



ጄ.ዲ. ዴቨሎፕመንት ኦርጋናይዜሽን  
Joy Development Organization

# Joy Development Organization /JDO/

## Human Resources Policy and Procedures Manual

November 2021

Hawassa, Ethiopia

Joy Development Organization Human Resource Policy and Procedures

## Table of Contents

Joy Development Organization /JDO/.....	1
Human Resources Policy and Procedures Manual.....	1
1. PREFACE .....	8
2. PURPOSE OF THIS MANUAL .....	8
3. EMPLOYMENT AUTHORITY .....	9
4. REVISION OF THIS MANUAL .....	9
5. SCOPE OF THIS MANUAL .....	9
6. ISSUANCE.....	9
7. ISSUING AUTHORITY.....	9
8. CONDITIONS OF EMPLOYMENT .....	10
8.1. HOURS OF WORK .....	10
9. PER DIEMS AND EXPENSES.....	11
9.1 PER DIEMS: GENERAL .....	11
10.1 GENERAL .....	12
11. HUMAN RESOURCES PLANNING .....	13
11.1 ASSESSMENT OF STAFFING NEEDS .....	13
11.3 SHORT LISTING FOR INTERVIEW /EXAM .....	14
11.5 RECRUITMENT PROCEDURE.....	15
11.10 JOB DESCRIPTIONS.....	19
11.11 JDO ID CARDS .....	19
11.12 EMPLOYMENT OF CONSULTANTS .....	20
11.13 VOLUNTEERS.....	20
12. TRANSFER AND PROMOTION .....	21
12.1 TRANSFER.....	21
12.3 PROMOTION .....	22
13.2 SALARY SCALE .....	22
13.3 SALARY REVIEWS .....	23
13.4 INDEXATION OF SALARY .....	23
13.5 INCREASES .....	23
13.6 SALARY ADVANCES .....	24
13.7 SALARY DEDUCTION.....	24
14.2 MEDICAL BENEFITS.....	25
14.2.1 GENERAL .....	25

14.2.2	ENTITLEMENT .....	25
14.2.3	AMOUNT OF COVERAGE .....	26
14.2.4	MEDICAL POLICY MANAGEMENT .....	26
14.2.5	CLAIMS PROCEDURE .....	27
14.2.6	CLINICS AND HOSPITALS .....	27
14.3	TRANSPORT ALLOWANCE OR FUEL.....	27
14.4	ACTING ALLOWANCE .....	27
15.1	DEATH BENEFITS.....	28
16.	LEAVE.....	28
16.1	GENERAL .....	28
16.2	ANNUAL LEAVE ENTITLEMENT .....	28
16.6	SICK LEAVE.....	30
16.6.1	PROCEDURES FOR TAKING NON WORK -RELATED SICK LEAVE .....	30
16.6.2	PAYMENT DURING NON WORK-RELATED SICK LEAVE.....	30
16.6.3	RECORDS FOR NON WORK-RELATED SICKNESS.....	31
16.6.4	WORK RELATED SICKNESS.....	31
16.6.5	MATERNITY LEAVE .....	31
16.6.6	BREAST- FEEDING TIME .....	31
16.6.7	PATERNITY LEAVE.....	32
16.6.8	LEAVE FOR FAMILY EVENTS AND EMERGENCY .....	32
16.6.9	SPECIAL LEAVE.....	32
16.6.10	EXAMINATION LEAVE .....	32
16.6.11	STUDY LEAVE .....	33
16.6.13	OTHER LEAVE .....	33
16.6.14	PUBLIC HOLIDAYS .....	33
17.	STAFF PERFORMANCE EVALUATION SCHEME .....	33
17.1	GENERAL .....	33
17.2	PROCEDURES.....	34
17.3	EFFECTS OF PERFORMANCE EVALUATION.....	35
18.	GRIEVANCE AND DISCIPLINARY PROCEDURE.....	36
18.1	GENERAL DESCRIPTION .....	36
18.2	OBLIGATIONS OF STAFF MEMBERS.....	37
18.2.1	GENERAL .....	37
18.2.1.1	OBLIGATIONS OF STAFF MEMBERS ARE: .....	37
18.3	GRIEVANCE PROCEDURE.....	40
18.3.1	GENERAL .....	40

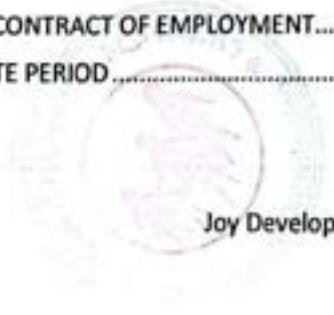
18.3.2	FORMAL GRIEVANCE PROCEDURE .....	41
18.3.3	DISCIPLINARY PROCEDURE .....	42
18.3.4	DISCIPLINARY ACTIONS.....	42
18.3.4.1	General.....	42
18.3.4.2	INVESTIGATION AND RIGHT OF REPLY .....	42
18.3.4.3	FORMAL DISCIPLINARY ACTION .....	43
19.	AUTHORITY FOR PENALTIES AND PROCEDURES.....	44
20.	SUMMARY DISMISSAL .....	45
21.	TERMINATION OF EMPLOYMENT .....	46
23.4	DEATH IN SERVICE .....	47
23.5	TERMINATION DUE TO CLOSURE AND REDUNDANCY.....	47
23.7	TIME FOR COLLECTION OF TERMINAL BENEFIT .....	48
23.8	DAMAGES .....	48
24.	CERTIFICATE OF WORK.....	48
25.	LETTER OF REFERENCE/TESTIMONIAL.....	49
26.	EQUAL EMPLOYEMENT OPPORTUNITIES .....	49
27.	GENDER POLICY .....	49
28.	DIVERSITY.....	50
29.	SUNDRY MATTERS.....	50
31.1	COMMUNICATION.....	50
31.2	MANAGEMENT STYLE.....	50
31.3	EMPLOYEE RELATIONS .....	50
31.4	HEALTH AND SAFETY.....	50
31.5	CONFIDENTIALITY OF INFORMATION.....	51
31.6	PERSONNEL FILES .....	51
31.7	CONFLICT OF INTEREST .....	52
31.8	USE OF JDO VEHICLES.....	52
	-APPENDIXES-.....	53
	Appendix 001 .....	53
	JOB REQUISITION FORM .....	53
	- Appendix 002 - .....	54
	JDO .....	<b>Error! Bookmark not defined.</b>
	INTERVIEW ASSESSMENT SHEET.....	54
	-Appendix 003- .....	57
	JDOA.....	57
	VERBAL REFERENCE.....	57



Appendix 004- .....	59
JDO .....	<b>Error! Bookmark not defined.</b>
TTEN REFERENCE .....	59
- Appendix 005 - .....	61
Job Offer .....	61
- Appendix 006 - .....	62
JDO .....	<b>Error! Bookmark not defined.</b>
LETTER OF APPOINTMENT .....	62
Appendix 007- .....	63
JDO .....	<b>Error! Bookmark not defined.</b>
CONTRACT OF EMPLOYMENT ON PROBATION .....	63
- Appendix 008 - .....	65
JDO .....	<b>Error! Bookmark not defined.</b>
CONTRACT OF EMPLOYMENT ON PROBATION .....	65
- Appendix 009 - .....	67
JDO .....	<b>Error! Bookmark not defined.</b>
JOB DESCRIPTION .....	67
- Appendix 010 - .....	68
JDO .....	<b>Error! Bookmark not defined.</b>
Objective Setting Format for Pre & Post Probation Periods.....	68
- Appendix 011 - .....	71
JDO .....	<b>Error! Bookmark not defined.</b>
Letter of Termination following Probation .....	71
- Appendix 012- .....	72
JDO .....	<b>Error! Bookmark not defined.</b>
Letter of Termination for Management Staff .....	72
- Appendix 013 - .....	73
JDO .....	<b>Error! Bookmark not defined.</b>
AGREEMENT OF VOLUNTEER SERVICE.....	73
- Appendix 014 - .....	75
JDO .....	<b>Error! Bookmark not defined.</b>
PER DIEM AMOUNTS.....	75
- Appendix 015 - .....	76
JDO .....	<b>Error! Bookmark not defined.</b>
PER DIEM ALLOWANCE PAY SHEET .....	76
Appendix 016 .....	77



JDO .....	<b>Error! Bookmark not defined.</b>
LEAVE REQUEST FORM.....	77
Appendix 017 .....	78
JDO .....	<b>Error! Bookmark not defined.</b>
LEAVE CARD.....	78
- Appendix 018 - .....	79
LETTER OF APPOINTMENT ON PROBATION PERIOD.....	79
- Appendix 019 - .....	80
STAFF APPRAISAL FORM .....	80
JDO .....	<b>Error! Bookmark not defined.</b>
- Appendix 020 - .....	85
DISCIPLINARY SANCTIONS FOR MINOR OFFENCE .....	85
- Appendix 021 - .....	87
FINAL WRITTEN WARNING.....	87
- Appendix 022 - .....	88
JDO .....	<b>Error! Bookmark not defined.</b>
LETTER OF DEMOTION .....	88
- Appendix 023 - .....	89
JDO .....	<b>Error! Bookmark not defined.</b>
LETTER OF DISMISSAL .....	89
-Appendix 024 - .....	90
JDO .....	<b>Error! Bookmark not defined.</b>
SERVICE CLEARANCE .....	90
- Appendix 025 - .....	92
JDO .....	<b>Error! Bookmark not defined.</b>
CERTIFICATE OF WORK.....	92
- Appendix 026 - .....	93
LIST OF JDO'S PROPERTY HELD BY A STAFF MEMBER.....	93
- Appendix 027 - .....	94
JDO .....	<b>Error! Bookmark not defined.</b>
TEMPORARY CONTRACT OF EMPLOYMENT.....	94
FOR A PIECE OF WORK .....	94
- Appendix 028 - .....	95
JDO .....	<b>Error! Bookmark not defined.</b>
TEMPORARY CONTRACT OF EMPLOYMENT.....	95
FOR A DEFINITE PERIOD .....	95



- APPENDIX 029 - .....	97
JDO .....	<b>Error! Bookmark not defined.</b>
PROBATIONARY PERIOD PERFORMANCE ASSESSMENT FORM .....	97
- Appendix 030 - .....	98
STAFF .....	98
PROFILE FORM .....	98
Appendix 031 .....	99
JDO .....	<b>Error! Bookmark not defined.</b>
INTERVIEW MINUTE .....	99
- Appendix 032 - .....	100
JDO .....	<b>Error! Bookmark not defined.</b>
EXIT INTERVIEW REPORTING SHEET .....	100
APPENDIX 033 .....	103
JDO .....	<b>Error! Bookmark not defined.</b>
DEED OF RELEASE .....	103
APPENDIX 034 .....	104
JDO .....	<b>Error! Bookmark not defined.</b>
COVER SHEET FOR STAFF PERSONAL FILES .....	104
Appendix 035 .....	105
JDO's STAFF SALARY STRUCTURE .....	105



## **1. PREFACE**

The Joy Development Organization (JDO) Human resources policy and procedures Manual” provides information regarding general terms and conditions of employment for staff and details of the procedures to be followed in relation to Human Resources matters.

The Manual clearly shows the rights and the responsibility of the employees and the JDO. This Manual is a set of fundamental rules, which, if deviated from, the reason or reasons must be explicable to management and employees alike.

The policy aims at clearly addressing any form of discrimination and human rights abuses that might arise in the work place. The overall process, however, is ongoing and flexible to meet changing situations as they occur in JDO’s work environment and revisions in the n Labour Code.

This Manual draws on the policies and procedures which have evolved in JDO and in the n Labour Code. The Manual overtakes any and all previously issued policies and procedures which have been issued on the subject matter contained in this Manual. Any and all circumstances/happenings that are not stated in this Manual will be governed by the n Labour law.

All JDO staff must comply with the organisation's Human resources policies and procedures. To ensure this, when faced with a decision on a Human resources matter, staff must read the appropriate section in this Manual and must contact the admin and finance department and act in accordance with the laid down procedures.

The Admin and Finance department will initiate an annual review date of the Manual taking on board any serious and worthwhile issues/suggestions from management and staff and any revisions to the labour law. S/he shall make presentations of key facts and issues following reviews.

All employees of JDO must familiarize themselves with the policies and procedures in this Manual. The policies and procedures outlined in this Manual are effective as of January 2014.

## **2. PURPOSE OF THIS MANUAL**

The purpose of this Manual is to set out the human resources procedures and practices of the organization; to clearly show the rights and responsibilities of the staff and JDO; and to ensure that JDO complies with the local Labour legislation.



### **3. EMPLOYMENT AUTHORITY**

Only the Executive Director or his/her designate has the authority to hire, terminate, demote, suspend or take any other appropriate action in strict adherence with this manual and the labour law following consultation with the Administration and HR Department.

### **4. REVISION OF THIS MANUAL**

The Manual is open to thoughtful revision. Anything unclear, oversights or suggestions of any kind may be brought to the attention of the Head of Human Resources and Administration and/or the Executive Director. As and when it may be deemed necessary, the Executive Director reserves the right to add, modify, or delete any provision in this Human resources Manual and implement the same upon approval of the board. The process, however, is ongoing and flexible to meet changing situations as they occur in JDO's work environment, revisions in the n Labour Code, and new policies and procedures mandated by JDO headquarters.

### **5. SCOPE OF THIS MANUAL**

The procedures set out in this Manual apply without restriction to all staff who have entered an employment contract with JDO. This Manual does not apply to consultants, agents, temporary staff and employees on short term contracts. The terms and conditions applicable to temporary staff, employees on short-term contracts (of less than three months duration), Volunteers and consultants or agents will be determined solely by contractual agreement and job description therein.

### **6. ISSUANCE**

This Manual will be distributed to all Departments.

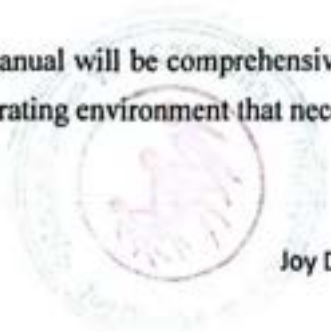
### **7. ISSUING AUTHORITY**

This Manual is issued by the Executive Director of JDO and HR officer authorized by JDO Board.

All staff must familiarize themselves with the contents of this Manual. Staff with supervisory responsibilities must apply it in full when dealing with Human resources issues.

Where there is no set policy on a significant issue or where the set policy cannot be implemented, the Head of Human Resources and Administration or a person in charge of HR must be consulted and decision as to the course of action to be pursued must be approved by the Executive Director.

This Manual will be comprehensively reviewed every two years. However, in case of changes in the operating environment that necessitate urgent action the manual can be amended at time.



## 8. CONDITIONS OF EMPLOYMENT

### 8.1. HOURS OF WORK

- 8.1.1 The standard working hours for the Head Office are:
- Monday to Friday
  - Morning 8:30 AM - 12:30 PM
  - Afternoon 1:30 PM - 5:30 PM
- 8.1.2 The standard working hours for all staff members must not exceed forty-eight hours each week. Subject to this limit, the Executive Director may set standard work hours from time to time.
- 8.1.3 Where the circumstances in which the work to be carried out is such that normal hours of work cannot be distributed evenly over the individual week, normal hours of work may be calculated as an average over a period longer than one week, provided, however, that the average number of hours over a period shall not exceed forty eight hours per week.
- 8.1.4 Where the nature of a post requires a staff to routinely work non-standard hours, this will be specified in the Contract of Employment.
- 8.1.5 Staff members are expected to make themselves available for work outside their normal working hours when circumstances demand.

## 9. JOB TITLES AND POSITION CLASSIFICATION

It may be necessary to re-grade job titles and the staff classification list. Individuals will be notified of any changes in their job titles.

Staff may be classified as Standard or Temporary depending on the duration of their contractual agreement. Temporary employees are those whose contract is for short period of time, usually less than a year while standard means those whose contract period is for one year. It is here understood that nature of the contract (definite/standard or temporary) will be specifically mentioned on the contract itself.

The other classification may be National or International staff. National staff are those staff who are hired by JDO and are governed by this policy and the relevant laws. International staff are those who are hired by JDO or partner organization, and are governed by special employment contractual agreements.



## **8. MINIMUM AND MAXIMUM AGE**

The minimum age for employment with JDO is 18, effective on the date of hire. The mandatory retirement age in JDO is 65 years. However, the board may make exception to the retirement age on the basis of justifiable reasons.

## **9. PER DIEMS AND EXPENSES**

### **9.1 PER DIEMS: GENERAL**

9.1.1 Per diems compensate staff for expenses they incur for boarding and meals while performing their duties outside of their normal assigned work area, which is defined in the employee's contract of employment. They are neither intended to be supplementary to staff salaries nor to be part of a remuneration package.

9.1.2 All employees shall be entitled to claim per diem where they make day long or overnight trips for work purposes outside of their place of assignment. This includes provision of allowance for staff moving away from base area and remaining at any site on important events and occasions during meal hours (provision of allowance for lunch).

### **9.2 STANDARD PER DIEM**

9.2.1 For all staff members, the standard rate of per diem for work outside their project area as attached as annex is subject to revision by the board based on the dynamics in the market.

9.2.2 For field work or temporary transfer of a staff for more than two months to a place outside of her/his normally assigned project area, there will be payment no per diem but other payment arrangements will be set out.

### **9.3 REVISION OF PERDIEM RATES**

The per diem rates referred to in this manual may be reviewed as deemed necessary. The Executive Director is the only person authorized to set and recommend change, or make exceptions to the per diem rates for implementation.



## **10. RECRUITMENT**

### **10.1 GENERAL**

JDO is an equal opportunity employer whose primary objective in recruitment and selection is to secure high standards of competence, commitment, and congruence in interests and value and cost effectiveness in staff resource management. Therefore, unless there a justifiable compelling reason entailing headhunt based selection, all recruitment and selection shall be on open competitive and competency profiling basis by providing equal employment opportunities for all applicants both from within and outside the organisation as may be necessary.

- 10.1.1 Until a satisfactory gender balance is achieved, the recruitment of women will be encouraged even to the extent of waiving certain qualifications and experience. However, such waiver or preferential treatment requires the authorisation of the Executive Director.
- 10.1.2 Recruitment shall be on a competitive basis. Recruitment which is not competitive can only be authorised by the Executive Director who shall consider such recruitment when competitive recruitment fails and time is crucial or cost is unnecessarily high or special recommendation is made by an appropriate person or institute. Advertising to a wider audience should be done as much as possible and to a targeted audience as and when necessary.
- 10.1.3 In recruitment and selection, priority will be given to qualified internal candidates through competitive promotion and/or transfer procedures and processes.
- 10.1.4 Programs coordinator/ project coordinator and the Finance and Administration Officer are delegated to recruit staff on grade 4 and below as per staffing plan, which is based on an approved budget authorised by the Executive Director.
- 10.1.5 Criteria in recruitment are generally related to and determined by the specific job position. Notwithstanding this, overall criteria shall be technical (knowledge and skill in the job, demonstrable experience), attitudinal and behavioural (orientation to team work, readiness for challenge and change, tenacity in working under difficult situation, orientation and views on organisational values and culture, risk taking, confidence and related personal qualities), fluency in the local language, understanding of local culture and norms, **commitment to safeguarding the wellbeing of children and vulnerable adults**, and other factors such as integrity, acceptance to accountability, strategic and initiative thinking etc.
- 10.1.6 All candidates should be thoroughly investigated during the recruitment and selection process to verify their commitment to safeguarding the wellbeing of vulnerable groups



and those with criminal records as well as without clear determination for this purpose will be out rightly disregarded and rejected.

## **11. HUMAN RESOURCES PLANNING**

JDO will be committed to planning ahead in order to maximise the opportunities of employees to develop their careers within the organisation and to minimise the possibility of redundancies.

### **11.1 ASSESSMENT OF STAFFING NEEDS**

As part of the preparation of the annual work plan and budgets, senior management staff will be requested to state their Human resources requirements for the coming year either for their ongoing project or for new project components and initiatives.

Approved yearly staffing plans and budgets will be fully reviewed in January and June of each year and provided no changes are necessary, the approved staffing plan can be implemented. (Where exceptional circumstances arise outside the bi-annual work plans, a minimum of one month's notice must be given for a new hire).

### **11.2 VACANCY ANNOUNCEMENT**

#### **11.2.1 GENERAL**

A Job Requisition Form must be completed for each vacancy identified by management and signed by the Project Manager/ Head of Department in the first instance. A Job Description/List of tasks must accompany each Job Requisition Form. In case of Programs, the Programs Coordinator shall comment on/give his/her support on the recruitment. The Executive Director /Project Coordinator/officer/ Admin and Finance or designate shall make final approval of Job Requisitions Forms as per authority level of recruitment. Thereafter, the approved document comprising both updated Job Description/ Scope of work and Job Requisition Form will be submitted to the Admin. & Finance Department or any other person officially designated to process recruitment.

11.2.1.1 The Programs Coordinator/Project Coordinator/Officer/admin and Finance must send Job Requisition together with the Job Description of the position at least one week before the intended advertisement date.

11.2.1.2 All job vacancies will be advertised externally/internally through newspapers and on internal notice board and/or at various suitable places or using other means as appropriate including employment agencies.



- 11.2.1.3 Internal vacancy announcements shall be made for posts for which suitable candidates might be available within JDO. The process of selection will take the form of transfer or promotion.
- 11.2.1.4 The position requirements and brief description of duties and responsibilities, if any, must be stated in all advertisements and must be based on the JDO's grading structure. A statement "Qualified women are encouraged to apply" must be included in every vacancy announcement. Internal candidates who do not meet the minimum qualification but can perform the necessary duties may apply as a candidate on the recommendation of immediate supervisor and at the discretion of the Executive Director.
- 11.2.1.5 All vacancy advertisements should reflect a brief mentioning of the commitment of the organization to child protection and safeguarding of vulnerable groups as a reminder as to the qualities the organization is expecting from candidates for recruitment in addition to other criteria.
- 11.2.1.6 All vacancy announcements shall be the responsibility of Admin and Finance Department/ Programs/Project coordinator as per delegation.
- 11.2.1.7 For positions of grade 4 and below, the appropriate medium (preferably Amharic) must be used for advertising.
- 11.2.1.8 All applicants fulfilling the requirements set out for the vacant post shall address and submit their applications to the Finance and Administration Department.
- 11.2.1.9 All internal vacancy announcements shall stay on the notice board for a minimum of 5 working days. External vacancy announcements shall stay active for 10 consecutive days.

### **11.3 SHORT LISTING FOR INTERVIEW /EXAM**

The Finance and Admin Department in consultation with the Programs/project Coordinator prepares a shortlist on the basis of the advertisement made. Applicants who are short-listed will be called for an interview and written exam (if the position advertised requires a written exam).

Appropriate advance notice for interview/exam must be given and candidates must be requested to bring all original documents for verification. Interviews/exams must, as far as possible, be held in a location that will suit the majority of candidates.

For positions of grade 4 and above, the interviewer is required to complete an "Interview Assessment Sheet" for each applicant and these must be used in conjunction with the written



exam (if applicable) as the basis for final selection. For drivers, Technical Skill Evaluation Form must be used in addition to the Interview Record Sheet.

Starting salary amounts are as per salary scale and are usually at step zero of the respective grade. In case a potential candidate is evaluated as outperforming, has useful experience elsewhere and has reached or passed the starting salary amount, step increases on starting salary shall be applied, at the Executive Director's discretion.

Where written exam is required, it is the interviewers' duty to ensure that the written exam is conducted fairly. The relevant supervisor must correct all written exams.

Verbal/written references must be sought for all successful candidates from previous employers and these must be considered in reaching the final decision. A note taken on verbal reference must be attached to the personal file of the candidate. A written reference has to be taken from the current or last employer.

JDO may directly contact and hire candidates who have been interviewed, selected and registered on standby lists of previous hiring without being obliged to make open advertisements. A standby list for a specific position is valid for 6 months starting from the final decision of hiring.

#### **11.4 RECRUITMENT EXPENSES**

All travel expenses, or loss of income due to interview(s) or written exam or both are the responsibility of the applicant.

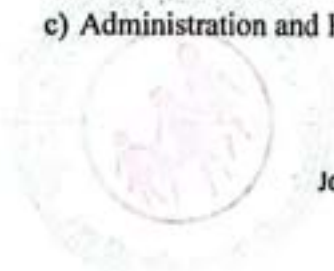
#### **11.5 RECRUITMENT PROCEDURE**

##### **11.5.1 GRADE 4 & ABOVE**

The recruitment of staff for grade 3 and above lies with Admin and Finance Department. The Admin and Finance Department is responsible for recruitment of staff at all levels for the Organization. Recruitments made in the absence of the Administration and Finance Department are invalid. The admin and Finance is responsible to ensure that recruitment is in line with the organization's policy, that advertisements contain all the relevant information in line with JDO's grading/salary structure and that the appropriate people are on the interview panel as above.

All interviews for Grade 4 and above must be made by a panel of 2-3 people from the list below:

- a) Executive Director
- b) Program Manager
- c) Administration and Finance Department (Mandatory)



- d) The appropriate Program/Project Coordinator (Mandatory)
- e) Any senior management staff

### **GRADE 3 AND BELOW**

The recruitment of staff for grade 5 and below at Project level lies with the management. The Project Management is responsible to ensure that recruitment is in line with the organization's policy, that advertisements contain all the relevant information in line with JDO's grading/salary structure and that the appropriate people are on the interview panel as above.

All interviews for Grade 3 and below are made by a panel of two to three people from the following persons or their designates:

- a) Programs/project coordinator
- b) Admin and Finance Officer (Mandatory)
- c) Any other appropriate member of staff as assigned by the Programs/project coordinator
- d) The interviewers shall submit their results including the results of the written exam to the Admin and Finance Officer for final decision by the program/Project coordinator for employment. The interviewers must clearly indicate their choice adding their opinion. This may take a form of short minute. The program/Project coordinator (as appropriate) may accept, modify or reject the proposal of the interviewers
- e) The interview questions must include protection of children and safeguarding of all children and vulnerable adults.

### **11.6 JOB OFFER**

Once the selection is finalised a job offer letter is issued to the successful candidate. The candidate must confirm acceptance of the job offer specifying the intended start date in writing. Then the process of checking reference must be finalised before the final appointment. The candidate must finalise his/her departure from the previous employer.

All documents submitted to JDO must be verified against the original by Finance and admin staff. The responsible person verifying the document must put his/her initials on each page of the copy.

The candidate must submit two passport size photographs together with three Reference Sheets before issuing the Probationary Contract. The candidate's last employers must be contacted through telephone before issuing the Probationary Contract in order to verify the competence of



the person and his/her historical background related to safeguarding and child protection. In addition, he/she will fill in the employee profile form.

#### **11.7 DATE OF HIRE**

The date of hire for all new appointments will be effective from the date specified in the Employment Contract. The salary for the first month of employment shall be pro-rated to reflect the actual number of days worked. When an ex-employee is re-hired, the date of hire shall be the date of re-hire.

#### **11.8 APPOINTMENT & PROBATION**

All appointments are subject to the satisfactory completion of a probationary period which is 60 consecutive days for non-management staff and 90 days for Management staff. An employee on probation may terminate his/her contract of employment without notice. JDO may terminate the contract of employment without notice.

If the employee on probation proves to be unfit for the job during her/his probation, JDO can terminate the contract of employment without notice and not being obliged to pay severance pay or compensation.

Supervisory staff is required to ensure that they review the performance of the new staff at least 10 consecutive days prior to the end of her/his probationary period. The evaluator must make a clear recommendation in writing as to whether the staff must continue in that position. The recommendation shall be submitted to admin and Finance Officer. Before the last date of the probation period, the staff must be given either a letter to confirm successful completion of probation or a letter of termination. Extension of probationary period is not permitted.

The employee must receive the following documents (depending up on each case) from the admin and Finance:

##### **A. On probationary appointment**

1. Job Offer Letter
2. Letter of appointment on probation
3. Contract of Employment on Probation
4. Job Description
5. Temporary JDO ID Card
6. Signing Safeguarding and child protection policy code of conduct

##### **B. On successful completion of probation**



1. Letter of appointment following successful completion of probation
2. Contract of Employment following successful completion of probation
3. Induction including briefing on safeguarding including child protection and other organizational policies and procedures.
4. Permanent JDO ID Card

C. On unsuccessful completion of probation

- Letter of Termination following probation

All staff contracts are for fixed terms, which may be renewed on expiry. Before the end of the agreed period, a letter of renewal will be issued to a staff who will continue to work for JDO or a letter for non-renewal of contract will be issued few days before the end of the contract. The supervisor is responsible to send a written memo to Admin and Finance Department requesting a renewal of contract at least 15 days before the end of the contract,

The Executive Director or designate is authorised to sign all job offer letters, probationary contracts, employment letters and contracts for all recruitments. All such letters and employment contracts must be sealed with the JDO stamp.

A separate contract must be used for hiring a person for a piece of work as well as for hiring staff on fixed short term/temporary/relief basis.

Employment contract renewal and termination letters must be prepared in triplicate – one copy to the employee, one for Human resources file and one for admin and Finance.

### **11.9 DELEGATION OF AUTHORITY**

For Grade 3 and below positions, Program Coordinator or admin and Finance, Executive Director may sign the following letters.

- Job Offer
- Probationary contract
- Letter of confirmation on probation
- Contract Renewal
- Promotion/Transfer
- Notice for renewal/non-renewal of employment contract
- Salary Adjustment and other human resources action except termination/suspension letters which can be signed only by the Executive Director or his/her designate.

For Grade 4 and above positions, only the Executive Director or designate will sign the above.



## 11.10 JOB DESCRIPTIONS

Supervisors prepare the list of tasks to be undertaken by and the basic qualification and other essential skills required of, a particular job holder and send the draft to the Admin and Finance Department for finalization.

- 11.10.1 Using the standard format, the Department concerned write the job description for the position;
- 11.10.2 In consultation with the concerned Department, the Admin and Finance assigns job titles and determines job specifications and appropriate grades which are consistent with prevailing practices of the JDO;
- 11.10.3 Supervisors must ensure that each employee has a job description; describing their roles including their obligations stipulated in the Safeguarding and child protection policy of the organization.
- 11.10.4 Job Descriptions could be reviewed
  - During job reviews
  - At start of employment with the Organisation
  - During objective setting and appraisals
  - Changes in job statusAs required.

The Admin and Finance department will regularly update the Job Description in consultation with concerned Departments and distribute them to users accordingly.

All staff must receive a detailed written job description immediately on appointment.

14.10.5. All staff will be given orientation on Safeguarding, child protection and other major policies of the organization as part of induction process.

## 11.11 JDO ID CARDS

Permanent JDO ID cards must only be given to employees on successful completion of the probationary period. Temporary JDO ID cards may be issued to staff who are on probation or short term (three months and less) contract. All ID cards must be returned to JDO on termination/end of employment contract. The ID card must be attached with a signed copy clearance form before final payments are made by JDO.



## **11.12 EMPLOYMENT OF CONSULTANTS**

- 11.12.1 Consultants are independent contractors who are directly engaged by JDO for a specific assignment and for specific period of time.
- 11.12.2 Consultants are not legal employees of JDO and thus the provisions stipulated in these procedures must not be applicable to them. However, it is the responsibility of JDO to make sure that contractors comply with the requirements of its safeguarding and child protection policies and has to include additional terms in the contact.
- 11.12.3 The recruitment of consultants shall be the responsibility of the relevant department and be carried out on a competitive basis, which may, depending on the nature of the job, entail advertisement in the newspapers. However, recommendation from a proper person or institution shall at times be considered.
- 11.12.4 The employment of consultants must be approved by the Executive Director of the JDO upon presentation of Terms of Reference (TOR) and justification for the need and budget clearance.
- 11.12.5 A contract of agreement specifying the terms of reference, amount and basis of remuneration, location of employment, duration of the assignment, and any specific conditions relating to the contracting parties must be signed before the commencement of the assignment

## **11.13 VOLUNTEERS**

JDO may assign Volunteers for a definite period, during which adequate support must be given to help them develop their skills, up to the level they can be competent enough for any suitable employment (see paragraph below regarding employment).

A separate contract must be used in conjunction with the Volunteer condition of work.

- Volunteer work with JDO cannot lead to an employment with the organisation. The volunteer can apply for an open employment competition within JDO. However, no preferred treatment shall be given for such volunteer in the process of recruitment.
- All volunteers and interns must comply with the Safeguarding and child protection policy of the organization while they are working with or for JDO.



## **12. TRANSFER AND PROMOTION**

### **12.1 TRANSFER**

12.1.1 Transfer is defined as the movement of staff from one duty station or project or department to another or from one post to another without a change in grade and salary of the staff member.

12.1.2 The organisation may transfer employees from one project area to another and or from one post to another or from one place to another within the same Project area as may be required by the needs of the organisation. This includes transfer from the Head Office to Project offices or vice versa.

### **12.2 Procedures For Transfer**

12.2.1 All transfers must be in writing and a copy of the transfer letter must be given to the concerned staff and a copy sent to the personal files of the staff.

12.2.2 If a staff member is transferred to a different project area on a permanent basis, he/she is entitled to a once off payment of Resettlement Allowance of Birr 2,000. This does not include the transfer of staff, to different projects within the same town/city or area.

12.2.3 In case of permanent transfer, the Manager/Supervisor concerned must:

- Transfer information regarding unutilized annual leave and other leave to the new Project Office/Head Office as appropriate
- Inform the new Project Office/Head Office of any monthly deductions to be made from the employees' salary
- Supervisory staffs are required to ensure that they review the performance of this staff member at least 10 days prior to their transfer
- Prepare/update the job description of the new job

### **12.2.4 Authority to Approve Transfer**

12.2.4.1 The Executive Director or his/her designate approves transfer between different JDO Project Offices /Head Offices.

12.2.4.2 The Project Manager approves any transfer within Projects for grade 5 and below positions



### **12.3 PROMOTION**

- 12.3.1 Promotion is a movement of a staff to a higher-grade post with an increase in responsibility and basic salary.
- 12.3.2 It is the commitment of JDO, whenever possible, to promote regular staff members who are deserving, qualified and have proven ability and potential to move to higher positions that may arise in the course of time, with corresponding increases in salaries, duty and responsibility. Normal recruitment procedures apply, including interview, written test, etc.
- 12.3.3 Performance evaluation records shall be given greater weight when a potential staff member is considered for promotion. The academic qualification and experience requirements may be waived at the recommendation of immediate supervisor and the final discretion of the Executive Director, especially in the effort demonstrated to provide opportunities to female staff in the organisation.
- 12.3.4 Preferential consideration shall be given to women staff members to promote a satisfactory gender balance in the organisation.

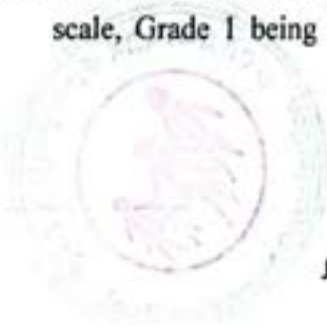
### **13. REMUNERATION AND BENEFITS**

#### **13.1 SALARY**

- 13.1.1 Salaries are paid monthly at the end of each European calendar month. Mandatory deductions as required by the law are made from the income of each employee and are paid to the appropriate government body.
- 13.1.2 All staff will be appointed to a position within JDO's grading structure and their remuneration will be as per the salary scale appropriate to that position. From time to time, it may prove necessary to reclassify job titles (see 17.5.7. below).
- 13.1.3 Consultants, part-time and casual employees shall be paid in a different manner, which will be the discretion of the Executive Director.
- 13.1.4 New recruits will be placed at step of the grade commensurate with previous experience and qualifications.

#### **13.2 SALARY SCALE**

- 13.2.1 JDO has a salary scale that is based on step system. There are 10 grades in the salary scale, Grade 1 being the lowest and Grade 10 being the highest in JDO's structure.



Under each grade, there are 10 steps which are used for increment, salary adjustment, promotion and appointment of new employee.

13.2.2 The salary scale shall be reviewed at the end of each calendar year and any recommendations are to be sent to JDO Executive Director for final approval.

13.2.3 Consultants, part-time and casual employees can be paid differently than regular/temporary JDO staff, at the discretion of the Executive Director.

### **13.3 SALARY REVIEWS**

13.3.1 Salary reviews may be carried out based on Cost of Living Adjustment (COLA) depending on the current rates of inflation as well as the labor market.

13.3.2 The Executive Director shall appraise COLA as well as the labour market once every year, and depending on funding. The salary review will be finalized in December and implemented as of the first month of the following year (January) upon approval of JDO Board. However, review of COLA and the labour market does not necessarily result in a salary increment.

### **13.4 INDEXATION OF SALARY**

13.4.1 Commensurate with the availability of funds, salaries in JDO shall be protected from inflation. For this purpose, every one year, the annual price index of the Government from the previous years shall be utilised with payment commencing in the first month of JDO's new financial year (January).

### **13.5 INCREASES**

13.5.1 Prior to performance based annual salary increases, performance evaluations will be carried out annually during (November).

13.5.2 Increments will be awarded to employees based on Performance Evaluation. Staff who received a written warning or a verbal warning registered in his/her file during the previous year and/or staff whose performance is below what is expected will not get performance based annual salary increment.

13.5.3 Performance based annual increments shall be granted in the form of one step increase to the previous salary. JDO may award additional salary increases according to the salary scale to a limited number of individual staff at its discretion. Staff members eligible are those with **commendable** performances in accordance with the result of the performance appraisal. The maximum increment shall be three merit steps in the JDO salary scales, above the point that the staff member is already placed. Supervisors can propose a merit increment to an employee in writing

addressed to the next level supervisor in the hierarchy. The proposal must be based on the objective evaluation of individual performance against the designed work plan of the year. The final decision for the approval of the merit increment lies with the Executive Director.

- 13.5.4 The performance based annual salary increment shall be implemented as of the first month of the following year (January).
- 13.5.5 Staff who is hired between Sept 1 and December 31 is not entitled to get the performance based annual increment.
- 13.5.6 Salary and grade adjustments may be made when staff members are promoted to higher posts.
- 13.5.7 Salary and grade adjustments may be made when staff members are not promoted to higher posts, but have assumed wider scope of work & higher responsibilities. This must be according to a newly revised job description and job evaluation to set appropriate grade & salary amount.
- 13.5.8 Staff members who have reached the ceiling of the scale in the grade are not be eligible for increments. However, such staff may be compensated in another form if deemed appropriate.
- 13.5.9 Salaries are reviewed once yearly as explained above. However, the Executive Director at his or her discretion may adjust salaries, but only when such salaries are patently unfair and inequitable when compared to other employees undertaking similar work in the organisation.

### **13.6 SALARY ADVANCES**

- 13.6.1 Staff member of the JDO may take salary advance that will be repaid within the same month. In special conditions, staff may be given a one month salary advance which will be paid within the same fiscal year provided that resource for such purpose is available.

### **13.7 SALARY DEDUCTION**

- 13.7.1 JDO can deduct appropriate amounts from an employee's salary in the event of shortages, unreturned property, or for disciplinary penalties etc. The salary deduction of staff shall be done under the court order, upon staff member's written request or in case of outstanding unsettled payment declared by the Finance Department and with the consent of the concerned staff member. Salary could also be deducted in case of disciplinary measures taken in accordance with this Manual.

## **14. STAFF BENEFITS**

### **14.1 GENERAL**

JDO is committed to provide manifold benefit schemes for its staff within the scope of its budget capacity to attract and retain its committed professional staff, reduce staff turnover, increase staff morale and increase job satisfaction

### **14.2 MEDICAL BENEFITS**

#### **14.2.1 GENERAL**

The main purpose of this policy is to determine medical benefit that JDO provides to its staff to cover hospital expenses, medical services and prescribed drugs and medicines subject to the availability of fund and acceptance by donor.

The policy determines the amount of the coverage, the authorization and reimbursement procedures and the financial management of the medical expenditure for non-job related sicknesses/accidents.

#### **14.2.2 ENTITLEMENT**

14.2.2.1 JDO staff who have completed their probation will be entitled to reimbursement of up to 100% of medical expenses to the extent of Birr 5000.00 (Birr two thousand) per "Calendar year", per employee subject to production of receipts/vouchers, duly authenticated by the doctor in attendance. However, the payment will be determined based on the availability of funds allocated for the purpose. Any expenses over and above this limit will be borne by the staff. This medical cover applies for family of a staff member (spouse/long term partner, and children under the age of 18) up to the total of Birr 3,000.

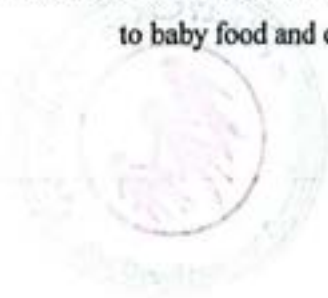
14.2.2.2 Entitlement to the medical benefit ceases automatically immediately following termination of service with JDO. No back claims will be accepted.

14.2.2.3 Consultants who are hired by JDO are not entitled for the medical coverage.

14.2.2.4 Staff hired for a specific work which is agreed to be completed within a specified period of time which is up to six months (inclusive) are not entitled for medical coverage for non-job related sicknesses/accidents.

14.2.2.5 For staff joining JDO during the calendar year, this benefit will be prorated proportionately. There will be no carryover of this benefit from year to year.

14.2.2.6 This benefit will not include expenses not prescribed by Doctors and expenses related to baby food and cosmetics.



## **14. STAFF BENEFITS**

### **14.1 GENERAL**

JDO is committed to provide manifold benefit schemes for its staff within the scope of its budget capacity to attract and retain its committed professional staff, reduce staff turnover, increase staff morale and increase job satisfaction

### **14.2 MEDICAL BENEFITS**

#### **14.2.1 GENERAL**

The main purpose of this policy is to determine medical benefit that JDO provides to its staff to cover hospital expenses, medical services and prescribed drugs and medicines subject to the availability of fund and acceptance by donor.

The policy determines the amount of the coverage, the authorization and reimbursement procedures and the financial management of the medical expenditure for non-job related sicknesses/accidents.

#### **14.2.2 ENTITLEMENT**

14.2.2.1 JDO staff who have completed their probation will be entitled to reimbursement of up to 100% of medical expenses to the extent of Birr 5000.00 (Birr two thousand) per "Calendar year", per employee subject to production of receipts/vouchers, duly authenticated by the doctor in attendance. However, the payment will be determined based on the availability of funds allocated for the purpose. Any expenses over and above this limit will be borne by the staff. This medical cover applies for family of a staff member (spouse/long term partner, and children under the age of 18) up to the total of Birr 3,000.

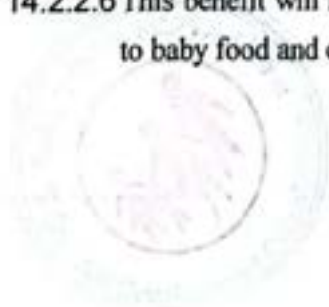
14.2.2.2 Entitlement to the medical benefit ceases automatically immediately following termination of service with JDO. No back claims will be accepted.

14.2.2.3 Consultants who are hired by JDO are not entitled for the medical coverage.

14.2.2.4 Staff hired for a specific work which is agreed to be completed within a specified period of time which is up to six months (inclusive) are not entitled for medical coverage for non-job related sicknesses/accidents.

14.2.2.5 For staff joining JDO during the calendar year, this benefit will be prorated proportionately. There will be no carryover of this benefit from year to year.

14.2.2.6 This benefit will not include expenses not prescribed by Doctors and expenses related to baby food and cosmetics.



14.2.2.7 Expenses incurred in relation to injuries resulting from deliberate clashes or drunkenness with third parties instigated by staff are not covered by this medical policy.

#### 14.2.3 AMOUNT OF COVERAGE

The maximum medical coverage per year for a staff shall be Eth Birr 5,000 for non-job related sicknesses/accidents based on availability of fund and accepted by donor:

- Treatment covered by the medical policy
- Prescribed surgery treatment,
- Prescribed special treatment
- Prescribed hospitalisation
- Prescribed laboratory examination
- Prescribed drugs and medicines
- Pregnancy checkups, tests and delivery
- General health exams

#### 14.2.4 MEDICAL POLICY MANAGEMENT

14.2.4.1 Staff must use Medical Treatment Authorisation Forms to get services through the credit agreement JDO has with some hospitals and clinics.

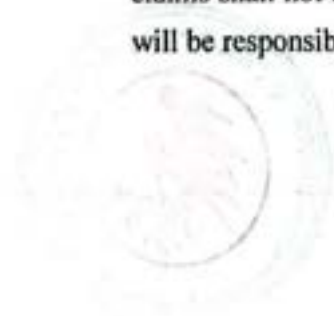
14.2.4.2 The approval of medical expenses and reimbursement according to the policy shall be the responsibility of the Admin and Finance Department. There is no authority to sanction payments beyond the maximum limit.

14.2.4.3 The Admin and Finance Department officer will oversee the management of medical expenses according to the policy through periodic management accounts to ensure no member of staff exceeds the maximum limit.

14.2.4.4 Payment of medical expenses shall be effected through Finance Department.

14.2.4.5 Admin and Finance Office, will prepare an annual report on the utilisation of the medical coverage to be submitted to the Executive Director.

14.2.4.6 The medical expenses budget expires each year at the 31<sup>st</sup> of December, and payment claims shall not be accepted after that date for that particular year, and therefore staff will be responsible for that expense personally.



#### **14.2.5 CLAIMS PROCEDURE**

14.2.5.1 All supporting documents must be from either registered clinics or in the case of hospitalisation from hospitals/licensed clinics.

14.2.5.2 The following documents must be presented in order to get refunds for medical expenses incurred

- Doctor's medical certificate (diagnosis)
- Doctor's prescriptions for test and medicines
- Official receipts for examination, tests and purchase of medicines
- Referral papers and endorsed sick leave ( if there is any)
- Upon presenting the required documents, the Admin and Finance officer shall check the papers and approve refund. The Admin and Finance officer shall register the amount on the medical utilisation and sick leave record form for each employee.

#### **14.2.6 CLINICS AND HOSPITALS**

JDO may arrange credit facilities with selected clinics/health centres/hospitals for the sake of facilitating the medical service. The arrangement shall be subject to review and change as may be required.

Staff members have choice in terms of which clinic or hospital to go to for medical services even outside the ones with which JDO has credit agreement when the situation demands and within the approved facilities.

#### **14.3 TRANSPORT ALLOWANCE OR FUEL**

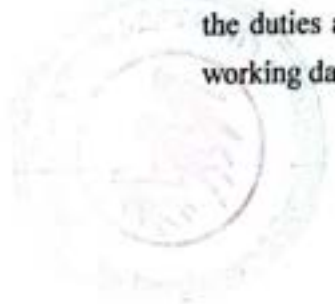
JDO will pay for transport allowance/fuel for its staff up to Birr 2500 for Executive Director and Birr 1000 for Programs coordinator/officer and birr 400 for staff from Grade IV to VIII.

14.3.1 The Executive Director may make any changes to the transport allowance specified fewer than 17.3 above.

#### **14.4 ACTING ALLOWANCE**

##### **14.4.1 GENERAL**

14.4.1.1 An acting allowance is granted only where a staff member is requested to assume the duties and responsibilities of a higher-level post for a period in excess of 30 working days.



- 14.4.1.2 Only the Executive Director or his/her designate has the power to assign an employee to an acting position.
- 14.4.1.3 The maximum duration to work on acting position may not exceed six months.
- 14.4.1.4 Acting allowance can only be effected upon prior written delegation of the position and when it exceeds 30 working days. The nomination to an acting position must be done in writing copied to all relevant units and persons.
- 14.4.1.5 A staff member who acts for more than 30 working days will be entitled to a payment of either:
- ✓ The first step of the grade on which they will be acting or
  - ✓ An additional 20% of his/her own salary for the period of acting whichever is the higher

## **15. Pension**

1. JDO shall have a Provident Fund for contract employees of 18% by deducting 7% from the employees' basic monthly salary and JDO contributing 11%.

### **15.1 DEATH BENEFITS**

Where a regular employee dies due to natural/or accidental cause, a funeral expense of Birr 3,000 will be paid to the family of the deceased.

Where a regular employee dies due to job-related cause, a funeral expense not less than his /her two month salary shall be paid immediately (after tax). In case the net amount of the staff's two months' salary is less than Birr 3000, JDO shall pay Birr 3,000 net to the family of the deceased.

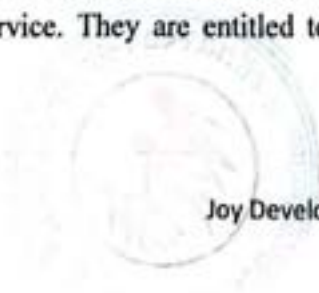
## **16. LEAVE**

### **16.1 GENERAL**

- 16.1.1 Staff members who wish to take leave in accordance with this policy shall be required to notify their immediate supervisor in advance and present the necessary supporting document/evidence on time.
- 16.1.2 Leave is valid only if it has prior approval of the immediate supervisor. Any such leave must not interfere with the smooth running of the programme.
- 16.1.3 All types of leave must be requested on a leave request format and approved by the immediate supervisor and copy must be sent to his/her personal file.

### **16.2 ANNUAL LEAVE ENTITLEMENT**

- 16.2.1 All employees are entitled to (20) working days of leave in the first year of full time service. They are entitled to one additional leave day for each full calendar year



worked, up to a maximum of 30 (thirty) days. All annual leave must be planned in December of each year, leave earned between January and December of any given year must be taken within that calendar year. The Admin and Finance Officer must record all annual leave taken.

- 16.2.2 Request for annual leave must be submitted in writing by the employee to his/her supervisor a minimum of 5 working days in advance of the commencement of leave.
- 16.2.3 JDO requires all staff to utilise their annual leave within the calendar year. It is the responsibility of both the supervisor and of each member of staff to organise their workload and plan their leave within the calendar year.
- 16.2.4 Only in exceptional circumstances and upon a written approval of the Executive Director can any leave be carried forward to the following year.

### **16.3 PROCEDURES**

The procedures for arranging annual leave dates are as follows:

- 16.3.1 An annual leave plan must be agreed by all staff, jointly with the immediate Supervisor as appropriate by 20<sup>th</sup> of January each year. A copy of this leave plan must be submitted to the admin and finance department.
- 16.3.2 Every effort must be made to incorporate the interest of the staff and the need for maintaining the normal functioning of JDO. Where it is not possible for a staff member to be granted leave for the days requested, compensated days must be agreed with the supervisor; JDO may, for reasons dictated by the work conditions, postpone the date of leave of the staff.
- 16.3.3 Supervisors/Department Heads/Program/project Coordinators must prepare the Annual Leave Plan Schedule of staff.
- 16.3.4 Supervisors/Department Heads/Program/project Coordinators must send the agreed plan to the Administration and Finance Department. Supervisors are responsible for making arrangement to cover the work of the leave requesting staff.
- 16.3.5 In the event of any member failing to plan annual leave by January 20th, the relevant supervisor shall allocate a period as suits the workload. Any staff member failing to take their annual leave in that period will forfeit it entirely.
- 16.3.6 Annual leave requests may only be changed with the approval of the relevant supervisor.
- 16.3.7 A leave Card (Appendix 026-3) is held for each employee by the Administration and Finance Department. However all supervisors must keep a separate leave record form for their staff for follow up purposes.

#### **16.4 RECALL FROM ANNUAL LEAVE**

16.4.1 A staff who is on annual leave may be recalled where unforeseen circumstances require his/her presence at his/her post. Staff recalled from leave is entitled to re-schedule within the same year.

16.4.2 JDO shall refund any reasonable transport expenses (agreed in advance) incurred by the staff as a direct consequence of his/her being recalled.

#### **16.5 SICKNESS DURING ANNUAL LEAVE**

Where a staff falls sick during her/his annual leave, she/he is entitled to legal sick leave as stipulated in Article 85 and 86 of the n Labour Law and the annual leave is extended accordingly.

#### **16.6 SICK LEAVE**

##### **16.6.1 PROCEDURES FOR TAKING NON WORK -RELATED SICK LEAVE**

16.6.1.1 Where a staff is absent from work due to sickness for more than 2 days, he/she must produce a medical certificate. Otherwise time off comes from annual leave or will be considered absence without good cause.

16.6.1.2 In all cases where a staff is absent due to sickness, he/she must inform the immediate supervisor and/or Administration and Finance officer by 9 a.m. on the first day of sickness, otherwise leave will be treated as absence without cause or will be accounted from his/her annual leave.

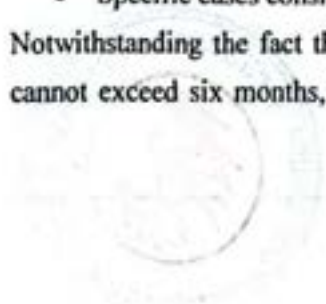
16.6.1.3 For staff at project level, medical treatment must be sought at the available or nearest Health Centre. A medical certificate issued by the relevant person in authority will be accepted. For serious illness, the patient must be referred to the nearest hospital.

##### **16.6.2 PAYMENT DURING NON WORK-RELATED SICK LEAVE**

Employees will be entitled to the following payment during sick leave:

- The first 2 months – Full pay (100%)
- The third and fourth month – Half pay (50%)
- The fifth & sixth months – No pay
- Specific cases considered by the Executive Director may override these rules

Notwithstanding the fact that a medical certificate may be provided, the period of sick leave cannot exceed six months, counted consecutively or separately in the course of any twelve -



month period, starting from the first day of sickness. If sick leave exceeds the 6-month period then employment may be terminated.

### **16.6.3 RECORDS FOR NON WORK-RELATED SICKNESS**

Records for all sick leaves taken by employees will be maintained by the admin and finance Department. Original sick leave certificate must be attached to the personal file, with a copy to admin and Finance Department.

### **16.6.4 WORK RELATED SICKNESS**

Occupational Injuries and sickness and all medical and cash benefits associated to these will be treated as per the Labour proclamation No. 377/2003. This applies to all JDO staff.

### **16.6.5 MATERNITY LEAVE**

A female employee is entitled to a period of 120 consecutive calendar days leave on full pay. This will cover either the last stages of pregnancy or after the birth of the child. The employee must present from her physician the recommended starting date of maternity leave.

JDO appreciates being provided by adequate notice of maternity by the employee and must be informed of the maternity leave at least three months prior to that leave so as JDO makes plans for providing cover.

Female employees are also entitled to time off, without deduction of wages, for medical examination connected with their pregnancy. The employee is obliged to present a certificate of examination immediately following the time off period.

JDO provides, upon request by and agreement with the concerned staff, to provide part-time employment to the new mother, making arrangements for the half coverage of duties until the new born reaches six-months of age.

### **16.6.6 BREAST- FEEDING TIME**

Where the nature of the work and the work location allows, mothers who are breast feeding their children can extend their break for up to one hour if necessary in order to feed their children. The breastfeeding time can be used flexibly in the morning (8:00 – 9:00 a.m.), following lunch time or at the end of working day. Such breast-feeding time will be given until the child has reached the age of six months.

Breastfeeding time must first be discussed with immediate supervisor and approved in advance by the Executive Director/ Programs Coordinator or admin and Finance head/officer.



If an individual has genuine needs or feeding requirements in excess of the above, they must discuss it with their immediate supervisor who will decide if extra provision or any other suitable arrangements can be made.

#### **16.6.7 PATERNITY LEAVE**

Male staff members are entitled to 5 consecutive working days paternity leave with pay (starting from the date of the confinement) for the birth of children of a recognised partnership. Such leave is also allowed for male staff who legally adopt a child.

Prior to approval of paternity leave, staff member is expected to submit written evidence. Paternity leave is allowed to be utilised until fully exhausted.

#### **16.6.8 LEAVE FOR FAMILY EVENTS AND EMERGENCY**

A staff shall be entitled to leave with pay in the following cases.

1. Death of his spouse/long term partner or descendants or ascendants or another relative, whether by affinity or consanguinity up to the second degree (spouse, children, father, mother, aunt, brother and sister of spouse and the staff) – 10 -15 working days.
2. Serious illness of parents, child or spouse/long term partner – 5-10 working day
3. When an employee concludes his/her marriage - 10 working days

The above leave must be requested by the staff and approved by the immediate supervisor. A copy of the approved leave form must be passed to the HR Department/ Admin and HR Officers

#### **16.6.9 SPECIAL LEAVE**

The Executive Director may approve special leave requests from staff for exceptional and serious events/reasons. Immediate supervisor may give 1 day time off for a staff in case of urgent need.

#### **16.6.10 EXAMINATION LEAVE**

Staff members who are attending classes are entitled to examination leave to undergo examinations for courses which have been approved in advance by the Executive Director. Examination leave days are limited to a maximum of four days per year. Staff must produce a supporting letter from the institute stating their name, the starting date and duration of the exam. Prior authorisation of exam leave is required at least two weeks before.



#### **16.6.11 STUDY LEAVE**

Staff shall be granted study leave to a maximum of 4 full working days or 8 half working days per year, for courses approved by and believed relevant to the organisation. Employees must inform their immediate supervisor of their intention to take study leave at least 1 month in advance of the proposed leave. This leave shall only be granted for staff who have no annual leave remaining.

#### **16.6.12 COMPENSATORY TIME OFF (CTO)**

Staff who spend weekends/holidays in the field outside of their Project area may be given compensatory time off which must be taken before the end of the following month. However, prior approval by the immediate supervisor must be sought. The number of days a staff member takes CTO shall not exceed 5 days in a year.

#### **16.6.13 OTHER LEAVE**

All staff members shall be eligible for leave with pay for the time they need to appear before courts, police stations or Kebele to meet legal obligations or exercise their civil rights. Such leave must be supported by genuine paper evidence and must have the prior authorisation of the supervisor.

#### **16.6.14 PUBLIC HOLIDAYS**

Leave with pay is automatically granted for all official public holidays of the country.

### **17. STAFF PERFORMANCE EVALUATION SCHEME**

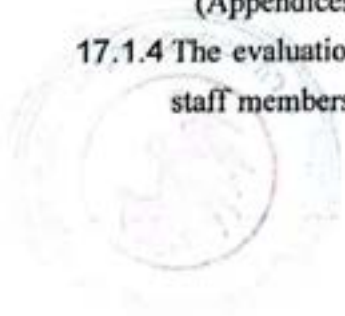
#### **17.1 GENERAL**

17.1.1 Staff performance evaluation within JDO is carried out in order to allow all staff to reflect on their contribution to JDO's work and to develop strategies through which performance can be improved.

17.1.2 JDO recognises that staff members may have a need for continued development of technical and professional skills; for on-going assessment of their performance; and for a mechanism in which any problem they experience can be discussed with management.

17.1.3 In order to meet these legitimate staff needs, an evaluation scheme has been developed. All staff will be evaluated annually using the Staff Appraisal Form. (Appendices 029/030)

17.1.4 The evaluation shall be conducted every year during the month of November. All staff members are, however, expected to informally evaluate their own performance



and to discuss actual/potential problems or opportunities with their supervisors as they arise throughout the year. Qualitative achievements must be evaluated and included in the assessment and evaluation format.

- 17.1.5 Similarly all staff members who have a supervisory responsibility are expected to encourage an open relationship with their subordinates, and to provide continuous feedback and constructive comments on their performance.
- 17.1.6 The evaluation must be carried out by the person who has direct supervision of the staff. It must be carried out on the basis of the staff's job description and performance. Main weaknesses noted and specific plans to overcome these weaknesses must be discussed as well as ways to capitalise on strengths.
- 17.1.7 Supervisors are encouraged to carry out mid-term appraisals whenever necessary (preferably quarterly) in order to offer timely information on progress in achieving performance plans. Upon agreement between appraiser and appraisee, adequate time must be fixed to assess, reflect and re-plan activities at regular intervals in a way that does not affect smooth flow of operations.
- 17.1.8 The outcome of the performance evaluation must be strictly confidential except the appraisee's next level supervisor, Program coordinator, admin and Finance and, the Executive Director.
- 17.1.9 On the basis of the evaluation, the supervisor must decide whether the employee's performance merits recommendation for a salary increment, promotion, training to rectify their weaknesses/develop strengths.
- 17.1.10 Executive Director/Program Coordinator/Admin and Finance Officer must complete and send a summary of performance appraisal results with one copy of the completed appraisal format by December 7 of that year.

## **17.2 PROCEDURES**

- 17.2.1 The annual performance evaluation of all staff must be done in November each year. The Admin and Finance Department shall circulate a reminder with the necessary forms at least three weeks before this time.
- 17.2.2 Supervisors will set the time for the appraisal interview in consultation with the appraisee, keep the job description of the position and work plans for the appraisal period, conduct the interview and complete the form as required.
- 17.2.3 The completed form shall then be filed in the personal file of the appraisee.
- 17.2.4 Follow-up shall be carried out by the concerned supervisor to insure the proper implementation of the results of the assessments.

### **17.3 EFFECTS OF PERFORMANCE EVALUATION**

#### **• Non-Management staff**

- 17.3.1 Non-Management staff who get an overall average rating of 46 up to 50 (exceeds expectation in many respect) and those who get an overall average rating of 36 up to 45 (exceeds expectation in some respects) are entitled to a minimum of one step salary increase. Additional step increases may also be decided at the discretion of the Executive Director and upon the availability of funds and depending upon the number of employees who are rated 46 to 50 and 36 up to 45.
- 17.3.2 Non-Management staff who get an overall average rating of 26 up to 35 (meet expectation) are entitled for a one step salary increase.
- 17.3.3 Non- Management staff who get an overall average rating of 16 up to 25 (below expectations in some respects) may either be given a subsequent short term contract to see improvements or may be demoted to a lower grade and salary upon availability of a suitable vacant post or their contract of employment may be terminated without prior notice. If no improvements are confirmed by the supervisor during the additional short term contract period, the contract may be terminated up on the expiry date without prior notice,
- 17.3.4 Non- Management staff who get an overall average rating of 0 up to 15 (below expectations) may either be demoted to a lower grade and salary upon availability of a suitable vacant post or their contract of employment may be terminated without prior notice.
- 17.3.5 The supervisors must specifically use the terms (exceeds expectation in many respect, exceeds expectation in some respects, meets expectations, below expectations in some respect, below expectations) with the corresponding quantitative figure (average of the total) as their final rating/decision and clearly write the actions that need to be taken on the appraisal sheet accordingly.

#### **• Management staff**

- 17.3.6 Management staff who are evaluated and rated by the supervisor as being "exceeds expectation in many respects" and those evaluated and rated by the supervisor as being "exceeds expectations in some respects" are entitled for a minimum of one step salary increase. Additional step increases may also be decided at the discretion of the Executive Director and upon the availability of funds and based upon the recommendation of the immediate supervisor.

- 17.3.7 Management staff who are evaluated and rated by the supervisor as meets expectations are entitled for a one step salary increase.
- 17.3.8 The contract of employment for Management staff who are evaluated and rated by the supervisor as being below expectations in some respect or below expectations may be terminated without prior notice.
- 17.3.9 The supervisors must specifically use the terms "exceeds expectations in many respects", "exceeds expectations in some respects", "meets expectations", "below expectations in some respects", "below expectations" as their final rating/decision and clearly write the actions that need to be taken on the appraisal sheet accordingly.
- 17.3.10 The Executive Director can override any recommendation for increments on the appraisal performance formats.

## **18. GRIEVANCE AND DISCIPLINARY PROCEDURE**

### **18.1 GENERAL DESCRIPTION**

- 18.1.1 JDO encourages a climate of mutual respect, openness, understanding, healthy debate and discussion among supervisors and subordinates. Supervisors and Project Managers should support staff and ensure free and effective communication between and across all levels.
- 18.1.2 It is obvious that the absence of these may lead to grievances and subsequently to an undesirable working atmosphere. Even though continuous effort is exerted to establish an organisational culture where the above traits are prevalent, there may at times arise some circumstances whereby matters need to be handled procedurally. It is, therefore, based on this premise that the following provisions are stipulated in this Policy Manual.
- 18.1.3 Grievance procedures are procedures whereby staff members can raise their dissatisfaction in respect to decisions taken on them. The purpose is to settle a grievance fairly and quickly and help to prevent minor disagreements developing into more serious disputes.
- 18.1.4 Disciplinary procedures in JDO aim at encouraging staff members to achieve and maintain high standards of behaviour and performance. They also aim at ensuring that disciplinary offences are dealt with fairly and consistently.
- 18.1.5 All disciplinary measures shall be done in consultation with the Administration and Finance Department. Any disciplinary measure without the prior consultation of the Administration and Finance Department is not valid.
- 18.1.6 The Executive Director approves the final decision for summary dismissal.

## **18.2 OBLIGATIONS OF STAFF MEMBERS**

### **18.2.1 GENERAL**

This section intends to broadly state some major proper and prohibited conducts while working for JDO . These will help staff members abstain from illegitimate acts, which may lead to disciplinary actions.

It must be noted that the list here under is by no means comprehensive and must not be used as supporting evidence for defiance.

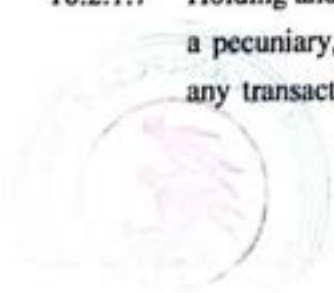
#### **18.2.1.1 OBLIGATIONS OF STAFF MEMBERS ARE:**

1. To perform in person the work specified in the job description and work plan,
2. To follow instructions given based on the terms of employment,
3. To handle with due care all instruments and tools entrusted to them for work,
4. To report for work always in fit mental and physical condition,
5. To give all proper aid when an accident occurs or an imminent danger threatens life or property in their place of work without endangering their own safety and health,
6. To observe policies, work rules and directives issued by the organisation such as safeguarding, child protection, gender mainstreaming and etc.
7. Not to engage in purchases from business concerns in which they or member of family or other JDO staff members have a direct financial interest;
8. Staff must not use any JDO time or facilities to engage in party politics;
9. To show an acceptable, disciplined conduct during interactions with the community in work areas;
10. Not to intentionally or with gross negligence commit in the place of work any act which endangers life or property;
11. Not to take away property from the work place without the authorisation of the responsible person;
12. Not to be tardy/late/ for work,
13. Not to be absent from work without permission and outside the rules of the organisation,
14. Not to engage in alteration of the property or fund of the organisation to procure for oneself or to a third person undue enrichment,

15. Not to create or engage in brawls or quarrels at the work place,
16. Not to accept gifts or remuneration from a third party as recognition of collaboration which may be found irregular and result in dishonesty,
17. Not to use information known to them by reasons of their official position to their private advantage;
18. To keep confidential information relating to their work in the organisation
19. Not to abuse or exploit children and adults including staff, beneficiaries, and members of other stakeholders with whom contact is made.

#### **18.2.1.2 OFFENCES THAT ENTAIL SUMMARY DISMISSAL**

- 18.2.1.3 Theft, unauthorised use or possession of JDO property; or of the property of a third party while acting or purporting to act on behalf of JDO; or theft of the property of any fellow employee whilst on JDO premises or during hours of duty; serious negligence or deliberate misuse of JDO's equipment or property, whether or not resulting in damage or injury; knowingly misuses, misappropriates or embezzles employer's funds and /or property.
- 18.2.1.4 Any attempt to commit fraud against JDO; including dishonesty in such matters as expense forms and knowingly giving false information on the application for employment; If the employee has assumed a false identity or submitted false certificates or recommendations to the employer, and as regards drivers, failure to have a valid driving license at all times.
- 18.2.1.5 Giving or accepting bribes, to or from, those with whom JDO does business, or from any outside organisation or individual hoping to further their interests with JDO.
- 18.2.1.6 Persistent failure to perform the job satisfactorily for which he/she has been employed despite warnings and attempts to achieve an improvement. This includes refusal to comply with proper instructions or warning letters or difficulty in maintaining good working relationships with other staff, and if an employee's performance is consistently below average.
- 18.2.1.7 Holding and failing to declare at the relevant time to the appropriate officer of JDO a pecuniary, personal or family interest in matters of official business (including any transaction, contract or appointment) or in other companies or organisations



which might affect or reasonably be interpreted by JDO as having affected an individual's impartiality of judgement in carrying out responsibilities to JDO.

- 18.2.1.8 Absence from work without good cause for a period of five consecutive working days or ten working days in any period of one month or thirty working days in a year.
- 18.2.1.9 Unauthorised disclosure of confidential information or the publication of any information damaging to JDO's interests; or undertaking paid work detrimental to JDO's interests or work in competition with JDO.
- 18.2.1.10 Sexual discrimination, harassment; exploitation, violence and others forms of abuses against children and adults prohibited in safeguarding and others policies of the organization.
- 18.2.1.11 Being incapable of work because of the influence of alcohol or drugs,
- 18.2.1.12 Physical assault on any staff member or volunteer.
- 18.2.1.13 Failure to comply with safety requirements relevant to the employee's duties and responsibilities including conduct likely to result, or actually resulting, in damage to property or injury to persons or neglect of personal safety, or refusal to wear protective equipment or clothing provided by JDO.
- 18.2.1.14 Conviction of a criminal offence which renders the staff member unsuitable to carry out his/her duties; or where the penalty imposed by a court of law for any offence makes it impossible or impracticable to continue employment.
- 18.2.1.15 Intentionally committing in the place of work any act which endangers life and property
- 18.2.1.16 If an employee commits a physical attack or threatens any of his/her supervisors or fellow employees.
- 18.2.1.17 Intoxication or for bringing any intoxication beverages or drugs to the work-site during working hours.
- 18.2.1.18 Carrying fire arms.
- 18.2.1.19 Damaging JDO vehicles due to negligent driving. Transport of unauthorised passengers or goods.
- 18.2.1.20 Releasing confidential information about the organisation to third parties.
- 18.2.1.21 Refusing to obey instructions given by the supervisors,
- 18.2.1.22 Report to work in a state of intoxication: alcohol, drugs, including chat.
- 18.2.1.23 Repeated and unjustified tardiness despite warning to that effect.
- 18.2.1.24 Loss of capacity to perform the job due to any reason whatsoever;
- 18.2.1.25 Refusal to undergo training to upgrade deficient work skills;
- 18.2.1.26 Neglect of duty

18.2.1.27 Threat to good working environment or industrial peace;

18.2.1.28 Non-respect for the obligation of staff

Additional offences resulting in disciplinary measures may also be found in other documents, this list is not exhaustive.

### **18.3 GRIEVANCE PROCEDURE**

#### **18.3.1 GENERAL**

The term grievance shall mean any ground of complaint arising out of the terms and conditions of employment or interpretations or applications of the Human Resources policy and procedure manual or conditions of work that have been changed.

JDO recognises that employees may, from time to time, have work related grievances or complaints pertaining abuses and exploitation. Employees have a right to bring matters which concern them to the attention of management. It is for this reason that grievance procedures have been developed, to allow employees to raise such issues formally when necessary and to ensure that they are dealt with in an appropriate, effective and equitable manner.

Aggrieved staff members can bring their grievance first to their immediate supervisor. Before a formal grievance begins, staff members are encouraged to discuss possible misunderstandings with immediate supervisors.

If the immediate supervisor is unable to resolve the grievance to the satisfaction of the aggrieved staff member, then the case can be taken to the next level supervisor and so on until it reaches the Executive Director whose decision is final.

The Executive Director may designate a person or persons who will investigate the case and advise him/her on actions to be taken.

It must be appreciated that the use of formal procedures is a serious matter. In all cases prior to commencing formal grievance procedures, the Executive Director must be informed. It is hoped that most of the difficulties that might arise between a line manager and a staff member for whom he/she is responsible can be amicably resolved without using the formal procedures.

Management and employee opinions may be at variance on occasion. In such instances, management will strive to understand the employee's viewpoint, explain the management position and seek a mutually acceptable solution.



If a mutually acceptable solution is not possible after direct discussion between the two parties and if the staff member feels there is no alternative to using the formal procedure, the stages are set out below. This aims to settle the grievance quickly and effectively and as near as possible to the point of origin. When discussing a grievance within the procedure, staff members may be accompanied by a work colleague of their choice, if they so wish.

### **18.3.2 FORMAL GRIEVANCE PROCEDURE**

The formal grievance procedure is as follows:

In the first instance, the complaint must be made to the staff member's immediate supervisor or manager with copy to admin and Department within two days. The supervisor or manager will arrange an interview no later than two working days after receiving the complaint and will prepare a written record of the interview with his/her recommendation for resolving the grievance. The recommendation for resolving the grievance must be endorsed by either the Supervisor or the Line Manager where the Supervisor is already involved.

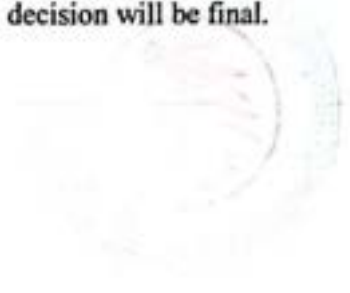
The record must be sent to the staff member no later than five working days after the interview. Within five working days of receiving this record, the staff member may, if he/she feels that the grievance has not been resolved, appeal to the next level of management.

At this second stage, the line manager will arrange an interview no later than two working days after receiving the appeal and will call for the written record of the first interview. After the interview the line manager will prepare a written record of the meeting together with a recommendation for resolving the grievance. This written record must be sent to the staff member within five working days of the interview. If the complaint remains unresolved, the staff member may appeal to the next level of management within five working days of receiving the record, stating in writing the grounds of the appeal.

At this third stage, the Executive Director/ Admin and finance as appropriate will arrange an interview no later than five working days after receiving the appeal and will call for the records of previous interviews.

After the interview the Project Executive Director and admin and Finance as appropriate will prepare a written record of the meeting with a recommendation for resolving the grievance and send this record to the staff member within five working days of the interview.

In the case of grievance from project staff, the procedure will continue until it reaches the Executive Director. This will be the final stage of the procedure and Executive Director's decision will be final.



### **18.3.3 DISCIPLINARY PROCEDURE**

JDO expects all employees to be loyal and fully committed to the work assigned to them. Negligence is subject to disciplinary action. Unless given permission by the Executive Director, employees are specifically forbidden to engage in personal business during working hours; utilise equipment assigned to them for personal use; be absent from their work place without good reason or appropriate permission.

### **18.3.4 DISCIPLINARY ACTIONS**

#### **18.3.4.1 General**

The purpose of the disciplinary procedure is to ensure a fair and consistent approach to the administration of discipline throughout the organisation. It must be appreciated that the use of formal procedures is a serious matter. Prior to commencing formal disciplinary procedures, the Executive Director must be informed. It is hoped that most of the difficulties that might arise between a supervisor and a staff member for whom he/she is responsible can be resolved without using the formal procedures.

All matters of discipline must be dealt with by line supervisor /managers in such a manner that protects the dignity of the employee and must not be administered by line managers in the presence of other employees, beneficiaries or the general public.

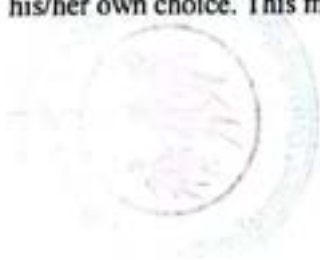
The purpose of disciplinary warnings is to make the employee aware of the seriousness of the offence and to encourage him/her to take corrective action as soon as possible.

When a line manager becomes dissatisfied with the behaviour or performance of duties of one of his/her staff, he/she must bring this to the person's attention at a formal meeting. The objective of such a meeting must be to discuss the issue(s) involved and attempt to agree ways of resolving the issue. Such meetings must be noted on the employee' Personal file and both admin and finance and the Executive Director must be informed.

The type of disciplinary action taken must be related to the seriousness and nature of the incident and the staff member's previous employment record. Where dismissal is being considered, the facts of the case must be brought to the attention of the Executive Director.

#### **18.3.4.2 INVESTIGATION AND RIGHT OF REPLY**

In all cases, the alleged offence must be investigated thoroughly and the employee must have the opportunity to explain and/or reply to the allegation before disciplinary action is implemented. He/she must be given the option if he/she so wishes to be accompanied by a fellow employee of his/her own choice. This must be recorded and attached on his/her personal file.



Where a formal disciplinary meeting is to take place, the relevant line supervisor or manager must also be accompanied by the admin and finance representative to witness and record the proceedings.

Based on the situation and upon suggestion of the supervisor or Line Manager, recommendation of the Head – Admin and Finance and approval of the Executive Director, and when there is a preferable to keep the employee apart from the work place until completion of investigation, he/she may be suspended as per conditions mentioned under 32.1 below.

#### **18.3.4.3 FORMAL DISCIPLINARY ACTION**

When such a meeting (or series of meetings) fail to resolve the matter, it may be necessary to formalise the procedure and to take disciplinary action. There will be disciplinary sanction for minor offences. One or more of the following may be considered:

1. Verbal Warning
2. Written Warning with or without financial penalties
3. Final Written Warning with or without financial penalties
4. Demotion
5. Dismissal

Formal disciplinary action may only be taken after the disciplinary procedure has been implemented, and the affected employee has had the opportunity to respond to any criticisms.

##### **18.3.4.3.1 Verbal Warning**

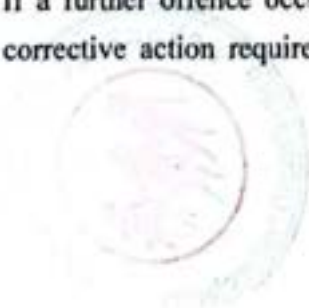
Verbal warnings with a note to the offender's personal file are the least penalty, which can only be issued by an Executive Director. A standard form for the recording of the issuance of verbal warnings

##### **18.3.4.3.2 First Written Warning**

The first written warning consists of a formal letter containing a description of the offence and of the corrective action expected from the employee. Written warnings are effective for 12 months from the date of issue, but the record will remain in the employee's personal file. **A written warning can only be issued by the Executive Director or his/he designate after a formal investigation done by admin & finance Department.**

##### **18.3.4.3.3 Final Written Warning**

If a further offence occurs within the effective dates of the first written warning or must the corrective action required in the first warning not be taken, a further written warning - final



written warning must be imposed as a penalty. This new written warning is known as a final warning. Any further offence within the effective dates of the final warning will result either in demotion or termination of service. The employee will be notified of the action being taken in a third letter which will be either a demotion or a termination letter. A final written warning can only be issued by the Executive Director or his/her designate.

#### **18.3.4.3.4 Demotion**

Demotion may take one of the two forms, either demotion to the lowest point on the staff members current salary scale for the grade, or a change in status, when the salary scale will be that appropriate to the change in duties and responsibilities. Demotion is the most serious penalty before termination of service and may be imposed according to the nature and circumstances of the offence. See sample demotion letters. Grounds for demotion:

- a) If an employee commits a disciplinary offence
- b) If a committee set-up by the Executive Director or his/her designate from the appropriate Department finds out that the employee is not fit for his/her present post

#### **18.3.4.3.5 Dismissal**

Dismissal may take place due to violation of work rules of JDO or the Labour Law. All disciplinary actions mentioned above must be discussed with the Admin and Finance Department. Any decision on dismissal/termination must be approved by the Executive Director. After getting the approval of the Executive Director, all of the above mentioned letters including dismissal letters will be signed by the Executive Director or his/her designate.

The employee must sign and date on the copy of all types of letters issued to him/her as evidence that he/she has received and understood it. This signed copy must be kept in the personal files of the staff concerned.

If the employee refuses to sign and accept any such letter, this fact must be noted in writing on the copy of the letter and must be evidenced by two independent witnesses' and /or the copy shall be posted on the notice board of the office for 5 working days.

### **19. AUTHORITY FOR PENALTIES AND PROCEDURES**

The authority to impose penalties shall be vested in the following manner:

1. Summary dismissal - final approval by Executive Director. The letter for summary dismissal shall be signed only by the Executive Director.
2. Summary dismissal – program/project coordinator, admin and finance, can propose.

3. Termination - same as 1 & 2
4. Written warning – same as 1 & 2
5. Verbal warning - signed by the program/project coordinator, admin and finance /Executive Director

## **20. SUMMARY DISMISSAL**

### **20.1 PROCEDURE WHERE GROSS MISCONDUCT IS SUSPECTED**

In case of gross misconduct (gross dereliction of duty or breach of responsibility), summary dismissal (i.e. dismissal without notice) may be considered. If there are reasonable grounds to suspect gross misconduct, the following procedure will be applied before a decision to dismiss is taken.

- 20.1.1 The program/project Coordinator shall propose suspension of the employee to the Executive Director with consultation with Admin. & Finance which can be either with or without pay by a written notice, pending an investigation, for up to thirty (30) days where the circumstances warrant. The employee must be informed of the reasons for the investigation in a written form and he must reply to the accusation within 5 days.
- 20.1.2 A full investigation must be carried out. The Executive Director will appoint an investigating committee comprising the program/project coordinator, admin and Finance.
- 20.1.3 Following the results of the investigation and the employee's reply, a decision to dismiss or reinstate the employee or to deduct the salary for suspension period, or to deduct financial penalty may be made in a written form with the approval of the Executive Director. In the case of reinstatement where the employee has been cleared of all charges, they must resume their normal employment. Where a decision to dismiss is taken, the employee must be released from service from the date of commission of the offence. All the documentation regarding this process must be maintained in the employee's file.
- 20.1.4 Where an employee is summarily dismissed, he/she will be given a letter of dismissal; he/she is only entitled to salary due up to the date of dismissal, and other payments as per the Labour Law. Any monies owed to JDO by the employee must be deducted before the final payment is made and a Final Payment Form must be signed and placed in the employee's Personnel file.



## **21. TERMINATION OF EMPLOYMENT**

- 21.1** The employment of a staff member can be terminated upon the initiation of the organisation as well as the staff member and in accordance with this policy and procedures manual as well as the n Labour Law.
- 21.2** Termination of an employment can take place with or without notice depending on the case as provided on this manual.
- 21.3** Termination payments shall be granted depending upon each case as provided in this policy.
- 21.4** Letter of termination shall be handed to the staff member in person. In case of refusal or impossibility to find the staff member, the letter shall be posted on the notice board of the staff member's duty station for ten consecutive days.

## **22. RETIREMENT**

The age of retirement for JDO employees is 65. Staff contract of employment will terminate when the employee reaches the age of 65. On reaching that age, staff members are required to offer the resignations to the Executive Director who may accept the resignation or ask the employee to continue for a further term to be fixed and agreed in advance.

JDO may retain a staff member beyond the retirement age upon the approval of the Executive Director on a definite period of employment basis.

## **23. RESIGNATION**

Any staff member may resign at any time by providing 30 (thirty) days prior notice in writing. If the employee has served the organisation more than one full year, a compensation pay of one month salary shall be paid for the first year and one third for the remaining service years. If the staff fails to give the thirty days advance notice, JDO shall claim money equivalent to the staff's salary for that period. The amount will be prorated in case of lesser notice period than thirty days. However, the organisation has the right to accept or reject any requests from the resigning staff regarding annual leave within the notice period. On the other hand, the management may accept the resignation without claiming any payments in full and/or in partial for such notice period. Such issues related with termination shall be handled on case by case basis.

### **23.1 POOR PERFORMANCE**

The employment of any regular or temporary staff member may be terminated due to inability to perform prescribed duties in satisfactory manner.

A staff member must be informed of his/her deficiencies verbally as well as in writing before the supervisor proposes termination.



In the case of not being able to improve performance on the part of the staff member, a written proposal to terminate the staff member shall be forwarded to the next level supervisor and admin and Finance. The Administration and Finance and admin then forwards the proposal to the Executive Director for final decision. This shall not be applicable to staff reporting to the Executive Director.

Such termination shall take place with a one-month prior notice

### **23.2 IMPRISONMENTS OR CONVICTION OF AN OFFENCE**

Absence from work due to conviction passed against a staff member for more than thirty days shall subject him/her to termination without notice.

Moreover, a staff member's employment shall be terminated if he/she is convicted for an offence where such conviction renders him/her unsuitable for the post held.

Where a staff member is imprisoned pending trial for more than 60 days then his/her employment will be terminated.

### **23.3 EXPIRY OF CONTRACT OF EMPLOYMENT**

All staff contracts are for fixed terms, which may or may not be renewed on expiry. Before the end of the contract period, a letter of renewal or non-renewal will be issued to employees.

### **23.4 DEATH IN SERVICE**

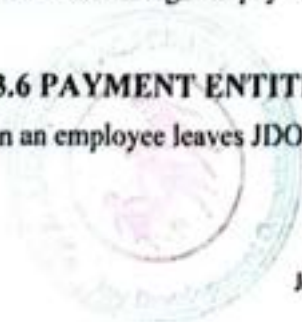
Where an employee dies, all benefits due to him are payable to his legal dependants in accordance to the Labour Proclamation No. 377/2003. Where there are no legal dependents as per Proclamation No. 377/2003, the heirs of the deceased can claim for the said benefit.

### **23.5 TERMINATION DUE TO CLOSURE AND REDUNDANCY**

A Contract of employment may only be terminated due to closure or redundancy when proper notice is given in writing. It must also specify the grounds for termination and the date on which the termination shall take effect. Notice of termination must be handed to the worker in person. The period of notice shall be as stated in the n Labour Proclamation No.377/2003. In all cases, JDO reserves the right to pay full salary in lieu of notice.

### **23.6 PAYMENT ENTITLEMENT OF CESSATION:**

When an employee leaves JDO employment, he/she will receive the following payments:



1. Salary up to date of termination
2. One month's salary compensation pay for each of the service year. Compensation for less than 1 year service shall equal a prorated amount. If reemployed, the counting of the service year for compensation pay starts from the reemployment date. No compensation shall be paid for staff whose contract is terminated due to disciplinary offence.
3. Provident funds savings plus interest (if applicable).
4. If termination is caused due to reduction of work force, the above payments plus a two-month prior notice and two-month salary shall be paid to employee.

If there are outstanding debts, the amounts payable must be deducted accordingly.

No employee will be allowed to collect money payable to him/her until all properties/ money belonging to the organisation are returned.

It is the responsibility of the staff to present a signed copy of Termination of service clearance form for Admin and Finance Department.

### **23.7 TIME FOR COLLECTION OF TERMINAL BENEFIT**

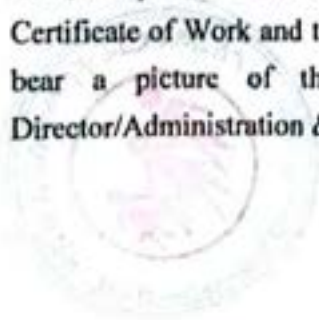
Employees shall have to submit clearance documents before collection of terminal benefit payments. Employees have to request for payment of terminal benefit in writing after submission of clearance. Delay of payment as stated in Article 38 of the Labour Law Proclamation No. 377/2003 commences from the date of submission of the clearance and the written request for payment. The employee shall then sign Deed of Release to be kept in personal file.

### **23.8 DAMAGES**

An employee must first produce a court judgement which proves that the termination has been unlawful and that he has been reinstated in order to claim for damages stated in Article 43 of the Labour Law / is eligible for any payments demanded in lieu of reinstatement, if any.

### **24. CERTIFICATE OF WORK**

Every employee must be given a Certificate of Work when he/she leaves employment with JDO, irrespective of the reason for termination. The standard form must be used when issuing a Certificate of Work and the certificate must be duly signed and stamped by the JDO stamp and bear a picture of the staff. This certificate shall be issued by the Executive Director/Administration & Finance Department.



## **25. LETTER OF REFERENCE/TESTIMONIAL**

Employees are entitled to request a letter of reference for a future employer when leaving JDO. It must contain the following:

- Employee name and length of service
- Position held and duties performed.
- Comments on performance.
- Reasons for cessation of employment

If the staff has not finished his/her employment with JDO, a standard letter below must be used by the supervisor who is leaving JDO.

"This reference is only valid for the period -----to -----during which time I supervised ----- in his/her position as a -----.  
During this time, I found -----.

For an up-to-date record of his/her performances, please contact JDO Admin and Finance Department."

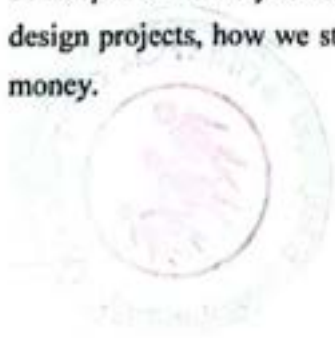
All references must be approved by the Executive Director and may be signed by the Programs/Project Coordinator, Executive Director/Admin and Finance head where appropriate.

## **26. EQUAL EMPLOYEMENT OPPORTUNITIES**

To ensure that all job applicants and staff do not suffer unfair discrimination for any reason whatsoever and in particular because of their ethnic background, color, age, disability, marital status, religion, sex, family situation, JDO shall practice positive gender employment policies as far as possible. JDO has a policy towards recruiting local staff and as such, may fully or partially waive any or all of the standard education/qualification and experience requirements of JDO or flexibly set different criteria whenever necessary and to the minimum level deemed appropriate by the Management.

## **27. GENDER POLICY**

Gender is a corporate issue and must be addressed as an integral part of the organisational development activity at all levels of JDO. Gender must permeate everything we do: how we design projects, how we staff them, how we communicate, how we manage and how we raise money.



## **28. DIVERSITY**

JDO's promotion of diversity emanates from its belief that there are multiple paths towards excellence. Therefore, JDO values an organisational culture of attracting and retaining talented staff representing different backgrounds, gender, ethnicity, age groups and experience who offer different perspectives and opinions and who collectively foster relationships that contribute towards organisational effectiveness.

## **29. SUNDRY MATTERS**

### **31.1 COMMUNICATION**

The organisation adopts an open approach which discloses and communicates information to help staff achieve a better understanding of its objectives and policies and how they can contribute to realising them.

### **31.2 MANAGEMENT STYLE**

JDO encourages a participatory management style. Managers are both approachable and visible and are expected to exercise effective leadership. The emphasis is on teamwork and cooperation. An atmosphere of mutual trust is fostered.

### **31.3 EMPLOYEE RELATIONS**

JDO will strive to ensure that it maintains good relations with its staff in order to protect the interests of both parties.

In its dealings with its staff, the organisation will be frank and fair and aims to create an atmosphere of mutual trust, credibility, and consistency.

The organisation is committed to involvement, participation, and open communication to build and maintain a cooperative climate within the organisation.

### **31.4 HEALTH AND SAFETY**

JDO regards the promotion of safety and health as an essential part of its responsibilities.

The management of JDO are committed to creating a safe, pleasant and supportive working environment. Facilities in office environment must be at an acceptable standard. The needs, particularly of female staff, need to be taken into consideration, for example the provision of an acceptable level of toilet facilities.

Furthermore, JDO regards the promotion of health and safety matters as a mutual objective of every employee and supervisor.



It is, therefore, the organisation's policy to do all that is reasonably practical to prevent personal injury and damage to property and to protect everyone from foreseeable work hazards.

**Employees are also responsible:**

- to take reasonable care of the health and safety of themselves and of all persons they come into contact with at work;
- to report all incidents that have led, or may lead, to injury or sickness;
- to cooperate in the investigation of safety and health incidents

### **31.5 CONFIDENTIALITY OF INFORMATION**

All staff members are required to refrain from communicating to any person, verbally or in writing, any information known to him by reason of his/her work position which has not been made public, except in the proper course of his/her duties if authorised by the Executive Director.

### **31.6 PERSONNEL FILES**

For each employee, an individual file will be maintained and will contain the following:

1. Curriculum vitae - which shows employee's name, address age, details of education, previous work experience, training , name and full address of a person to be contacted in emergency situations and when required.
2. Employee Profile Form.
3. Copies of educational certificates.
4. Copies of Certificates for trainings attended
5. Copies of documents showing previous work experience.
6. A copy of reference - from most recent employer is a must - in addition both personal and work related must be attached.
7. Copy of driving license, if applicable.
8. Job Offer letter
9. Job acceptance letter from the staff
10. Signed Copy of probationary Contract of Employment.
11. Signed Copy of standard Contract of Employment for a definite period
12. Letter explaining successful completion of Probation
13. Job description
14. Salary history.

15. Results of all staff performance appraisals.
16. Record of any disciplinary offences.
17. Contract renewal/termination letters
18. Letters of Promotion /Change of position or location
19. Letters of recommendation from a manager leaving JDO
20. Approved Leave Forms
21. List of JDO property issued to the staff.
22. Sick leave from medical doctors
23. Checklist of mandatory documents in the personal file

All of the above are confidential and are only available to the authorized personnel.

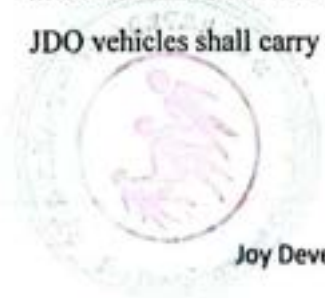
### **31.7 CONFLICT OF INTEREST**

Employees are prohibited from:

1. Using any information known to her/him by reason of her/his official position to her/ his private advantage either during her/his period of service or after separation from service.
2. Being actively associated with the management of or holding a financial interest in any business concern if it is possible for him to benefit from such organization by reason of his official position with JDO.
3. Dealing in an official capacity with any matter involving a business concern in which she/he, or a close relative, hold a financial interest, without first disclosing the measure of the interest to the Executive Director/Assistant Executive Director.
4. Accepting frequent or lavish entertainment or expensive gifts from the Organization's suppliers or contractors.

### **31.8 USE OF JDO VEHICLES**

1. JDO vehicles shall be used only for activities pertaining to the work of JDO.
2. Only those employees that have authorization and who have a valid driver's license shall be allowed to drive JDO vehicles.
3. Drivers and front seat passengers are required to use seat belts. Back seat passengers must also wear seat belts where provided.
4. JDO vehicles shall carry only persons and goods for official work reasons.



5. Employees may avail of a JDO vehicle for private purposes only in very exceptional circumstances (e.g. employee's marriage) subject to approval by the Executive Director.

**-APPENDIXES-  
Appendix 001  
JOB REQUISITION FORM**

Requesting Project/Programme/Office/Department: -----

We would like to employ:

Position: -----

Number of staff to be recruited: One

Grade: ----- Step: ----- Salary: -----

Period of employment: (6 months, 1 year etc.): -----

Type of Employment (Casual/Temporary/ Relief /Standard): -----

Ideal Starting Date: -----

Proposed budget line: -----

I have attached the job description of the mentioned position. Please approve the position for recruitment.

Requested by Name: ----- Position: -----  
manager

Signature: \_\_\_\_\_ Date: -----

**Verified by Financial Officer/Project Accountant:**

Name: ----- Signature: \_\_\_\_\_ Date: -----

**Reviewed by HR & Administration Department (focal person)**

Name: ----- Signature: \_\_\_\_\_ Date: -----

**Approved by the Executive Director/Project Coordinator:**

Name: ----- Signature: \_\_\_\_\_



- Appendix 002 -

**JDO**

**INTERVIEW ASSESSMENT SHEET**

Candidate's Name: \_\_\_\_\_

Position applied for: \_\_\_\_\_

Date of Interview: \_\_\_\_\_

Interviewed Panel Members: \_\_\_\_\_

	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>JOB KNOWLEDGE</b> Understanding of the job (concepts, practices, related principles, work relationships, technical skills)	Good perception & understanding of the job content, related concepts & practices, technicalities, work relationships)	Reasonable understanding of the job	Understanding/perception of the job is below requirement, has some limitations in perceiving the job as per set standards	Is unsure of many aspects of the job, no clear understanding
<b>EXPERIENCE</b> Practical exposure, experience of challenges involved, outcomes along with feasible solutions/propositions etc)	Very good experience, practical part is well demonstrated	Good experience, has expected level of tangible experience	Experience is below expectation, practical exposure is not demonstrated enough	Lacks required experience
<b>COMMUNICATION</b>  Self expression, objectivity/clarity in answering questions	Very articulate	Clear and to the point	Tends to wander off the point	Reticent/too talkative
<b>PERSONALITY</b>  Appearance	Impressive	Neat	Reasonable	Untidy
Self confidence, self awareness	Very confident and self assured, fully aware of strengths	Confident, realistic assessment of self	Reasonably confident, a little unsure of own abilities	Lack of confidence / over confidence, unrealistic assessment of self
<b>ENTHUSIASM, CAREER DEVELOPMENT PLANS</b> (Interest & motivation)	Highly motivated, urge to progress in field and related areas	Motivated to deepen knowledge & experience in field	Motivated to progressively shift to another field	Unsure of personal career plans, lack of enthusiasm in progression

**TIME MANAGEMENT,  
WORKING UNDER  
STRESSFUL CONDITIONS**

**COMPUTER SKILLS**

**FOR SUPERVISORY POSITIONS** (partially applicable for non-supervisory positions; put N/A if otherwise)

<b>SUPERVISORY &amp; TEAM BUILDING EXPERIENCE</b>	Very good experience in supervising others' activities, creating good team spirit	Acceptable experience in supervising others, potential ability to motivate	Likely to have difficulty in following up others' progress/activities, in creating team spirit	Unlikely to be a good supervisor, some difficulty in creating a team atmosphere
<b>COORDINATION, ORGANISATION</b>	Very good experience & ability to coordinate activities & others' efforts to reach results	Good experience & ability to coordinate activities	Has some exposure in coordinating activities, may have difficulty in facing challenges involved	Limited experience in coordinating efforts, activities of individuals/organs
<b>PROBLEM SOLVING, CONFLICT RESOLUTION</b>	Very good experience & potential in providing reasonable solutions to operational/other problems	Has good experience & potential in problem solving	Has some ideas about problem solving approaches, practical experience level is not satisfactory	Prior experience does not demonstrate his/her problem solving skills
<b>SENSE OF INNOVATION, TAKING INITIATIVES</b>	Seems progressive, willing to push ideas, innovative	Seems open to change	Seems conservative in thinking	Seems resistant to change
<b>STRATEGIC THINKING</b>	Has very good strategic overview, very good perception of short & long term plans/strategies	Has good strategic overview, very good perception of short & long term plans/strategies	His/her thinking is more focused on short term plans & activities, has limited strategic overview	His/her thinking is limited to short term plans & activities, does not have strategic overview

**OVERALL ASSESSMENT**

Brief summary of the candidate



What are the main strengths of the candidate in relation to this position				
What are the main weaknesses of the candidate in relation to this position?				
<b>Suitability compared to Job Requirements</b>	Appears very suitable (3.5 – 4)	Suitable (3 – 3.5)	Some limitations in relation to this position (2 – 3)	Not suitable for this position (1 – 2) (1)
<b>Average Point</b>				
<b>Potential above this level of appointment (Yes/No)</b>				

Comments on the performance of the written exam (if applicable) - Evaluate approach, written communication skills, presentation:

---

**Over all Recommendation:**

**Job Offer**                      **Second Interview**                      **Standby List**                      **Not for Selection**  
                                                                 

**Interviewers**

Name: \_\_\_\_\_ Name: \_\_\_\_\_ Name: \_\_\_\_\_  
 Sign. & Date: \_\_\_\_\_ Sign. & Date: \_\_\_\_\_ Sign. & Date: \_\_\_\_\_



-Appendix 003-  
JDOA  
VERBAL REFERENCE

Respondent's Name    Ato / Wro. / Wrt. / (Other)

---

Current Address:

Organisation: \_\_\_\_\_ Position: \_\_\_\_\_

Tel.:    Mobile \_\_\_\_\_    Land Line: \_\_\_\_\_ (Office)

Other \_\_\_\_\_

Ato / Wro. /Wrt. \_\_\_\_\_ has applied for the position of  
\_\_\_\_\_ in JDO .

She/He has given your name and address to us as a reference. We therefore kindly request for your time & cooperation in answering the following. Please note that this is confidential information and as such we will keep your comments confidential.

Where do you know the applicant?

I was his/her supervisor/manager                       Colleague                     

A friend                          A subordinate                     

Any other \_\_\_\_\_

For how long and in what capacity do you know the applicant?

---

---

---

Please comment on the following points.

Her/His social interaction and personal behaviour

---

---

---

Her/His commitment towards her/his job as well as his integrity

---

---

---

---

Her/His specific skills/expert knowledge in her/his field of study

---

Her/His innovativeness as well as openness to change?

---

---

His/her drive/enthusiasm, ability to cope up with stressful working conditions etc.

---

---

4. In your opinion what is/are the identified weakness(est.) of the applicant \_\_\_\_\_

---

---

*Please use a separate sheet (if you need to include additional information)*

Name & Signature of HR Personnel \_\_\_\_\_ Date \_\_\_\_\_

---



**Appendix 004-  
JDO  
TEN REFERENCE**

Dear Ato / Wro. / Wrt. \_\_\_\_\_

Ato / Wro. /Wrt. \_\_\_\_\_ has applied for the position of \_\_\_\_\_ in JDO.

She/He has given your name and address to us as a reference. We therefore kindly request you to fill in this format and send it to us as soon as you can. Please seal and sign the envelop.

Please note that this is a confidential document and as such we well keep your comments confidential.

Where do you know the applicant?

I was his/her supervisor/manager	<input type="checkbox"/>	Colleague	<input type="checkbox"/>
A friend	<input type="checkbox"/>	A subordinate	<input type="checkbox"/>

Any other \_\_\_\_\_

For how long and in what capacity do you know the applicant?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Please comment on the following points.

Her/His social interaction and personal behaviour

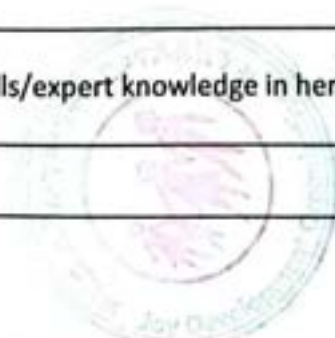
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Her/His commitment towards her/his job as well as his integrity

\_\_\_\_\_  
\_\_\_\_\_

Her/His specific skills/expert knowledge in her/his field of study

\_\_\_\_\_  
\_\_\_\_\_



\_\_\_\_\_

Her/His innovativeness as well as openness to change?

\_\_\_\_\_

\_\_\_\_\_

His/her drive/enthusiasm, ability to cope up with stressful working conditions

\_\_\_\_\_

4. In your opinion what is/are the identified weakness(es) of the applicant \_\_\_\_\_

\_\_\_\_\_

Please use a separate sheet (if you need to include additional information)

Your current address: Organisation: \_\_\_\_\_ Position:

Tel.: Mobile \_\_\_\_\_ Land Line: \_\_\_\_\_ (Office)

Other \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_



**- Appendix 005 -  
Job Offer**

Ref. No.:

Date:

To \_\_\_\_\_

**SUBJECT: Job Offer**

Dear (*mention full name*) ,

Further to your application and subsequent interview and written exam, JDO is pleased to offer you the position of \_\_\_\_\_ based in \_\_\_\_\_.

This post will be connected with the humanitarian relief activities of JDO 's projects in .

You will initially be given a probationary contract of 45 days duration. Upon satisfactory completion of this probation period, you would be offered a definite term contract.

The salary for this position is as per JDO's organisational salary Grade \_\_\_\_\_, Step\_\_\_\_ with ETB \_\_\_\_\_ ( \_\_\_\_\_ ) per month and all other terms and conditions as per JDO Human Resource policies apply.

Please confirm to the JDO office in (Location of the Office) your acceptance of this job as soon as possible, and your intended start date. The probationary contract will be issued to you only after a reference from your previous employer(s) is checked and accepted by JDO.

We request original copies of all academic and other certificates in addition to passport size photographs for our files.

Yours sincerely,

Signing on behalf of JDO

\_\_\_\_\_  
**Executive Director/Program Coordinator**

cc: Admin and HR

Project Office



- Appendix 006 -  
**JDO**  
**LETTER OF APPOINTMENT**

(On Probation)

Date: \_\_\_\_\_

To: \_\_\_\_\_

From: \_\_\_\_\_

I wish to confirm you that you are selected to join JDO as a (*Job Title*) based in (*project area*) following your successful performance in the recent interview/exam and overall assessment made in the hiring process. Your duties will be as set out in the attached job description and your conditions of employment are set out in the attached Contract of Employment.

You are appointed to this position effective (*date*) for a (45 or 90 days) probation period. Your monthly basic salary will be Birr \_\_\_\_\_ (in words) which is Step \_\_\_\_\_ of Grade \_\_\_\_\_ on the salary scale of JDO.

Your supervisor will be \_\_\_\_\_ and you should take directions from and report to him/her on all work related matters.

I would like to take this opportunity to welcome you to JDO and to wish you well in your new position.

Signing on behalf of JDO,

\_\_\_\_\_  
Executive Director/Program Coordinator

cc: Finance

Admin and HR

Project Office



Appendix 007-  
**JDO**  
**CONTRACT OF EMPLOYMENT ON PROBATION**

**(Management Staff)**

Between JDO, Address \_\_\_\_\_ and

(Name of Staff), Address \_\_\_\_\_, Sub-City/Woreda \_\_\_\_\_, Kebele \_\_\_\_\_,  
House No. \_\_\_\_\_

For the position of \_\_\_\_\_ **Duration**

This contract of employment is issued for a period of 90 days and runs from \_\_\_\_\_ to \_\_\_\_\_.

**Salary**

The employee shall receive a monthly basic salary of Birr \_\_\_\_\_ (in words) which will be subject to income tax according to the n Government tax payment schedule.

**Hours of Work**

Normal hours of work shall not exceed eight (8) hours a day or forty-eight (48) hours a week.

**Per Diems**

If the employee is required to travel outside the programme area for a work purpose, he/she will be entitled to a per diem in accordance to JDO 's Human Resource Manual.

**Public Holidays**

The employee will be entitled to public holidays as identified in the Public Holidays and Rest Day Proclamation of the n Labour Law.

**Work Rules & Job Description**

The job description for this post and JDO's Work Rules and (*vehicle/motor bike driving rule, as appropriate*) form part of this Contract of Employment, and signing of the Contract implies an agreement to comply with these Work Rules and an acceptance of the duties expected of the employee as laid down in the Job Description. In emergencies and duty cases, this right may be waived (see JDO's Work Rules)



**Termination of Employment**

The employee may terminate his Probationary contract of employment with JDO without notice.

Similarly JDO may terminate this Probationary contract of employment without giving notice and any reason thereof.

I, \_\_\_\_\_, confirm acceptance of all the conditions of this contract of employment.

Signature \_\_\_\_\_ Date \_\_\_\_\_

\_\_\_\_\_

**Witnessed by JDO representative**

Name \_\_\_\_\_

Signature \_\_\_\_\_

Position \_\_\_\_\_

Date \_\_\_\_\_



**CONTRACT OF EMPLOYMENT ON PROBATION**

**(Non-Management Staff)**

Between JDO, Address Hawassa Sub-City, Kebele \_\_\_\_\_ House No. -----and

\_\_\_\_\_, Address. \_\_\_\_\_ Sub-city/Woreda \_\_\_\_\_,  
Kebele \_\_\_\_\_, House No. \_\_\_\_\_

For the position of \_\_\_\_\_

**Duration**

This contract of employment is issued for a period of (45 days or 3 months as per the manual), and runs from \_\_\_\_\_ to \_\_\_\_\_.

**Salary**

The employee shall receive a monthly basic salary of Birr \_\_\_\_\_ (in words) which will be subject to income tax according to the n Government tax payment schedule.

**Hours of Work**

Normal hours of work shall not exceed eight (8) hours a day or forty-eight (48) hours a week.

**Per Diems**

If the employee is required to travel outside the project area for a work purpose, he/she will be entitled to a per diem in accordance to JDO's Human Resources Manual.

**Public Holidays**

The employee will be entitled to public holidays as identified in the Public Holidays and Rest Day Proclamation of the n Labour Law.

**Work Rules & Job Description**

The job description for this post and JDO's Work Rules and (vehicle/motor bike driving rules, as appropriate) form part of this Contract of Employment, and signing of the Contract implies an agreement to comply with these work rules and an acceptance of the duties expected of the employee as laid down in the Job Description. In emergencies and duty cases, this right may be waived (see JDO's Work Rules).



**Termination of Employment**

The employee may terminate his Probationary contract of employment with JDO without notice.

Similarly JDO may terminate this Probationary contract of employment with out giving notice and any reason thereof.

For serious offences in breach of JDO's work rules, in line with Chapter 2, Section 2 Article 27 Proclamation 377/2003 of n Labour Law, the employer has the right to dismiss the employee immediately.

I, \_\_\_\_\_ confirm acceptance of all the conditions of this contract of employment.

Signature \_\_\_\_\_ Date \_\_\_\_\_

Witnessed by JDO representative \_\_\_\_\_

Signature \_\_\_\_\_ Position \_\_\_\_\_

Date \_\_\_\_\_



**- Appendix 009 -  
JDO  
JOB DESCRIPTION**

<b>Job Title</b>	
<b>Reporting to</b>	
<b>Job Location</b>	
<b>Contract Length</b>	
<b>Start Date</b>	
<b>OVERALL DESCRIPTION</b>	
<b>General Description of the Role:</b>	
The _____ will be responsible for _____	
<b>Key Duties:</b>	
<b>Requirements: (educational, experience, language, etc.)</b>	
The employee must read, understand and implement JDO's gender policy. He/She is expected to be gender sensitive and commit towards implementing approaches supporting gender focused concepts.	
<i>This Job Description only serves as a guide for the position available. JDO reserves the right to change, revise, omit, add in part/in whole this document any time without giving any reason thereof..</i>	
I _____ have read, understood and accepted this Job description.	
<b>Name</b> _____	<b>Signature</b> _____
<b>Date</b> _____	

- Appendix 010 -

**JDO**

**Objective Setting Format for Pre & Post Probation Periods**

Upon recruitment on probation, this format shall be filled in with objectives to be achieved during probation period or after confirmation for employment, as appropriate, and until next period evaluation. The staff appraisal is your opportunity to address any issues you may have on any matter relating to your post. It is also an opportunity for your manager/JDO to address any issues, learn and make improvements. Both appraisee and appraiser will agree upon and sign this staff appraisal form.

Employee's Name: \_\_\_\_\_ Position \_\_\_\_\_

Supervisor's Name: \_\_\_\_\_ Position \_\_\_\_\_

Date of Appointment to this Job: \_\_\_\_\_

Tick as appropriate: For probationary period  For post probation period

Period covered: From \_\_\_\_\_ to \_\_\_\_\_

**Instructions**

**I/ For Probationary Period:**

Refer to hand over note prepared by previous job holder, if any. Discuss with supervisor and review tasks according to their priorities and fill the tasks/objective list below.

In the absence of handover note, read your job description and those of your subordinates, if any. Identify those tasks fully handled, partially handled or pending. Discuss issues with supervisor, colleagues, subordinates, relevant personnel as appropriate. Prepare list of objectives for the period on the basis of the inventory of tasks and set a reasonable time frame for each.

**Note:** Use the SMART Objective setting approach (setting Specific, Measurable, Achievable, Relevant & Time bound objectives) to allow objectivity and facilitate evaluation of performance at the end of the period.

**For Post-Probationary Period:**

Refer to list of tasks performed, started and planned in the probationary period. Identify priorities.

In the absence of handover note, read your job description and those of your subordinates, if any. Identify those tasks fully handled, partially handled or pending. Discuss issues with



supervisor, colleagues, subordinates, relevant personnel as appropriate. Prepare list of objectives for the next period on the basis of the inventory of tasks.

<b>What are the key responsibilities of your job for the period ahead?</b>
Outline below the key responsibilities (ideally between 3 and 7) from which your objectives for the year ahead will be drawn.

**PRESENTATION OF OBJECTIVES**

<b>Objective 1: What will you achieve in the next period?</b>	
<b>How do you plan to achieve your objective?</b>	<b>Key competencies, skills, resources, support required.</b>

<b>Objective 2: What will you achieve in the next period?</b>	
<b>How do you plan to achieve your objective?</b>	<b>Key competencies, skills, resources, support, required.</b>

<b>Objective 3: What will you achieve in the next period?</b>	



How do you plan to achieve your objective?	Key competencies, skills, resources, support required.
--	--

Objective 4: What will you achieve in the next period?	
How do you plan to achieve your objective?	Key competencies, skills, resources, support required.
Objective ____: What will you achieve in the next period?	
How do you plan to achieve your objective?	Key competencies, skills, resources, support required.

Objective ____: What will you achieve in the next period?	
How do you plan to achieve your objective?	Key competencies, skills, resources, support, required.

**Objectives Agreed:**

**Job Holder**

**Supervisor**

Name \_\_\_\_\_

Name \_\_\_\_\_

Position \_\_\_\_\_

Position \_\_\_\_\_

Signature \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

Date \_\_\_\_\_



**- Appendix 011 -  
JDO**

**Letter of Termination following Probation**

Date: \_\_\_\_\_

Ref No: \_\_\_\_\_

(Employee Name)

(Job Title)

(Area/Project)

**Subject: Termination**

Dear (*employee name*),

Your probationary contract of employment of 45 days is due to expire on (*date*).

Following a review of your performance in which you were involved, we have decided not to renew your contract further. Therefore, your contract will expire on the date indicated above.

Please return back all of JDO property /money including JDO ID to the concerned Departments/Offices and present your clearance papers to Admin and HR.

We would like to take this opportunity to thank you for your work to date and to wish you every success in the future.

Yours sincerely,

Signed on behalf of JDO

Received and Understood

\_\_\_\_\_

For JDO

\_\_\_\_\_

Employee Name

cc: Finance Department

Human Resource Department



Letter of Termination for Management Staff

(Non-Renewal of Contract)

Date: \_\_\_\_\_

Ref No: \_\_\_\_\_

(Employee's Name)

(Job Title)

(Programme Area/place)

Subject: Notice for Non-Renewal of Contract of Employment

Dear (*employee's name*),

It is recalled that your present contract of employment expires on (*date*). JDO is not in a position to renew your contract as a result of which your employment relationship comes to an end effective (*date*) as per article 2567 of the Civil Code.

By copy of this letter, Finance is hereby instructed to pay your terminal benefits upon your submission of clearance.

We wish you good luck in your future endeavour.

Yours sincerely

Signed on behalf of JDO

Received and Understood

\_\_\_\_\_

\_\_\_\_\_

For JDO

Employee's name, date and signature

cc: Finance Department

Human Resource Department



## AGREEMENT OF VOLUNTEER SERVICE

### Article 1

#### Parties to agreement

This agreement is made and entered between JDO whose address is Hawassa, Tabour Sub-City, Dume Kebele, House No. xxxxx, Tel. xxxxxxxxxx

And \_\_\_\_\_, here after referred as the Volunteer, Address Woreda / Sub-City \_\_\_\_\_, Kebele \_\_\_\_\_, House No. \_\_\_\_\_, Tel. \_\_\_\_\_.

### Article 2

#### Object of Contract

The objective of this contract is the volunteer to give professional service freely to \_\_\_\_\_ department of JDO.

### Article 3

#### Responsibilities of Volunteer

The volunteer shall give service as \_\_\_\_\_ and shall perform the following:-

Based on the responsibilities detailed above, JDO would expect a high level of accountability when working in our \_\_\_\_\_ Department which must be understood and followed.

### Article 4

#### Duration

This contract is issued and effective for \_\_\_\_\_ month(s) from \_\_\_\_\_ to \_\_\_\_\_. This contract will terminate on its expiry date unless renewed by mutual agreement in writing before the expiry date.

### Article 5

#### Transport Allowance

As your work with JDO and as Volunteer will allow you to gain work experience and receive training in the \_\_\_\_\_ Department of JDO, you will not be entitled to a salary; but as a Volunteer, you will receive a monthly volunteer allowance of Birr xxxxxx (xxxxxxx) and transport allowance of Birr xxxxx (xxxxx).



**Article 6**

**Working Hours**

The total working hours should not exceed 48 hours per week.

**Article 7**

**Public Holidays**

The Volunteer will be entitled to public holidays as identified as public holidays and rest day as provided in n Labour Law.

**Article 8**

**Volunteer Service**

This Volunteer service shall not create any employment relationship or independent contractor and it shall not impose any duty on JDO.

**Article 9**

**Work Rules**

The JDO's work rules form a part of this volunteer service contract and signing of the contract implies an agreement to comply with these work rules and an acceptance of the duties expected of the volunteer.

**Article 10**

**Termination**

The volunteer service can be terminated upon giving one week's notice in writing and JDO can terminate this contract by giving one week's notice.

I \_\_\_\_\_ have read, understood and accepted all the conditions of this contract as Volunteer \_\_\_\_\_ with JDO.

Signature \_\_\_\_\_ Date \_\_\_\_\_

Witnessed by JDO representative:

Name & Position \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_



**- Appendix 014 -  
JDO  
PER DIEM AMOUNTS**

**1. STANDARD PER DIEM**

For all staff members, the standard rate of per diem for work outside their project area shall be as follows:

Place of travel	Daily per diem rate	Accommodation with receipt	Accommodation without receipt
Addis Ababa and Regional towns	800 Break fast =200 Lunch = 300 Dinner = 300	1000 birr upon providing receipt	800 birr without receipt
Within the Region – zonal and woreda towns	600 Breakfast =120 Lunch = 240 Dinner = 240	800 birr (with receipt)	500 birr without receipt
Launch allowance included taxi fair	Taxi 350 birr 600 Breakfast =160 Lunch = 320 Dinner = 320		

**Per diem for Board members and Executive Director**

	Daily per diem rate	Accommodation with receipt	Accommodation without receipt
	800 Breakfast =160 Lunch = 320 Dinner = 320	1500	800

**Allowance for external person facilitating and provide training for JDO**

Daily Allowance for external persons	Daily allowance	Accommodation
When facilitating training only	1500	800
When facilitating and providing training including preparation of the training material	6000	



- Appendix 015 -  
**JDO**  
PER DIEM ALLOWANCE PAY SHEET

Name: \_\_\_\_\_ Position: \_\_\_\_\_ Duty station: \_\_\_\_\_

Purpose of Travel: \_\_\_\_\_

Place of Travel		Date of Travel			
From	To	From		To	
		Date	Time	Date	Time
<b>Total</b>					

Length of Stay from \_\_\_\_/\_\_\_\_/\_\_\_\_ to \_\_\_\_/\_\_\_\_/\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Budget line \_\_\_\_\_ Donor \_\_\_\_\_ Project \_\_\_\_\_

Travel approved by: \_\_\_\_\_ Position \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_



**Appendix 016**  
**JDO**  
**LEAVE REQUEST FORM**

**Name** \_\_\_\_\_ **Position** \_\_\_\_\_

**Staff No.** \_\_\_\_\_ **Location** \_\_\_\_\_

Type of Leave Requested	Entitlement		Unutilized	Requested Leave Days			Remaining
	Year	Days	Balance	Amount	From	To	Balance
<b>TOTAL</b>							

**Requested by** \_\_\_\_\_ **Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Approved by** \_\_\_\_\_ **Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Approved by** \_\_\_\_\_ **Signature** \_\_\_\_\_ **Date** \_\_\_\_\_





**- Appendix 018 -  
LETTER OF APPOINTMENT ON PROBATION PERIOD**

Ref No -----

Date: -----

To: -----

From: -----

I wish to confirm you that you are selected to join Joy Development Organization (JDO) in the position of ----- based in ----- following your successful performance in the recent interview/exam and overall assessment made in the hiring process. Your duties will be as set out in the attached job description and your conditions of employment are set out in the attached Contract of Employment.

You are appointed to this position effective from ----- for a 45 probation period running up to -----, Your monthly basic salary will be Birr ----- (----- --) set out for the position.

Your supervisor will be ----- and you should take directions from and report to him/her on all work related matters.

I would like to take this opportunity to welcome you to JDO and to wish you well in your new position.

Regards,



**- Appendix 019 -  
STAFF APPRAISAL FORM  
JDO**

Employee's Name: \_\_\_\_\_ Position: \_\_\_\_\_

Date of Appointment to this job: \_\_\_\_\_

Appraisal Period: From \_\_\_\_\_ to \_\_\_\_\_

Key for Rating	Rating
Exceeded expectations in many respects	46-50
Exceeded expectations in some respects	36-45
Met expectations	26-35
Below expectations in some respects	16-25
Below expectations	01-15

**SECTION I: SELF APPRAISAL**

Re-read your job description. Does it remain relevant and up-to-date?

- Yes. All duties & responsibilities presented therein match with actual job details.
- Though the job description is relevant, adjustments are required due to some additions /cancellations/modifications of duties and responsibilities.
- No, the JD requires revision and updating.

**Additional Remarks** \_\_\_\_\_

List main objectives set during the last appraisal (Date objectives were set \_\_\_\_\_).

Have you met your objectives?

No.	Objective (from previous appraisal)	Status	Rating (Use the key provided for rating)
1			
2			
3			
4			
5			

What have you done particularly well?

---

---

---

What have you done less well? Why?

---

---

---

Comments on any challenges you have encountered.

---

---

---

Comments on support by Supervisor/Manager

---

---

---

Appraisee's Signature \_\_\_\_\_ Date \_\_\_\_\_

Management comment on self appraisal

---

---

---

---

Signature \_\_\_\_\_ Date \_\_\_\_\_

**SECTION I: SELF APPRAISAL**

**SECTION II: SUPERVISOR'S APPRAISAL**

Rate the employee on each of the work aspects set out below.

Progress made on the comments of last performance: Rating: \_\_\_\_\_

Has satisfactory progress been made on issues (comments) identified on the last performance appraisal of the employee?

Supervisor's Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Quality and Volume of Work: Rating: \_\_\_\_\_**

Thoroughness, care taken and quality of output & volume of work performed

Supervisor's Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Attendance/Punctuality: Rating: \_\_\_\_\_**

Consider the regularity and punctuality with which he/she reports to work; timely completion of assignments etc.

Supervisor's Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Interpersonal Relationships and Personal Qualities: Rating: \_\_\_\_\_**

How well does this person get along with supervisors, peers, and subordinates and how well does he/she represent the organisation externally? Sense of responsibility, integrity, conscientiousness, and dependability

Supervisor's Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Initiative and Potential: Rating: \_\_\_\_\_**

Thinks constructively, suggest appropriate changes as necessary.

Has the employee exhibited any potential for assuming additional responsibility?

Supervisor's Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Action/support needed to address weaknesses identified; to be based on Supervisor's & Employee's agreement:

Action/Support needed: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**7. Training and Development needs (including on-the job and other training needs). Put first priority first**

<u>Training according to priority</u>	<u>Time Frame</u>
_____	_____
_____	_____
_____	_____
_____	_____

**8. Objectives for the Next Period (Year-----)**

No.	Objectives	Time Frame

**9. Overall Rating**

Total Rating (Average of ratings 1 – 5 above): \_\_\_\_\_

Has the Appraisee exceeded, met, or not achieved expectations? (Please tick one box based on the addition of all 5 given ratings and add a comment below)

Exceeded expectations in many respects	46 – 50	<input type="checkbox"/>
Exceeded expectations in some respects	36 - 45	<input type="checkbox"/>
Met expectations	26 - 35	<input type="checkbox"/>
Below expectations in some respect	16 - 25	<input type="checkbox"/>
Below expectations	01 -15	<input type="checkbox"/>

Supervisor's Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Written/Verbal Warning (& date), if any:  
\_\_\_\_\_

Recommended increases (no. of steps) \_\_\_\_\_

Employee's comment on the overall rating and any other aspect of individual rating:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Employee's (Appraisee) Signature \_\_\_\_\_  
Date \_\_\_\_\_

Appraiser's Signature \_\_\_\_\_  
Date \_\_\_\_\_

**Final review of the performance appraisal by a Senior Manager.**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Name \_\_\_\_\_ Position \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_



**- Appendix 020 -  
DISCIPLINARY SANCTIONS FOR MINOR OFFENCE**

<b>Offences</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Late reporting to work without good cause or permission for more than three days in any one month.	Verbal Warning	Written warning	Dismissal	
Failure to report to work without good cause or permission	First written warning & salary deduction equivalent to the no. of days	Final written warning, commensurate deduction and five to seven day's salary	Dismissal	
Leaving employee's assigned place of work during working hours for unauthorised purpose	Verbal warning	First written warning with a fine of five day's salary	Final written warning, 15 days salary	Dismissal
Absence without permission from duty after reporting to work	Verbal warning	First written warning with a fine of five day's salary	Final written warning with a fine of five day's salary	Dismissal
Failure to notify responsible person of vehicle use for work related matters  Unauthorised private use of JDO's property that may include but is not limited to equipment, communication devices (direct line telephone, telex, computer system, etc.)	First written warning with a fine of five day's salary	Final written warning with a fine of five day's salary	Dismissal	

Offences	1	2	3	4
Failure to use protective clothing/equipment/ safety belt (for drivers) which are issued to employees	First written warning with a fine of five day's salary	Final written warning with a fine of 10 day's salary	Dismissal	
Failure to meet without good cause agreed target dates to accomplish assignments	Verbal warning	First written warning with a fine of five day's salary	Final written warning with a fine of 15 day's salary	Dismissal
Failure to carry out specific orders or instructions unless such an order or instruction is contrary to his/her job description, law and morality, endangers life and limb or so long as or does not lower his/her status	Verbal warning	First written warning with a fine of five day's salary	Final written warning with a fine of 15 day's salary	Dismissal
Failure to observe warning or instructions, or to apply existing and understood practices for safety of employees or the organisation have caused serious damage	Verbal warning	First written warning with a fine of five day's salary	Final written warning with a fine or 15 day's salary	Dismissal
Smoking in restricted areas	Verbal warning with a fine of five day's salary	Written warning with a fine of ten day's salary	Written warning with a fine of ten day's salary	Dismissal
Refusal to undergo medical check-ups and vaccinations which JDO deems necessary or otherwise where there is an official decree/order to this effect(except for HIV / AIDS test)	Verbal warning	Written warning with a fine of five day's salary	Written warning with a fine of 15 day's salary	Dismissal

- Appendix 021 –  
**FINAL WRITTEN WARNING**

Date: \_\_\_\_\_

Ref. No. \_\_\_\_\_

**(Employee's Name)**

**(Job Title)**

**(Project Area/Place of Assignment)**

**(Location)**

**Subject: Final Written Warning**

Dear (employee's name),

I refer to the written warning letter issued to you on *(date)*. Unfortunately, the warning has gone unheeded and again you have *(state offence clearly)*.

This is a serious offence and cannot be tolerated. Therefore you are issued with this letter of warning and fined \_\_\_\_\_ days salary from your *(month)* salary. If a similar incident occurs in the future and/or if you breach any of the guidelines in JDO's Human Resources Manual, it will result in either termination of your contract of employment or in demotion from your current position and salary. This letter constitutes a final written warning.

Sincerely yours,

Received & Understood

\_\_\_\_\_  
For JDO

\_\_\_\_\_  
(Employee's Name Signature & Date)

cc: Administration and Human Resources Department/

Admin and HR Officer (Project Offices)

**Note: - Separate memo to be issued to the Finance Department in case there is financial penalty**



- Appendix 022 -  
JDO  
**LETTER OF DEMOTION**

Date: \_\_\_\_\_

Ref No: \_\_\_\_\_

(Employee's Name)

(Job Title)

(Project /Area of Assignment)

(Location)

Dear (employee's name),

On two previous occasions, JDO was forced to give you formal written warnings, outlining areas of performance and/or behaviour (*as appropriate*) which were not acceptable and which could not be tolerated.

These warnings have apparently gone unheeded. Now we find that you have (*state offence clearly*). It is clearly stated in the Human Resources Manual that this is not allowed.

Therefore, it has been decided to demote you from your current position and salary.

Accordingly, you will be assigned to work as (*Job Title*) based in (*Project Area, Location*). Your salary for this position will be Birr \_\_\_\_\_ (in words) per month.

In this position, your supervisor will be (*Supervisor's Name & Job Title*). You should take directions and report to him/her on all work related matters.

If a similar incident occurs in the future and/or if you breach any of the guidelines in JDO's Human Resources Manual, it will result in termination of your contract of employment.

Signed on behalf of JDO

Received & Understood

\_\_\_\_\_

\_\_\_\_\_

For JDO

Employee Name and signature

CC:

Human Resource Department



- Appendix 023 -  
JDO  
**LETTER OF DISMISSAL**

Date: \_\_\_\_\_

Ref No: \_\_\_\_\_

(Employee Name)

(Job Title)

(Project Office/Area of Assignment)

(Location)

Dear (employee name),

On two previous occasions, JDO was forced to give you formal written warnings outlining area of performance and behaviour which were not acceptable and which could not be tolerated.

These warnings have apparently gone unheeded. Now we find that you have (*state latest offence clearly*). It is clearly stated in the JDO Human Resources Manual that this is not allowed.

As a result of this, we have no alternative but to terminate your employment with JDO. The termination will take effect \_\_\_\_\_ days from today and you are hereby formally notified of same.

Please return back all of JDO property /money including JDO ID to the concerned Departments/Offices and present your clearance papers to Admin and HR Department.

We thank you for the service you have given us in the past and wish you every success in the future.

Yours sincerely,

Signed on behalf of JDO

Received & Understood

\_\_\_\_\_  
For JDO

\_\_\_\_\_  
Employee Name

cc:

Administration and Human Resources Department

Admin and HR Officer (Project Offices)

Finance Department



**-Appendix 024 -  
JDO  
SERVICE CLEARANCE**

Date \_\_\_\_\_

To All Departments/ Projects Offices  
From Administration and HR

Dear colleagues:

Please collect any JDO property and or money that you might have loaned or issued to the employee during his tenure with JDO. Please confirm your action by signing in the space provided below.

NAME \_\_\_\_\_  
POSITION \_\_\_\_\_  
WORK UNIT \_\_\_\_\_  
DUTY STATION \_\_\_\_\_

LAST DATE OF EMPLOYMENT WITH JDO \_\_\_\_\_

	Obligation Settled (Say Yes / Nor N/A)	Justification for not fulfilling obligation(if any)*
<b>1. Immediate Supervisor</b>		
§ All documents pertaining to the job (printed/electronic data) have been returned.	_____	_____
§ There is no outstanding/unfinished activity.	_____	_____
§ Handover note has been submitted.	_____	_____
§ Performance Appraisal for Subordinates is completed ( for line managers)	_____	_____
	<b>Name</b>	<b>Signature &amp; Date</b>
	_____	_____

\* Put tick mark &/or To be stated in a separate sheet of Paper

**2. Finance**

§ All outstanding claims to or from have been cleared	_____	_____
	<b>Name</b>	<b>Signature &amp; Date</b>
	_____	_____

**3. Logistics**

§ Office fixed asset has been returned	_____	_____
§ Mobile Phone has been returned	_____	_____
§ Private telephone calls have been settled	_____	_____

§ All IT related property (software/hardware) have been Returned

\_\_\_\_\_

Name

\_\_\_\_\_

Signature & Date

**Transport**

§ Vehicle has been returned

\_\_\_\_\_

\_\_\_\_\_

§ All Information with regards to reimbursement for vehicle usage has been passed to Finance

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Name

\_\_\_\_\_

Signature & Date

\_\_\_\_\_

\_\_\_\_\_

**4. Programmes**

\_\_\_\_\_

Name

\_\_\_\_\_

Signature & Date

\_\_\_\_\_

\_\_\_\_\_

**5. Admin and HR**

§ ID Card has been returned

\_\_\_\_\_

\_\_\_\_\_

§ EXIT Interview conducted

\_\_\_\_\_

\_\_\_\_\_

§ Any obligations settled (reference to personal file done)

\_\_\_\_\_

Name

\_\_\_\_\_

Signature & Date

\_\_\_\_\_

\_\_\_\_\_

**FOR OFFICE USE ONLY (HO Admin and HR/Project Admin and HR)**

Date of employment
Annual Leave Status: <input type="checkbox"/> Unused <input type="checkbox"/> Overused
_____ days for _____ Year
Resignation effective as of
Resignation submitted on
_____
<b>Approved for Final Payment:</b>
Head, HR & Admin. / Project Manager
Signature & Date



**- Appendix 025 -  
JDO  
CERTIFICATE OF WORK**

Ref.No: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

Project/Unit: \_\_\_\_\_

Location: \_\_\_\_\_

This is to certify that Ato/Wro/Wrt \_\_\_\_\_ has been employed by JDO from (date) to (date). During this period, Ato/Wro/Wrt \_\_\_\_\_ has served JDO on the capacity of (Position/s). His/Her employment contract with JDO has terminated as of (date) due to (reason).

His/her last monthly salary was Birr \_\_\_\_\_ (in words) and appropriate taxes were deducted from his/her salary and paid over to the Inland Revenue Authority.

We wish him/her good luck in his/her future endeavors

Signed on behalf of JDO

\_\_\_\_\_

Date: \_\_\_\_\_

*(Name and Position of signing person)*



- Appendix 026 -  
**LIST OF JDO'S PROPERTY HELD BY A STAFF MEMBER**

Name \_\_\_\_\_ Staff No. \_\_\_\_\_ Place of Assignment \_\_\_\_\_

No.	Item/Property	Quantity	Serial No.	Inventory No.	Remarks	Signature
1						
2						
3						
4						
5						
6						
7						
8						
9						

I \_\_\_\_\_ agree to return the above items to JDO when my employment contract concludes.

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

The above items were returned to JDO \_\_\_\_\_ (Area of Assignment/Project) on \_\_\_\_\_

\* Anything not returned must be noted and explained

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_



**TEMPORARY CONTRACT OF EMPLOYMENT  
FOR A PIECE OF WORK**

This contract of employment is made and entered in by JDO, (mention Project/Area of Assignment) whose address is \_\_\_\_\_ (\_\_\_\_\_ Sub-city, Kebele \_\_\_\_\_, House No. \_\_\_\_\_ Tel. \_\_\_\_\_) (hereinafter called the EMPLOYER)

And

Ato/Wro/Wrt \_\_\_\_\_, whose address is \_\_\_\_\_ Sub-City, Kebele \_\_\_\_\_, H.No. \_\_\_\_\_, Tel. \_\_\_\_\_ (herein after referred to as the EMPLOYEE)

**Article 1**

**Content of the Agreement**

The Employee is hired to \_\_\_\_\_. This contract is entered as per Article 4 Sub 1 of the Labor Law Proclamation No. 377/1996 to perform piece of work as described herein.

**Article 2**

**Particulars of the Agreement**

2.1 Name of the employee \_\_\_\_\_

2.2 Date of birth (DD/MM/YY) \_\_\_\_\_

2.3 Job title \_\_\_\_\_

2.4 Accountable to \_\_\_\_\_

2.5 Remuneration \_\_\_\_\_

2.6 Place of work \_\_\_\_\_

**Article -3**

**Rights and Obligation of the Employee**

The rights and obligations of workers enumerated in the Proclamation No. 377/2003 shall apply to the employee.

**Article 4**

**Termination of the Contract**

In addition to termination at the completion of the work, other reasons enumerated in the Labor Law shall be good cause for termination of this contract of employment.

**Article 5**

**Effective Date**

This contract shall be effective when signed by both parties.

Employer

Employee

Name \_\_\_\_\_

1. Name \_\_\_\_\_

Title \_\_\_\_\_

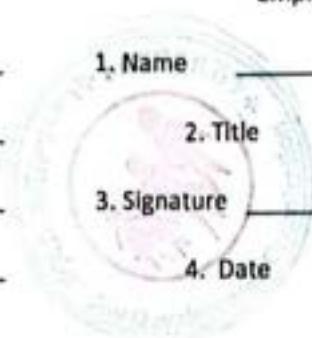
2. Title \_\_\_\_\_

Signature \_\_\_\_\_

3. Signature \_\_\_\_\_

Date \_\_\_\_\_

4. Date \_\_\_\_\_



**TEMPORARY CONTRACT OF EMPLOYMENT**  
**FOR A DEFINITE PERIOD**

This contract of employment is made and entered in by JDO, (mention Area of Assignment/Project) whose address is \_\_\_\_\_, \_\_\_\_\_ Sub-city, Kebele \_\_\_\_\_, House No. \_\_\_\_\_, Tel. \_\_\_\_\_, P. O. Box \_\_\_\_\_ (hereinafter called the EMPLOYER)

And

Ato/Wro/Wrt \_\_\_\_\_ whose address is \_\_\_\_\_, \_\_\_\_\_ Sub-city, Kebele \_\_\_\_\_, House No. \_\_\_\_\_, Tel. \_\_\_\_\_, P. O. Box \_\_\_\_\_ herein after referred to as the EMPLOYEE)

**Article 1**

**Content of the Agreement**

The Employee is hired on a temporary basis for the period specified under Article 3 of this agreement. This contract is entered as per Article 10 of the Labor Law Proclamation No. 377/2003 for a definite period by the voluntary consent of both parties.

**Article 2**

**Particulars of the Agreement**

- |     |                          |       |
|-----|--------------------------|-------|
| 2.1 | Name of the employee     | _____ |
| 2.2 | Date of birth (DD/MM/YY) | _____ |
| 2.3 | Job title                | _____ |
| 2.4 | Accountable to           | _____ |
| 2.5 | Remuneration             | _____ |
| 2.6 | Place of work            | _____ |

**Article 3**

**Duration of the Contract**

The Employee will be working for a period of \_\_\_\_\_ days between \_\_\_\_\_ up to \_\_\_\_\_

**Article 4**

**Rights and Obligation of the Employee**

The rights and obligations of workers enumerated in the Labor Law Proclamation No. 377/2003 shall apply to the employee. The obligations to be observed by the employee are attached as Annex I to this contract.

**Article 5**

**Termination of the Contract**

In addition to termination at the expiry of the contract period, other reasons enumerated in the Labor Law shall be good cause for termination of this contract of employment.

**Article 6**

**Effective Date**

This contract shall be effective when signed by both parties.

**Employer**

Name \_\_\_\_\_

Title \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

**The Employee**

1. Name \_\_\_\_\_

2. Title \_\_\_\_\_

3. Signature \_\_\_\_\_

4. Date \_\_\_\_\_



**JDO**

**PROBATIONARY PERIOD PERFORMANCE ASSESSMENT FORM**

Name: \_\_\_\_\_ Job Title: \_\_\_\_\_

Date of Hire: \_\_\_\_\_ Period Covered: From \_\_\_\_\_ to \_\_\_\_\_

List main objectives set during the probation period. Use the box below to indicate achievements or accomplishments on the Performance Objectives. Be specific, but also include any general comments you wish to make:

No.	Agreed Performance Objectives during Probation Period	Status
1		
2		
3		
4		

Additional Comments:

\_\_\_\_\_  
\_\_\_\_\_

Has the employee met the set objectives?

\_\_\_\_\_

Action/support needed to address gaps identified (including on the job and other training needs):

Agreed upon between Supervisor & Employee:

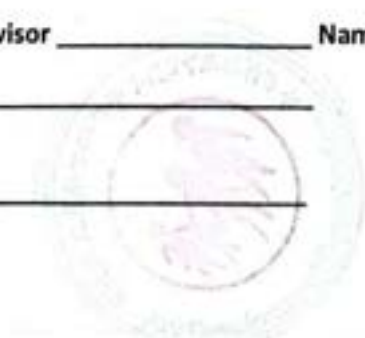
<u>Action/Support needed / Training needs</u>	<u>Time Frame</u>
_____	_____
_____	_____

- recommend the employee for future employment with JDO .
- I don't recommend the employee for future employment with JDO .

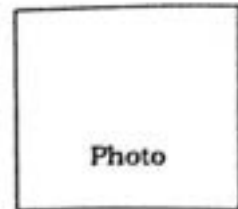
Name of supervisor \_\_\_\_\_ Name of Employee \_\_\_\_\_

Job Title \_\_\_\_\_ Job Title \_\_\_\_\_

Signature \_\_\_\_\_ Signature \_\_\_\_\_



**- Appendix 030 -  
STAFF  
PROFILE FORM**



Photo

Full Name: \_\_\_\_\_

First Name \_\_\_\_\_ Father's Name \_\_\_\_\_ Last Name \_\_\_\_\_

Date of Birth: \_\_\_\_\_ Place of Birth: \_\_\_\_\_  
Day Month Year

Nationality: \_\_\_\_\_ Sex: \_\_\_\_\_

Passport No. \_\_\_\_\_ ID No. \_\_\_\_\_

Address: Sub-City \_\_\_\_\_ Kebele \_\_\_\_\_

House No. \_\_\_\_\_ P. O. Box \_\_\_\_\_

Telephone (Res.) \_\_\_\_\_ (Cell): \_\_\_\_\_

Marital Status: \_\_\_\_\_ Name of Spouse: \_\_\_\_\_

Name of Children: 1. \_\_\_\_\_

First Name Father's Name

2. \_\_\_\_\_

First Name Father's Name

3. \_\_\_\_\_

First Name Father's Name

4. \_\_\_\_\_ (please use the back page

First Name Father's Name if more than 4)

Educational Qualification: \_\_\_\_\_

Year of Graduation: \_\_\_\_\_

Name of University/College Attended \_\_\_\_\_

Contact Person in case of Emergency: \_\_\_\_\_

Telephone (Res.) \_\_\_\_\_ (Cell): \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

**For Admin and HR use only**

Date of Employment: \_\_\_\_\_ Job Title: \_\_\_\_\_

Job Grade \_\_\_\_\_ Step \_\_\_\_\_ Salary: \_\_\_\_\_

Project/Department \_\_\_\_\_ Duty Station: \_\_\_\_\_



Appendix 031

**JDO**  
**INTERVIEW MINUTE**

Submitted to Admin and HR

Position \_\_\_\_\_ Job Grade/Step \_\_\_\_\_ Work Unit \_\_\_\_\_ Position Requirements: \_\_\_\_\_

Job request received on \_\_\_\_\_ Date Vacancy posted \_\_\_\_\_ Closing date \_\_\_\_\_ a. Education \_\_\_\_\_

Date of Exam \_\_\_\_\_ Date of interview \_\_\_\_\_ No. of applicants \_\_\_\_\_ b. Experience \_\_\_\_\_

Selection Team		Shortlisted Candidates				Overall Rank		
Name	Position	Signature	No.	Name	Invited for Exam	Invited for Interview	Result of Interview	Result of Exam
			1					
			2					
			3					
			4					
			5					
			6					

We agreed to offer the position to \_\_\_\_\_

Justification if selection other than the top candidate \_\_\_\_\_



- Appendix 032 -  
**JDO**  
**EXIT INTERVIEW REPORTING SHEET**

Exit interviewee: \_\_\_\_\_ Post Held: \_\_\_\_\_ From/ to:  
\_\_\_\_\_

Interviewer(s): \_\_\_\_\_

Date: \_\_\_\_\_

**WORK TASKS**

**A. I. Has a handover been done and documented? To whom?**

.....

**A.II. Tasks that were planned to be performed (serving to successor as guide); put tick mark against completed task.**

- 1).....
- 2).....
- 3).....
- 4).....
- 5).....

**A. III. Work areas/ tasks completed during the last 4- 6 weeks:**

- 1).....
- 2).....
- 3).....
- 4).....
- 5).....

**A. IV. Work areas/ tasks not completed during the last 4-6 weeks:**

- 1).....
- 2).....

- 3).....
- 4).....
- 5).....

**A. IV. Who is responsible for taking over these tasks/ areas, until replacement, if required? (To be discussed with immediate Supervisor/Line Manager and decided upon)**

.....

**ACHIEVEMENT & DEVELOPMENT**

**B. I. What do you consider to be your best achievement whilst working for JDO?**

.....  
.....  
.....  
.....  
.....  
.....

**B. II. What do you think has been your most important contribution to the organisation?**

.....  
.....  
.....  
.....

**B.III. How would you describe your own development during your time with JDO? How has the organisation contributed to this?**

.....  
.....  
.....  
.....  
.....





**APPENDIX 033**  
**JDO**  
**DEED OF RELEASE**

I, \_\_\_\_\_, the undersigned and former employee of JDO, hereby acknowledge to have received net sum of ETB \_\_\_\_\_ (in words) paid by the organization in line with the termination of my employment contract \_\_\_\_\_ and bank passbook showing credit of my total provident fund entitlement to date, as per details below:

	Amount (Birr)	Remarks
Compensation for service *		
Severance pay		
Annual leave compensation		
Any other payment as appropriate		
Less (Deductable)		
<b>Net Amount</b>		
Bank passbook with credit of my provident fund*		

\* See attached

In consideration of the above payment, I hereby release and forever discharge the organisation in any manners of claims, actions of demand or liabilities that may be asserted in relation to my past employment with same, which is hereby cancelled and liquidated to my full satisfaction.

\_\_\_\_\_  
(Name & Signature of Employee)

**Witnesses:**

Signed in the presence of:

1. \_\_\_\_\_

2. \_\_\_\_\_



**APPENDIX 034  
JDO  
COVER SHEET FOR STAFF PERSONAL FILES**

Name \_\_\_\_\_ Staff/ID No. \_\_\_\_\_

Sex \_\_\_\_\_

Date of Employment \_\_\_\_\_

Place of Assignment \_\_\_\_\_

Location of Original File \_\_\_\_\_

Project/ Location	Experience with JDO			Salary	Allowance		Other
	Position	From	To		Type	Amount	



**Appendix 035  
JDO's STAFF SALARY STRUCTURE**

Grade	POSITION/GRADE	Basic Salary	Step increment									
			1	2	3	4	5	6	7	8	9	10
IX	Executive Director	85,000.00	93,500.00	102,850.00	113,135.00	124,448.50	136,893.35	150,582.69	165,640.96	182,205.06	200,425.62	220,468.12
VIII	Programs Manager	55,000.00	60,500.00	66,550.00	73,205.00	80,525.50	88,578.05	97,435.86	107,179.44	117,897.38	129,687.12	142,655.83
VII	Project Coordinator	45,000.00	49,500.00	54,450.00	59,895.00	65,884.50	72,472.95	79,720.25	87,692.27	96,461.50	106,107.65	116,718.41
VI	Project Officer	25,000.00	27,500.00	30,250.00	33,275.00	36,602.50	40,262.75	44,289.03	48,717.93	53,589.72	58,948.69	64,843.56
VI	M&E & Learning Officer	25,000.00	27,500.00	30,250.00	33,275.00	36,602.50	40,262.75	44,289.03	48,717.93	53,589.72	58,948.69	64,843.56
VI	Finance Officer	25,000.00	27,500.00	30,250.00	33,275.00	36,602.50	40,262.75	44,289.03	48,717.93	53,589.72	58,948.69	64,843.56
IV	Cashier Account	25,000.00	27,500.00	30,250.00	33,275.00	36,602.50	40,262.75	44,289.03	48,717.93	53,589.72	58,948.69	64,843.56
III	Driver	6,000.00	6,600.00	7,260.00	7,986.00	8,784.60	9,663.06	10,629.37	11,692.30	12,861.53	14,147.69	15,562.45
I	Security Guard	4,000.00	4,400.00	4,840.00	5,324.00	5,856.40	6,442.04	7,086.24	7,794.87	8,574.36	9,431.79	10,374.97
I	Cleaner/Messenger	2,000.00	2,200.00	2,420.00	2,662.00	2,928.20	3,221.02	3,543.12	3,897.43	4,287.18	4,715.90	5,187.48



**Absolute rate**

Grade	POSITION/GRADE	Basic Salary (2021)	Step increment									
			1	2	3	4	5	6	7	8	9	10
IX	Executive Director	85,000	8,500.00	9,350.00	10,285.00	11,313.50	12,444.80	13,689.34	15,058.27	16,564.10	18,220.51	8,500.00
VIII	Programs Manager	55,000	5,500.00	6,050.00	6,655.00	7,320.50	8,052.55	8,857.81	9,743.59	10,717.94	11,789.74	5,500.00
VII	Project Coordinator	45,000	4,500.00	4,950.00	5,445.00	5,989.50	6,588.45	7,247.30	7,972.02	8,769.23	9,646.15	4,500.00
VI	Project Officer	25,000	2,500.00	2,750.00	3,025.00	3,327.50	3,660.25	4,026.28	4,428.90	4,871.79	5,358.97	2,500.00
VI	M&E & Learning Officer	25,000	2,500.00	2,750.00	3,025.00	3,327.50	3,660.25	4,026.28	4,428.90	4,871.79	5,358.97	2,500.00
VI	HR Officer	25,000	2,500.00	2,750.00	3,025.00	3,327.50	3,660.25	4,026.28	4,428.90	4,871.79	5,358.97	2,500.00
VI	Finance and Admin Officer	25,000	2,500.00	2,750.00	3,025.00	3,327.50	3,660.25	4,026.28	4,428.90	4,871.79	5,358.97	2,500.00
IV	Secretary Cashier	5,000	600.00	660.00	726.00	798.60	878.46	966.31	1,062.94	1,169.23	1,286.15	600.00
III	Driver	4,000	400.00	440.00	484.00	532.40	585.64	644.20	708.62	779.49	857.44	400.00
I	Security Guard	2000	200.00	220.00	242.00	266.20	292.82	322.10	354.31	389.74	428.72	471.59
I	Cleaner/Messenger	2000	200.00	220.00	242.00	266.20	292.82	322.10	354.31	389.74	428.72	471.59

