



SOS SAHEL SUDAN

HR/Administration Policy



Vision, mission and values

The Vision:

Peace and prosperity for all in Sudan

The Mission:

SOS Sahel Sudan supports women, men and children in Sudan to realize their rights, potentials and secured livelihood.

Core Values and Principles:

SOS Sahel Sudan is not based on one particular religious, ethnic, livelihood, or geographically-based group and doesn't discriminate against or favour any particular groups accordingly. SOS Sahel Sudan will adhere to and be strictly guided by the following principles:

- Non-profit.
- Right –based
- People –centred
- Model of good practice
- Motivational
- Non-partisan
- Accountable
- Transparent
- Efficient
- Effective
- Result-based

Principles of Personnel Policy

The purpose of this Personnel Policy is to provide the general terms and conditions that operate within the SOS Sahel programme in Sudan. In legal terms its provisions are subject to the law of the land, specifically Sudanese Labour Law (SLL). As such in the event of dispute, the provisions of SLL take precedence.

The original language of the policy document is Arabic. Although it may be translated in to English or any other language in order that it may be better understood, the wording of the



original Arabic language version shall provide the basis for any disputes over interpretation and/or implementation. The Executive Director has final authority in any dispute over interpretation and may seek legal advice if required.

This document supersedes all previous personnel policies. It will be subject to change through a process of annual review and updating in order to comply with any changes in SLL, and as a result of internal organisational developments and change of regulating laws in Sudan.

All employees should receive a copy of the Personnel Manual and have understood to have read and accepted the terms and conditions as part of their contract.

The Personnel Policy is designed to reflect the following values:

Fairness: SOS Sahel operates a policy of **Equal Opportunities** whereby all employees and potential employees are treated according to the same terms and conditions that are non-discriminatory regardless of age, gender, marital status, physical disability, race, tribe or religious beliefs. The only area for consideration concerning individuals with physical disabilities is the issue of practical difficulties that would make the work in question not feasible.

Openness: The Personnel Policy will demonstrate that SOS Sahel Sudan has operates an open process of determining reward levels. Any salary reviews need to take account of external factors such as comparable organization pay levels and inflation.

Objectivity: This Policy removes various anomalies from previous decisions and forms part of the overall process of determining remuneration and conditions objectively for the all SOS Sahel Sudan programme offices. This helps ensure that future employment-related decisions are consistent and made to a common standard.

Effectiveness: The main objective of this Personnel Policy is that to attract and retain the right calibre of people required to deliver their objectives and advance the SOS Sahel programme in Sudan as a whole.

Responsibility: The Personnel Policy provides the general terms and conditions that operate within the SOS Sahel Sudan programme, and as such are subject to the Sudanese Labour Law (SLL). In return for goodwill to the organisation, SOS Sahel will endeavour to meet its professional and personal obligations towards all staff.

Code of Conduct

All employees of SOS Sahel are representatives of the organisation and, as such, they are expected to exercise discretion in pursuing their official business and not to act in any manner that is likely to bring the organisation into disrepute.

This includes observance of the law of the land; appropriate behaviour with partner organisations and recipient target groups; and general conduct in a way so as not to bring the organisation into disrepute by behaviour considered anti-social to the prevailing norms and customs of society. Employees are also expected to respect the non-political nature of the organisation.



Furthermore, employees should respect the confidentiality of the organisation, which includes all reports and correspondence between staff, and not divulge any information that may be detrimental to SOS Sahel Sudan.

Employees are expected to use SOS Sahel Sudan resources for the purposes for which they are intended. All organisational assets and resources, from vehicles to stationery and telephones, should be safeguarded, and only used for the purposes of organisational business. Any expenses and allowances should only be claimed where strictly required per organisational guidelines. As a charity SOS Sahel Sudan has an obligation to maximise the resources that reach the intended beneficiaries.

Gifts, services, remuneration or other favours are prohibited from any professional or beneficiary organisation or individual that an employee may come into contact with in the course of carrying out of organisational duties and activities.

SOS Sahel Sudan employees are prohibited from holding any additional employment, either paid or unpaid, while under contract to the organisation, without express permission of the Sudan Executive Director.

Any breach of these general conditions may result in an employee being disciplined for gross misconduct and may conclude in termination of employment.

Safeguarding, Abuse and harassment:

Safeguarding:

Protecting peoples' health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect.

All types of abuses are not allowed, staff should not be subjected to and type of harassment, Physical and mental abuse, bullying Racial or ethnic, Religious, age, or genetic insults, Sexual advances, touching, comments or jokes Verbal conduct of discriminatory nature Prevention of sexual exploitation and abuse

No abuse or harassment is allowed within the organization.

Working Hour

Programme works Sunday Through Thursday

Working hours 8:00- 4:00 with half an hour break for breakfast and rest

Ramadan working hours will be reduced by an hour

Lactating mothers are given one hour a day for breast feeding up to 2 years of delivery.



Recruitment of Staff

SOS Sahel commitment and implementation of an Equal Opportunities policy is especially important when recruiting staff.

- The Executive Director/Operation Manager must approve all new recruitment requirements.
- All recruitments should be based on vacancies and no creation of position unless a need assessed and agreed upon.
- Budgetary considerations must be taken into consideration before any recruitment takes place.
- All positions should have a job description and clear skills requirements as part of their recruitment process.
- Clear records of recruitments must be maintained demonstrating candidates' performance against agreed criteria and documenting decisions to recruit or otherwise.
- Written feedback from references to be obtained before finalization of staff recruitment.

Further to the policy noted above, any candidate for recruitment must declare any relationship with a serving SOS Sahel Sudan staff member. Likewise, it is also the responsibility of the SOS Sahel Sudan employee to declare any relationship that s/he has with the candidate. If such a relationship is undeclared and discovered at a later date, post-employment, the Executive Director/Operation Manager has the right to review the manner in which the appointment was conducted. If it is discovered that an employee was treated favourably over the others, the organisation has the right to make representations to the Labour Office asking for a review of the appointment.

Attendance and Punctuality

SOS Sahel Sudan expects that an employee will report for work on time as scheduled. Expected absences and changes in regular schedule should be planned in advance with one's manager to allow for workload coverage as needed. Unexpected absence and tardiness can burden other employees and impact productivity and service. Excessive tardiness may lead to corrective action up to and including termination.

If an employee cannot avoid arriving to work late or is unable to work as scheduled, it is up to the employee to notify his/her manager as soon as possible.

After seven (7) days of consecutive unexplained absence from the work location, it is assumed that an employee has abandoned his/her position and has therefore voluntarily resigned.



Disciplinary actions

SOS believes that improving an employee performance is best accomplished through timely communication. However, on those occasions when an employee's performance consistently fails to meet standards, or an employee's behaviour is simply unacceptable, management will determine if immediate termination is appropriate or if corrective action should be initiated. Please note that the process outlined below does not preclude management from moving to a more severe level of corrective action when deemed appropriate for more details see the annex.

Procedure

If, in the sole opinion of management, an employee would benefit from a corrective action process, the following options are available to the manager:

Verbal Warning - The manager meets with the employee to discuss current performance/conduct versus expectations. The date and theme of the verbal warning discussion is documented and copies given to the employee and Human Resources for inclusion in the personnel file.

Written Warning - At this stage, a written performance/behaviour improvement plan is given to the employee with a defined timeline for significant improvement. Managers are required to review the warning with Human Resources prior to meeting. The written warning with specific plans for improvement is documented as noted above.

Termination of Employment - If the written warning does not result in significant improvement of the employee's performance termination of employment may result.

Termination of employment requires the approval of the Labour office for further action

An individual on a written warning is not eligible for merit increases or any discretionary bonus. Such compensation may be paid out at the time an individual successfully completes the performance improvement plan.

Employees may request that a warning be removed from their file after one year of acceptable performance. SOS will determine, in its sole discretion, whether a warning will be removed.

Contracts

Every employee with SOS Sahel Sudan works under a contract, which is legally binding document between the organisation and the employee. In conjunction with the Personnel Policy, the employee's Contract specifies the terms and conditions under which the employee is expected to work, including specification of a Probationary Period not exceeding 3 months before the contract of employment is confirmed.

There are two types of contracts:

- i) Fixed-term contracts
- ii) Permanent or 'Open' contracts

A Fixed-Term contract is provided for work that exceeds 3 months, but does not exceed a period of 2 years. Such contracts may only be renewed once within the organisation. The new



period shall be considered continuous with the first period. If the employee continues in service after the period of renewal, or if the contract is renewed more than once, the worker shall be deemed as being on a Permanent or 'Open' contract.

For employees on Permanent or 'Open' contracts, terms and conditions are subject to changes periodically. Staff will be notified of any changes officially in writing and staff will be required to sign the letter, indicating acceptance of the new terms and conditions.

Seconded staff also receive SOS Sahel Sudan contracts, and are subject to both the SOS Sahel Sudan Personnel Policy AND the letter of agreement between SOS Sahel and the relevant seconding organisation.

Employees who work for less than a 3-month period are considered as Casual Labourers or Consultants, and are not included the framework of SOS Sahel Sudan's Personnel Policy.

Termination, Resignation and notice

- Staff in probation period will require 7 days notice
- Staff on open contracts requires approval from labour office and one month notice
- Resignation is voluntary and initiated by employee and should give one month notice
- Staff termination is inevitable part of HR activity within any organisation and many of the reasons are routine.

Staff can be terminated without notice in case of:

- Termination for gross misconduct under penalty code
- By death of employee

By one month notice or in lieu of notice in line with labour laws

- In case of disability resulting from poor health which require recognised medical Doctor confirmation
- In case the post becomes redundant due to complete or partial reduction of work.
- In completion of work contracted for or expiry of contract
- Reach age of retirement
- Period of annual leave due will not be calculated in the notice period.
- Staff can be terminated without good reason after paying of 7 months' salary including notice. Staff on notice can leave the organisation after 15 days of notice and full payment.
- In all cases labour office should be informed of the decision to terminate



Compensation policy

Grading structure

SOS Sahel in Sudan operates a grading structure based on the responsibilities, skills and experience required to fulfil different roles. The allocation of a job to a specific grade is not dependent on the educational level of a specific individual, but on the requirements for carrying out that role. See Appendix 1 for a detailed description of each grade.

There are 9 (Nine) grades. Jobs are placed onto different grades depending on the requirements of that role. The grading structure can be divided into 4 parts:

Grades 1-3: Support staff

Grades 4-6: Technical staff

Grades 7-9: Management

Each grade has fifteen steps, with a 5% differential between them. The fifteen steps are there to allow for experience, different skill levels and responsibilities within a role, not because someone has worked a longer number of years. This may also reflect different educational attainment from which the role may benefit. For instance one project officer may be responsible for 3 extensionists and have a budget twice the size of a less experienced project officer doing a smaller role with only 1 assistant. The project officer with the greater responsibility will be on a higher step within grade 5 than the project officer with a smaller role. The appropriate placing of a specific job within the step system is determined by the project manager, in conjunction with Head Office to ensure consistency across the different projects. Employees may appeal the step allocation with the Executive Director.

It should be noted that the step system should not be used as a mean of dealing with annual inflation. This will be dealt with separately by applying an annual inflationary review to the whole salary scale.

Salary Scale

Salary levels are set at a scale for the entire SOS Sahel Sudan programme given in Appendix 2 'Salary Scales'. This scale has been set through review of salary levels with comparable non-governmental organisations working in Sudan to allow for competitive and fair remuneration.

The salary scale is for gross monthly salaries, inclusive of all taxes. The figures represent the Gross Monthly Salary payable to an employee BEFORE tax deductions or additional payment of any non-taxable allowances. All employees must pay taxes in accordance with Sudanese tax laws, which will be deducted from the employees gross salary each month.

The Net Salary owed to an employee is worked out according to a standard formula for all staff in the SOS Sahel Sudan programme, which should be consistent with Sudanese tax requirements. The amount of tax deducted is shown to each employee on the monthly salary



sheet. Any changes to the standard formula will be made in accordance with changes to the prevailing Sudanese tax laws.

The gross salary is inclusive of standard rent, transport and cost of living allowances. All tax-free allowances are given per the Sudanese taxation laws.

Salaries will be paid on a monthly basis at the end of each completed calendar month (January to December), i.e. in 12 equal monthly instalments.

Any seconded employees will have other salaries received deducted from the Gross salary due from SOS Sahel Sudan. Seconded staff will only receive a 'top-up' on their existing salary to match SOS Sahel Sudan salary scale, if they are paid less than the equivalent SOS Sahel Sudan rate.

The rates will be reviewed periodically (see section called [Increments](#)).

If an employee receives more than his/her due payment and this error is discovered at a later date, it should be deducted from the monthly salary at an agreed rate per month.

Promotion

The promotion is subject to the employees' performance and availability of vacant position for promotion.

Social Insurance Fund

The employees shall contribute 8% from their gross salary and the organisation shall contribute 17%. This is applicable to Sudanese nationals and locally recruited non-nationals.

Overtime

Staff is expected to complete their assignments during working hours. Exceptionally work might require working extra hours to meet deadlines. No overtime if working is part of shift adjusted at request of staff like guards who choose to work 48 hours in longer than 8 hours.

Overtime is paid for work done in excess of the normal working day as defined by the Executive Director. Only staff in Grades 1, 2 and 3 are eligible for overtime. More senior grades (4-9) are not eligible.

Overtime must be agreed in advance with the project manager, who must check whether there is enough money in the project budget to be able to pay for the overtime. In addition SLL states that overtime payments should not exceed 4 hours per day; or 12 hours per week; or 48 hours per month.

Overtime is paid at an hourly rate and is calculated by dividing the Gross Monthly Salary by 240 hours. For normal workdays, overtime is paid at 1.5 times the hourly rate. For work done on Public Holidays, the rate is 2 times the hourly rate.

Overtime is shown on the salary sheet and is subject to tax under SLL.



Medical Allowance

A Medical Allowance is paid equal to 80% the medical costs incurred by employee and direct family members (spouses, parents and any children of the employee). It is paid at a fixed flat rate on a yearly basis for the sake of administrative convenience. In effect, the Allowance should be considered as payment against actual expenditure incurred and not cash benefit. Each month reimburse the amounts used and certified by approved Doctors and bills.

The annual allocated amount for each staff is equal to three months' salary for Project Officer (Grade 5, Step one).

For long-term illness, the Executive Director has the discretion to decide on the best kind of medical support to provide to the employee on a case-by-case basis, taking advice from a registered medical practitioner nominated by SOS Sahel. The Executive Director shall be the final arbiter.

SOS Sahel Sudan does NOT offer any additional payments against medical costs, for example, in the event of a staff member being hospitalised.

Relocation allowance

When an employee is transferred to another workstation for any significant period of time during an existing contract SOS Sahel will compensate the employee for relocation additional one month gross salary, if any, as a result of the move.

Bonus

If and only if SOS financial position allows it will pay a bonus twice a year. Time of payment and amount has to be agreed on whether on EIDs or otherwise, provided that staff completed probation period

Travel Allowance

Per Diems

All local travel has to be approved by line managers.

Per Diems are paid to staff that have to spend a night away from their duty station or workstations in the course of carrying out their duties. All Grades are entitled to this allowance when travelling on SOS Sahel business. Per diems are paid as follows:

Overnight outside state: 2400 SDG per night away

Overnight in states: 1200 SDG per night

Out-night (DSA) is to cover for food and internal transport

Accommodation and transport will be provided where there is no SOS guesthouse.

All overseas travel, the daily per diem is USD 65

Per diems do not appear on the SOS Sahel salary sheet.



Performance review and increments

All staff should have a performance review with their managers at least once a year. This should be a written record of the employee's performance against agreed targets. The Annual Performance Assessment should be made following discussions with the employee on the following areas:

- Performance against agreed targets for the year
- What has been done well in the year
- What has not been done well and why
- What can the organisation do to assist the employee in their duties
- Are there any training requirements in the next year
- Are there any changes that need to be made to the job description
- Agreement of targets for the next year

The employee should have the opportunity to add any written comments and sign the document as having been read and understood this should be endorsed by senior manager. A copy of the assessment should be kept on the employee's personnel file.

The employee is granted one step at the end of each year of continuous work. In exceptional circumstances the manager may recommend that an employee receive an extra steps increment for the following reasons on the authorisation of the Executive Director:

- The employee has taken on more responsibilities within their job role
- The job specifications have significantly changed in complexity during the year
- The employee's performance in the role is exceptional and warrants recognition above what is normally expected for that grade and step.

The Board and Executive Director decide on any increments to salaries. There is no rise in Step when an employee is not confirmed in his/her post at the end of a probationary period. If employees performance is below agreed standard corrective action should take place by putting staff under close supervision and monitoring and reevaluate performance. If still below standard further measure must be taken including choice of termination, transfer and downgrade whichever deem fit.

Acting Allowance

If a member of staff is requested to take on a position at a higher grade for a period of more than (One month) continuously then a higher duties allowance should be considered. This allowance should be based on the difference between the individual's existing salary grade/step and that of the position in which they are acting for.



End of Service Payments

SOS Sahel Sudan is not paying after service benefits, instead the social insurance contribution to be considered as severance pay, in addition SOS Sahel Sudan pay one month gross salary at end of each one year of continuous work for each employee.

Loans to staff

SOS Sahel Sudan does operate a system for offering long term loans to staff. Advances may be taken against the current month salary only, and deducted from the employee's salary at the end of the month. SOS may grant short term loans for non speculative purpose such building staff own house or purchase a capital assets like vehicles.

Such loans should:

- Not exceed %25 of staff annual salary.
- Staff should have at least one year of service
- Staff should make undertaking that in case he/she leaves the organisation to be paid from his terminal grants (social insurance)
- Loans can be approved in cases of family problems (medical coverage, funeral expenses and other social events of direct family members
- Loan can be taken in SDG, EURO or USD the repaid should be in the same loan currency.

Deductions should be in 12 month installments. No loans will be topped up that it should be paid in full before asking for a new with reasonable grace period. Provision of loan is discretion of ED

Leave

Annual Leave

Employees are entitled to 30 calendar days including travel days if any. No leave should be accumulated and all leaves should be cleared by end of the year no carryover. There is neither payment in lieu for leave NOT taken nor any accruelement of leave from one year to the next

Compassionate leave is granted at the discretion and authority of the Executive Director for compelling reasons of bereavement or similar, and only for a few days at a time.

The reason for applying for compassionate leave should involve the employee her/himself, a member of the immediate family (wife, husband, son, daughter) or a close relative (parent, brother, sister, grandparent).

Staff must fill out an Annual Leave Request form, for authorisation by their line manager A month in advance for planning purposes.



Sick Leave

An employee who misses a day of work for more than one day as a result of sickness is obliged to inform her/his line Manager within one day. For absences of longer than 3 days, s/he must provide a sick note/ report from a medical doctor.

Sick leave for prolonged illness payment is calculated as follows:

1. The first 3 months on full pay
2. The 4th, 5th and 6th months on half pay
3. After 6 months on sick leave, for 3 months with 1/4 pay. Afterwards no payment is made to the staff member should be referred to medical board to decide his/her suitability.

Prolonged or repetitive absence due to sickness may prompt a review of the employee future status with the organisation. The Executive Director has the authority to send an appointed Doctor to assess a sick employee's fitness for work at any point, so that there is a professional opinion to contribute towards any review.

An employee on sick leave should not be involved in any other formal or informal employment or work.

Maternity Leave

Maternity leave is provided for in accordance with SLL and must be agreed in advance with the Executive Director.

Maternity leave is 3 months paid leave, date Subject to the Doctors approval for start any other extensions should be on mutual agreement or sick report.

Then will be on Leave without pay if needed

Paternity leave is 7 days to attend delivery arrangement of the new baby

Widow Leave

A woman whose husband died is given 4 month and 10 days as per SLL or any other customary laws applicable.

Pilgrimage leave

Staff member is entitled to 15 days leave for pilgrimage once in service time.

Staff safety and support

We recognize that humanitarian work places great demands on staff in conditions of complexity and risk, organisation has duty of care to ensure the physical and emotional well being of staff. Incidental health, security, safety and staff care policy and care action are necessary to be in place.



Staff Training

SOS Sahel Sudan seeks to pursue an active policy of encouraging training opportunities for all staff. However, the implementation of this policy is dependent entirely on available funding, and staff should be appreciative of these limitations.

When funding is available, the general policy of the organisation will be to seek to encourage training opportunities that benefit the largest number of staff in the most cost effective ways.

At other time, training opportunities will be decided on the basis of what is strategically best for the future needs and work of the organisation, and this may involve identifying a particular job or individual for a training opportunity.

Project Managers are responsible for preparing training plans for their respective projects. The Program Manager and Operations Manager are responsible for developing all training initiatives throughout the whole programme.

Disciplinary Procedures

Disciplinary Action will be taken according to Article 48 (1) of the Sudanese Labour Law to be displayed in notice board and approved by Labour office..

[For more detail see penalty code.](#)



Appendix 1 – Grading Structure

Grade	Description	Job types
9	Executive Director	
8	<p>Senior Management Team</p> <ul style="list-style-type: none"> - Overall responsibility for programmatic area / theme with senior management responsibilities over whole programme - Strong grasp of concepts, principles and practices of programme through comprehensive experience and technical qualifications - Strategic development of programme and policy with innovative thinking to analyse, evaluate and arrive at solutions to current and future issues. <p>Responsible for monitoring quality of programmatic work and impact</p>	
7	<p>Sector management / policy advisers</p> <ul style="list-style-type: none"> - Overall responsibility for programmatic area / theme with management responsibilities over sector/department - Development of programme and policy with innovative thinking to analyse. - Responsible for monitoring quality of department work 	<p>Area Manager</p> <p>Finance Manager</p>
6	<p>Project / technical management</p> <ul style="list-style-type: none"> - Substantial management responsibility for projects / technical area of expertise - Knowledge from extensive experience and professional qualifications - Responsible for management of projects / area, including guiding technical staff, planning, delivery and review of projects, staff and performance management; support to strategy development - Responsibility for project budget and financial development, monitoring and accountability, including enforcement of procedures and protocols 	<p>Project Manager</p> <p>Finance Manager</p>
5	<p>Technical staff (officer-level / junior management)</p> <ul style="list-style-type: none"> - Qualified staff for different programmatic / technical areas - Full knowledge of programmatic / technical area, work routines, methods and knowledge required. - Formal education with technical experience - Responsible for delivery of multiple activities with some degree of autonomy; problem solving and decision-making within area of responsibility - Management of junior technical staff 	<p>Project Officer</p> <p>Finance Officer</p> <p>Deputy PM</p> <p>Logistics officer</p>



	<ul style="list-style-type: none"> - Some budget responsibilities for activities under area of responsibility 	
4	<p>Junior technical staff</p> <ul style="list-style-type: none"> - Junior level programme staff requiring specific technical skills / qualifications / basic experience of programme work - May have informal educational background - Carry out tasks relating to programmatic / technical activities at a field level; some identification of problems / solutions - Responsible to deliver field level activities under close supervision - No major responsibilities for budget / money (some cash handling) 	<p>Extensionest</p> <p>Field Assistant</p> <p>Finance Assistant</p>
4	<p>Support staff</p> <ul style="list-style-type: none"> - Administration and logistic support at all levels - Responsible for delivery of services with required standards 	<p>Secretary</p> <p>Project Asst</p> <p>Store Keeper</p>
3	<p>Skilled support staff</p> <ul style="list-style-type: none"> - Require specific skills / some experience to carry out support roles - Responsibilities and scope of work covered by instructions and established routines with some responsibility for low-level decisions directly relating to tasks - Closely supervised - Accountability to deliver smooth administration and logistics functions 	<p>Driver</p> <p>Receptionist</p> <p>Logistic driver</p>
2	<p>Semi-skilled support staff</p> <ul style="list-style-type: none"> - Require basic level of training / education or experience (e.g. literacy) - Basic level of knowledge to perform routine tasks supporting programme - Directly supervised and instructed in tasks (may supervise Grade 1) 	<p>Administrative Assistant / Junior secretarial roles</p>
1	<p>Unskilled support staff</p> <ul style="list-style-type: none"> - No previous experience or educational requirement - Job responsibilities are limited to performing basic, routine tasks - Job support smooth running of office routines - Directly supervised 	<p>Security Guards</p> <p>Office Support</p> <p>Cleaner / Cook</p>