acknowledgement form

# Recruitment

## General recruitment and hiring processes

- Transparent and objective
- Comprehensive contracts
- Reference check & SAM.gov Check
- Onboarding process
  - Prior to start date, in first week, and first 3 months

## Develop a Checklist for file documents

- Contract/ Employment Agreement
- Job descriptions
- Recruitment documents
- Resume/CV
- Documents required by law

# Recruitment Facts

Hiring the right employee is a challenging process.

Hiring the wrong employee is

- Expensive
- Disrupts work environment
- Time consuming

Institute best practices for fair recruitment and documentation of process in:

- Recruitment planning
- Interviewing skills
- Reference checking
- Salary history check



# Terms & Conditions of Employment

Place and hours of work

Performance appraisal

Recordings of time - Timesheet

Flexible work schedules

Working from home - Telecommuting

# Compensation and Benefits

Compensation philosophy

Basic pay

Allowances

Non-Cash Benefits

- Leave
- Medical insurance
- Pension plans, etc.

To remain competitive in the market, **best practice is to have a salary survey done every two years** and salary scales updated accordingly.

# Performance Management

Performance management strategy

Annual staff appraisals

Performance Improvement Plans

360-degree appraisal system

How to link appraisals with Training Needs Assessment (TNA)

# Learning & Development

Training develops an individual's skills, attitudes, abilities, knowledge, and competencies for them to function effectively in a job.

Training can also develop an individual's **career goals**.

Establish training needs assessment

Link performance management to training

"Train people well enough so they can leave, treat them well enough so they don't want to."

*Richard Branson*

# Career Pathing

**Employees are more engaged** when their employer is concerned about their career growth.

**Employees can achieve career goals** while fulfilling the company's mission.

**HR to create career paths** - mechanism to enhance employees' skills and knowledge, and lead to career growth (promotions, transfers, etc.)

These improve morale, career satisfaction, motivation, productivity, and responsiveness in meeting departmental and organizational objectives.

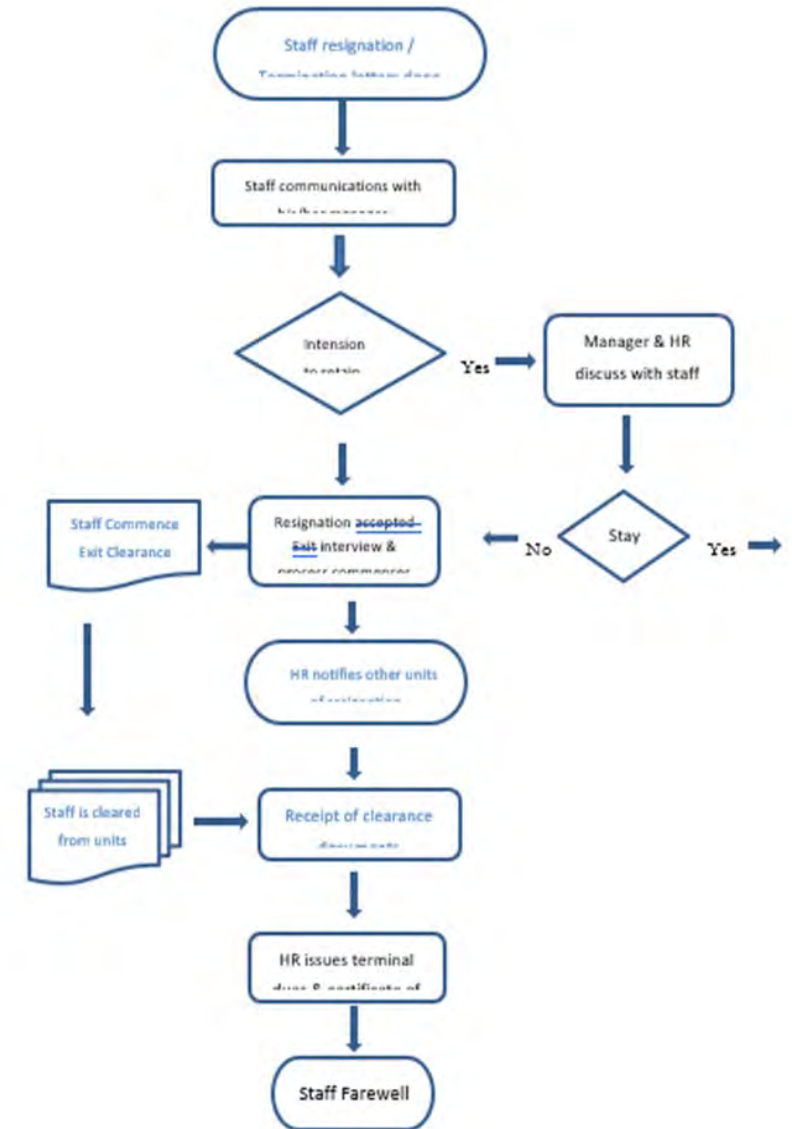


# Code of Conduct

- Code of ethics
- Confidentiality and Confidentiality Declaration form
- Conflict of Interest and Conflict of interest Declaration form
- Anti-Fraud policy, Whistleblower, Staff Fraud Awareness, reporting and investigations
- Sexual harassment and anti-harassment
- Anti-violence and Bullying
- Gross misconduct

# Separation

- Resignation
  - Termination from service
  - Dismissal for misconduct
  - Reduction in Force/Redundancy
  - Retirement
  - Incapacity
  - Death
- 
- Prepare a checklist and exit flowchart
  - Separation Procedures
  - Exit Interviews



# Grievance Procedure

Open door policy

Aim for informal resolution processes at staff/staff and staff/manager level

Formal process to kick off when informal processes fail

Escalation process

- Manager
- Departmental head
- HR
- Leadership



# Progressive Disciplinary Process

Oral reprimand

Written Reprimands

- 1<sup>st</sup>
- 2<sup>nd</sup>
- Final

Suspension

Separation for Cause (Summary Dismissal)

Documentation is key

Process is as important as the outcome

# Health & Safety

Injury on-the-job employer liability

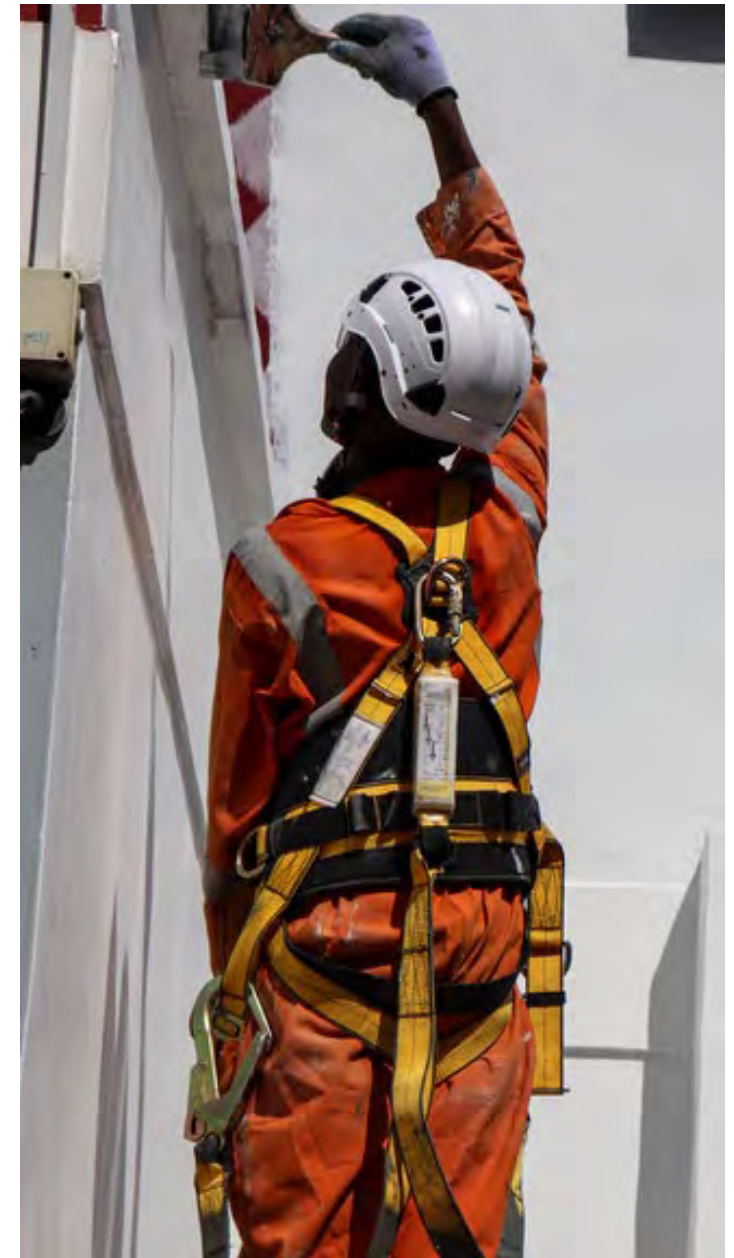
Medical insurance cover

Employee wellness programs  
and duty of care

- Mental Health support initiatives
- Counselling services

Use of illegal drugs and alcohol

Anti-smoking environment



# THANK YOU.

---





**AFRICA CHA PLATFORM**

*USAID/ASAP*  
**HUMAN  
RESOURCES  
SUPPORT**

Nkatha Njeru  
Coordinator

# Our identity



- A regional faith-based organization providing a platform for Christian Health Associations & other Church Health Networks from Sub-Saharan Africa - established in 2007
- Secretariat is located in Nairobi at the AACC campus

[www.africachap.org](http://www.africachap.org)

# ACHAP objectives



---

To **facilitate networking and communication** among Christian Health Associations and other Church Health Networks in Africa.

---

To **facilitate joint advocacy** with and for the Christian Health Associations and Church Health Networks in Africa on matters of health development.

---

To **support the capacity development** of Christian Health Associations and Church Health Networks to **provide quality health care**

---

To **establish and maintain partnerships** with other institutions and organisations in support of health development in Africa.

# ACHAP MEMBERSHIP

- ACHAP's membership is open to National Christian health Associations(CHAs), Christian Health Networks & Faith-based drug supply organizations (DSOs)
- Associations, networks or organizations should be founded, owned, managed jointly or individually by Christian denominations.
- ACHAP currently has 43 member organizations from 32 countries of Africa



# ASAP

## Scope of Work

GOAL: strengthen ACHAP to directly manage, implement, and monitor USAID funding.

### SPECIFIC OBJECTIVES

1. Supported with Job designing and analysis to ensure the right mix of experience, qualification and skills.
2. Recruitment & selection
3. Revision of HR & operations policies and procedures
4. Performance management
5. Development of HR tools



# JOB DESIGN, ANALYSIS & DESCRIPTION

- Supported evaluation of positions (based on work plan)
- Identification of tasks, skill mix, qualification, experience, knowledge required
- Formulation of JDs for various positions
- Establishment of a competitive compensation strategy





# RECRUITMENT, SELECTION & ONBOARDING



Support in  
reviewing  
advertisements

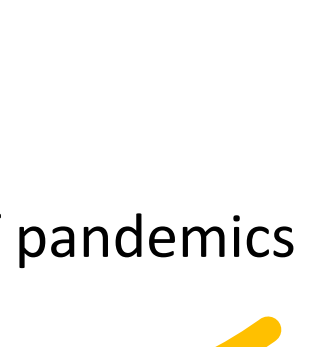


Advice on  
interview and  
selection process




Support with  
development of  
onboarding tools  
and process

# REVIEW OF HR POLICIES & PROCEDURES

- Review of HR policies to include compliance with statutory & donor regulations in HR management
  - Ensured inclusion of important components such as
    - Code of ethics
    - Recruitment process
    - Organogram
    - Training & development
    - Compensation & benefits
    - Technology & comms
    - Workplace safety & health
    - Virtual workplace – in the light of pandemics
    - separation
- 




# PERFORMANCE MANAGEMENT

- Supported development of tools
  - Supported sensitization of PM process
  - Supported review of staff performance plan & advised accordingly
- 



## DEVELOPMENT OF HR TOOLS

- Timesheets
  - Performance Appraisal tools
  - payroll management system
  - Policy manuals
  - Governance tools
- 



THANK YOU



# USAID CARE CENTER

## HUMAN RESOURCES DEPARTMENT

0800 95 95 950

# AGENDA

- The Center Overview
- NUPAS Assessment
- HR tools provided by ASAP
- How the policies are been implemented





# USAID CARE CENTER OVERVIEW

- USAID Care Center operates a virtual, call-in service for clients on HIV / STI treatment and those in need of other HIV /STI related services including PreP & PEP.
- Provides GBV phone screening and first line support via telephone and other virtual social media platforms and help drive traffic to USAID prevention, care, and treatment programs.

# NUPAS ASSESSMENT

- A NUPAS assessment was conducted in 2020 to reposition the Call Center to access direct USAID Funding.
- The assessment identified some gaps in HR i.e.
  - **HR Manual**
  - **Travel Policy**
  - **Salary Scales**
  - **SAM checks for new employees**
  - **Semi-annual performance appraisals process**
- ASAP developed a Capacity Development Plan to address these gaps and other areas to ensure best practices in HR

# HR TOOLS PROVIDED BY ASAP

- Review of HR policy manual document
- Performance Appraisal Tool
- Institutionalisation SAM Check
- Modification of Job description
- Fixed Term Contract(Employment Letter)
- Code of Conduct
- Sexual Harassment policy
- Leave Management System
- Conducted Salary Survey

## PERFORMANCE APPRAISAL TOOL

A **360°** appraisal technique was introduced where performance feedback is solicited from **3** other individual who would be a peer, a superior and a subordinate of the staff who is being appraised.

# **SAM CHECK**

## **(The System for Award Management)**

The System for Award Management, or SAM, is a government-wide portal that is consolidating the capabilities of multiple systems and information sources used by the Federal government in conducting the acquisition and financial assistance (which includes grants and cooperative agreements) processes.

# MODIFICATION OF JOB DESCRIPTIONS

Job descriptions for all employees have been updated to accurately reflect relevant tasks and activities as well as contemporary salary grades.

# LETTER OF EMPLOYMENT

The organization's letter of employment was reviewed and modified to reflect components of the employee's salary.

After the review with ASAP, our offer of employment includes standard working hours and mandatory deductions in accordance with Nigerian labor law.

# CODE OF CONDUCT

The code of conduct is the most widely utilized policy at USAID Care Center since it outlines the organization's policies, standards, moral and ethical expectations for employees and third parties.

E.g., all employees are obligated by all agreements signed when they join the Care Center including Policy Handbook, Conflict of Interest and Self-declaration form , and Non-disclosure Agreements.



# SEXUAL HARRASEMENT POLICY

USAID Care Center has a zero tolerance policy for sexual harassment in and outside the workplace so long as you are in the employ of USAID Care Center and as such we as much as possible try to provide a safe environment for all our employees.

With ASAP's support, a policy was drafted and is currently being implemented.

# LEAVE MANAGEMENT SYSTEM

A leave policy was developed so all leave procedures are treated in a Standard and consistent manner.

With technical assistance from ASAP, a leave tracker was developed as well as a leave request form to monitor all leave applications and management of leave balances

# SALARY SURVEY

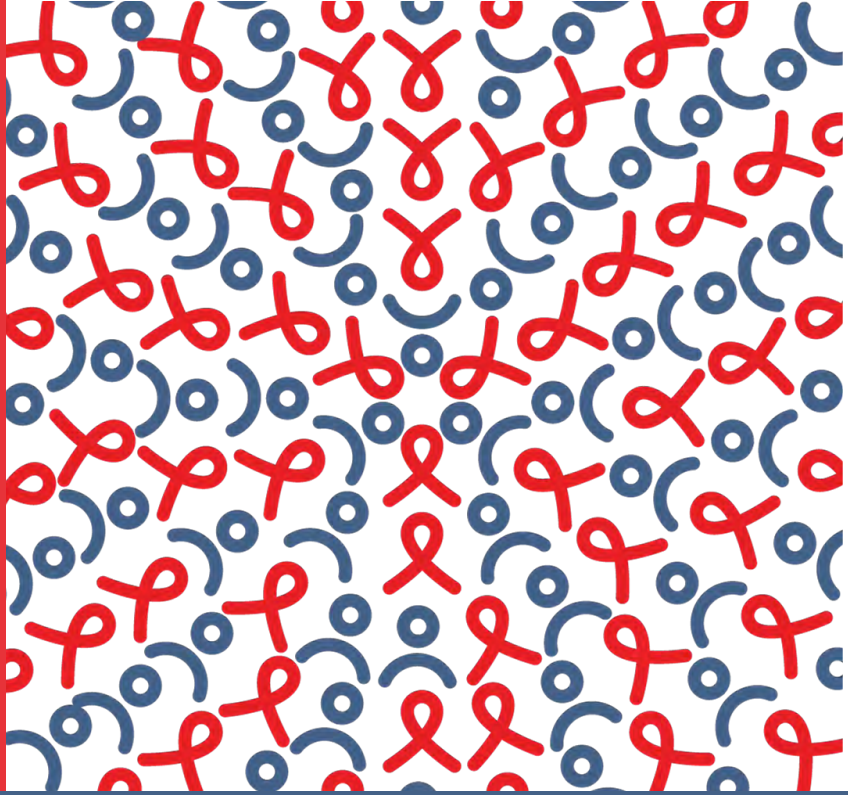
A salary survey was conducted using the Birches Group salary market Survey for Nigeria and a new salary scale for the center was developed.

The center is currently considering the implementation of the new salary scale.

## OTHER POLICIES DEVELOPED

Several other policies were introduced or reviewed to be in line with the global HR best practices including:

- **Headhunting Policy**
- **Volunteer workers Policy**
- **HIV/Aids at Workplace Policy**



---

**THANK YOU**

# QUESTIONS?

---



THANK YOU  
FOR ATTENDING.

---

