



Tamdeen
Youth Foundation
مؤسسة تمدين شباب

Human Resources Policies & Procedures

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1. Introduction

1.1. Welcome to Tamdeen Youth Foundation

Welcome to Tamdeen Youth Foundation. We are pleased to have you as a member of the team. We are committed to providing a work environment that is meaningful, productive, fair, and respects a balanced life. Tamdeen Youth Foundation's management team is committing to ensuring the consistent, fair, transparent, and respectful treatment of Tamdeen Youth Foundation's employees, which includes the implementation of this Policy. The Human Resources Policy has the following objectives:

- To make each employee more knowledgeable about the workplace and the policies that govern it.
- To provide guidance to supervisors on employment policies and practices as they relate to assignments employees.
- To establish compensation policies that will ensure equitable treatment among employees.
- To facilitate transfers among Tamdeen Youth Foundation's offices. (*If applicable.)
- To promote policies that will help ensure successful employment assignments while minimizing administrative effort, being cost-effective, understandable, and in compliance with applicable tax laws, employment laws, and donor regulations.

Tamdeen Youth Foundation reserves the sole right to amend these policies in order to ensure the safety and security of our employees and our beneficiaries.

1.2. Mission Statement

Tamdeen Youth Foundation (TYF) is a non-profit, non-governmental organization. It seeks to fighting poverty and hunger, assisting people in crisis-affected areas and contributing effectively in promoting the sustained peace and developing local communities.

Contribution of development of Yemeni society and providing living, health, education and right's needs. Building youth capacities. Contribution of development and empowerment of women. Raising community awareness of the importance of building social peace, developing its means and encouraging its initiatives. Contribution of mitigation of damage resulting from disasters and conflicts. Reviving the spirit of human solidarity and creating a new culture of volunteering work in society. For more information, visit www.tamdeen-ye.org.

1.3. Introduction to the Policy

These policies are not intended to confer any rights or privileges upon staff, nor do they entitle staff to employment with Tamdeen Youth Foundation. Information is subject to change with or without notice in accordance with our review processes. All employees will be informed in writing of changes to the policy. Official changes to this policy require the Executive Director's signature. In the event there is a difference between this policy and statements made by a supervisor or other organizational representative, this policy takes precedence. If you have any questions about the policies, please ask your supervisor, the Human Resources Manager, or the head of administration for clarification.

1.4. Policy Applicability

Unless stated otherwise, the information provided in this policy pertains to all national employees working for Tamdeen Youth Foundation in Yemen. Supplemental materials, such as the work agreement and the position description, are referenced and serve as essential companions to this policy.

1.5. Employment Categories

The application of some Tamdeen Youth Foundation policies is based upon the employee's category of employment. These categories are determined by factors such as anticipated length of assignment, hours worked, funding, and Yemen Labor Law. The employee's supervisor, human resources manager, and the Human Resources usually determine which category a position is under during the creation of the position. The categories - defined below - are used throughout the policy. Tamdeen Youth Foundation defines staff in the following categories:

1.5.1. Regular Employee

Definition: Regular employees are the core staff of Tamdeen Youth Foundation Yemen. Their position is funded and anticipated to remain active for at least six months. Their responsibilities may span over multiple projects and program support duties or may be tied to a specific project.

Type of Contract: Regular employees are employed on fixed-term work agreements as determined by grant and funding restrictions.

Compensation: Regular employees are paid salary through monthly salary payroll process and based on attendance proof.

Working Hours: Regular employees can be on the following two types:

1. **Full-time employees** work a minimum of 40 hours per week at a monthly salary as outlined in their work agreement.
2. **Part-time employees** normally work up to 20 hours per week at a monthly salary as outlined in their work agreement.

Benefits: Regular employees of both types (Full-time - Part-time) are eligible for benefits as outlined in this policy and labor code of Yemen.

Recruitment Process: Regular employees are recruited through standard recruitment process as outlined in (*Section: 2.3. Position Categories and Documentation Table*).

Example: all employees (program/support) who are essential for TYF and their salaries can be covered as sharing cost.

1.5.2. Temporary Employee

Definition: Temporary Employees are the project staff of Tamdeen Youth Foundation Yemen. Their position is funded and anticipated to remain active for minimum three months and maximum 6 months. Their responsibilities are tied to a specific project.

Type of Contract: Temporary Employees are employed on fixed-term work agreements as determined by grant and funding restrictions.

Compensation: Temporary employees are paid salary through monthly payroll process based on attendance proof.

Working Hours: Temporary employees can be on the following two types:

1. **Full-time employees** work a minimum of 40 hours per week at a monthly salary as outlined in their work agreement.
2. **Part-time employees** normally work up to 20 hours per week at a monthly salary as outlined in their work agreement.

Benefits: Temporary employees of both types (Full-time - Part-time) are eligible for benefits as outlined in this policy and labor code of Yemen.

Recruitment Process: Temporary employees are recruited through standard recruitment process as outlined in (Section: 2.3. Position Categories and Documentation Table).

Example: all employees (program/support) who are not essential for TYF. They are hired to serve specific project and their salaries are covered 100% from that project.

1.5.3. Service Contractor

Definition: Service Contractors are individuals hired for a short-term as needs arise to carry out a limited amount of work over a short period of time maximum of 3 months and minimum of one month, depending on the nature of the work to be completed. Their position is funded under staffing budget line. Their responsibilities are tied to a specific task.

Type of Contract: Regular employees are employed on service contract as determined by the Terms of Reference (TOR).

Compensation: Service Contractors are paid monthly salary according to the deliverables **AND** attendance proof.

Working Hours: Service Contractors can be on the following two types:

1. **Full-time employees** work a minimum of 40 hours per week at a salary as outlined in their Service Contract.
2. **Part-time employees** normally work up to 20 hours per week at a salary as outlined in their Service Contract.

Benefits: Service Contractors of both types (Full-time - Part-time) are not eligible for benefits outlined in this policy.

Recruitment Process: Service Contract are recruited through standard recruitment process as outlined in (Section: 2.3. Position Categories and Documentation Table).

Example: individuals work on a particular project or to replace an employee on leave, distribution team, field activity monitors, surveyors, registration team, cleaner, warehouse keeper, short-term (less than 3 months) emergency projects staffs. Almost positions' titles that are existed in the salary scale.

1.5.4. Casual Laborers

Definition: Casual Labors are defined as individuals who are hired as needs arise on an occasional or recurring basis to perform a specific task that does not require specialized skills or knowledge, such as enumerators, loaders or temporary helpers. Often these workers are hired for just an hour, a day, or a week, but not the extend that warrants of hiring a full-time or part-time Service Contractor.

Type of Contract: Casual Labors are employed on service contract as determined by the Terms of Reference (TOR).

Compensation: Casual Labors are paid a fixed rate based on the type of arrangements mentioned below.

Working Hours: Casual Labors can be on the following two types:

1. **One-time arrangement:** work for one time to complete the agreed duties as per the service contract and paid as lump sum based on deliverables.
2. **Multi-day arrangements:** work for multiple times to complete the agreed duties as per the service contract and paid as fixed rate based on attendance proof and deliverables.

Benefits: Casual Labors are not eligible for benefits outlined in this policy.

Recruitment Process: Casual Labors are recruited through standard procurement process as outlined in (Procurement Policy).

Example: individuals work for administration services, electrician, plumber, loader, helper, carpenter, maintenance labor, translator, etc. Almost positions' titles that are not existed in the salary scale.

1.5.5. Consultants

Definition: Consultants are defined as independent self-employed contractors, engaged by Tamdeen Youth Foundation to provide professional or technical advice or service or to work on a specific technical project and

within a specific time frame at a negotiated fee. Their work is outlined in a scope of work, which defines any deliverables.

Type of Contract: Consultants are employed on consultancy agreement as determined by scope of work including specific deliverables within a specific timeframe.

Compensation: Consultants are paid a lump sum of agreed fee according to the consultancy agreement.

Working Hours: Consultants can be on the following two types:

1. **Self-employee:** works as per the timeframe agreed on the consultancy agreement
2. **Firm-employee:** works as per the timeframe agreed on the consultancy agreement

Benefits: Consultants are not employees of Tamdeen Youth Foundation and are not eligible for benefits outlined in this policy.

Recruitment Process: Consultants are recruited through standard procurement process as outlined in (*Procurement Policy*).

Example: Consultant, trainer.

Advisors are not considered as consultant. Advisors are Tamdeen Youth Foundations employees who can be hired as regular, temporary, or service contractor category following the HR standard recruitment process. The position title "Consultant" should not be included in the salary scale.

1.5.6. Volunteers and Interns

Definition: Volunteers and Interns are persons who donate their time and services to Tamdeen Youth Foundation to assist the organization and to develop their skills in a profession. Volunteers & Interns have no employment relationship with Tamdeen Youth Foundation and do not expect to receive any offer of employment.

Type of Contract: Volunteers are employed on Volunteering Waiver and Confidentiality Agreement, and Interns are employed on Intern Scope of Work Agreement.

Compensation: Non-profit voluntary work and Internships are not paid, however, volunteers and Interns may still receive flat monthly allowances to the value of amount deems to be spent on their volunteering and capacity building activities (transportation, telephone, etc.).

Working Hours: Volunteers and Interns works as per HR assignment working hours.

Benefits: Volunteers and Interns are not eligible for benefits outlined in this policy.

Recruitment Process: Volunteers and Interns are recruited through standard recruitment process as outlined in (*Section: 2.3. Position Categories and Documentation Table*).

Example: individuals who meet TYF' qualifications, and agreed on its terms and conditions.

1.5.7. Cash for Work Labors

Cash for work Labors are not employees. They are beneficiaries and their selection is governed by program management. No type of contracts is required and HR are not involved at any stage of their selection or payment.

1.5.8. Mobile Clinic Health workers

Mobile Clinic Health workers are normally Government employees or nominated by the Government (Ministry of Health or its offices). They are not TYF employees and their selection is governed by program management. The type of contract to be used for their recruitment is Service Contract as outlined in the procurement policy.

2. Recruitment

2.1. Recruitment Planning

Recruiting the best talent is a critical piece of any successful talent management strategy. Human Resources department at Tamdeen Youth Foundation invests time to develop a sound recruitment plan designed to attract

qualified candidates, effectively assess them for skill and fit, in order to maximize the likelihood of making the right hire, right people with the right skills, in the right place and roles, at the right time.

Recruitment planning is well thought out and follow a consistent approach each time a vacancy is to be filled or a new position is created. Recruitment plan refers to a prearranged strategy for hiring employees. It acts as a timeline for Tamdeen Youth Foundation to find qualified applicants without causing downtime, and to ensure that the hiring process is done efficiently, and reaps the best candidates.

The responsibility for recruitment planning will typically be shared between line managers and the human resources department, and the process consists of three key steps; identifying the job opening, deciding how to fill the job opening, and meeting with the candidates. The recruitment plan components include, PRF, announcement, recruiting timeline, advertising plan, interview schedule, assessment tools, interview plans, and references check and Job offer .

Human Resource Department should work with line managers to obtain the recruitment plan minimum 15 days in prior to advertisement date. *Refer to the Recruitment Plan Template.*

2.2. Recruitment Process

All Tamdeen Youth Foundation offices are required to follow the recruitment process as it is described here. This section outlines in detail, procedures, documentation, roles, and responsibilities during the entire recruitment process. Tamdeen Youth Foundation policy guarantees a recruitment process that encourages fair and transparent hiring without discrimination to tribal affiliation, race, color, religion, sexual orientation, age, national origin, gender, disability, marital status, or any other characteristic that may be protected by law. The process should facilitate timely and compliant hiring.

Salary costs are one of Tamdeen Youth Foundation largest operational expenses. Prior approval for all spending, including the hiring of staff, is required and must be documented. Prior approval also ensures sufficient funds exist in budgets before the recruitment process begins. Adherence to the recruitment process as described in this policy is the responsibility of the Executive Director.

Recruitment is centralized and coordinated by the human resources department or the Head of HR to ensure fairness and consistency. The entire process of posting vacancies, application review, short listing, interviewing, reference checking and selection should be completed in a timely manner. It is important to give equal consideration to maintaining the flow of Tamdeen Youth Foundation activity by filling vacancies quickly, while allowing sufficient time for a fair and thorough recruitment process.

Section 2.18 is a summary of the steps that should be followed when recruiting for an open position. Detailed procedures are discussed in this section. These procedures apply for newly created positions and openings created by the termination, transfer, or promotion of an employee. The recruitment process applies to the following position categories: regular employees, temporary employees, service contractors, and volunteers & Interns. It does not apply to consultants, casual labors, cash for work employees, or mobile clinic and health workers where the process required is described in the Procurement Policy. The Position Categories and Documentation Table, 2.3 lists the different HR requirements for all employment categories.

2.3. Position Categories and Documentation Table

Position	TYF Employees – includes Regular Full-time or Part-time	TYF Employees – includes Temporary Full-time or Part-time	Service Contractors – short-term individuals Full-time or Part-time	Volunteers & Interns – individual who donate their time to TYF
Purpose	Long-term work for many projects or fund	Short-term work for specific project	Very Short-time work for limited amount of tasks	Helping and Supporting
Terms	More than 6 months	3 to 6 months	1-3 months	Agreed terms
Best for	Core staff, long program, multiple funds	Project staff, short period programs, single fund	Emergency Programs, Short-term activities	Workload, Fast response
Contract Type	Work Agreement	Work Agreement	Service Contract	Volunteer Agreement
Duties	Position Description	Position Description	Terms of Reference	Scope of Work
Salary	Monthly Wage	Monthly Wage	Monthly Wage	Monthly Allowances
Salary Ref.	Salary Scale	Salary Scale	Salary Scale	Fixed Rate
Attendance	Time Sheet	Time Sheet	Time Sheet & Service Completion Report	Attendance Sheet
Benefits	Eligible	Eligible	Not Eligible	Not Eligible
Taxes	Deducted	Deducted	Deducted	Not Deducted
Social Insurance	Included	Included	Not included	Not Included
Policy	HR Policies & Procedures	HR Policies & Procedures	HR Policies & Procedures	HR Policies & Procedures
Advertisement	Public / Website	Public / Website	Internal AD / from Roster	From Roster
Shortlisting	Required	Required	Required	Not Required
Interview	Required	Required	Recommendation	Optional
Technical test	Required	Optional	Optional	Optional
Selection	Grade sheet	Grade sheet	Selection Justification	Optional
Reference Check	Mandatory	Mandatory	Optional	Optional
Offer Letter	Required	Required	Optional	Not Required
File	Job File	Job File	Job File	Volunteering File
Probationary Review	Required	Required	Not Required	Not Required
Annual Review	Required	Not Required	Not Required	Not Required
Example	Support Staff, Key Staff	Project Staff	Positions' titles that are existed in the salary scale.	Volunteers & Interns

Please refer to point (1.5. Employment Categories) for more details

2.4. Creating Open Positions

The staff person (hiring manager) wishing to create an open position must submit a completed Personnel Request Form (PRF) and a written Position Description (PD) to the Human Resources Officer. A completed PRF includes signatures from staff with authority to spend on the cost center and a financial review as indicated on the Approval Authority Matrix (AAM) in the Finance Manual.

Once the proper signatures are on the PRF, the hiring manager submits the completed PRF and PD to the Officer. A PRF submitted without a PD will not be processed. The department that wishes to hire a new staff member bears responsibility for completion of the PRF and the PD. Human resources can assist by providing the correct salary range, a PD template, and examples of similar PD's but does not complete the PRF or the PD.

2.5. Personnel Request Form

The Personnel Request Form must be used and is a pre-approval to initiate the hiring process and incur the expenses associated with an employee. Particulars such as: the salary range, desired start date, cost center, etc. are required on this document. When creating several identical job openings, for example, when hiring 6 new drivers, the completion of multiple PRF's is not necessary and can be shown by simply noting the number of identical openings on one PRF.

Signatories: originator, hiring manager, financial review – all authorities as on AAM

2.6. Position Description

The Position Description template should be used in the format provided. The content may be changed for creation/editing of position descriptions.

All employees must receive a Position Description (PD) accurately detailing the responsibilities of their job. Both the employee and supervisor must each sign two original copies of the PD to document understanding and acceptance of these responsibilities. The employee retains one signed original and the HR department retains the other signed original in the employee's personnel file. The PD is one of the documents used to measure performance and therefore should be clear, concise and must be written in a language the staff member understands.

Information on a PD includes: job title, duty station, position category, salary level (in reference to the salary scale), program/department summary, position summary, job functions (technical, managerial, and other Tamdeen Youth Foundation requirements), supervisory and accountability structures, knowledge and experience required, and success factors. Also detailed are limitations and guidelines on representation, and requirements for reporting and accountability.

Position Descriptions (PD) reflect the actual needs of a program or operations, irrespective of the strengths a particular candidate may possess. Hiring managers, (supervisors or department management) are responsible for making Position Descriptions. PD's should be reviewed by the Head of Office and Human Resources Officer for consistency with the salary scale and organizational structure. Templates for most positions descriptions may be provided by the Human Resources Officer.

Signatories: Supervisor, Employee

2.7. Posting Vacancies / Identifying Candidate

The Human Resources Officer posts the vacancy announcement as indicated on the PRF. The Vacancy announcement should specify if CV's or, covering letter are required and include a deadline for submission. Applications are usually used for lower level positions such as guards, cleaning staff, maintenance, drivers and other similar positions (these candidates rarely have CVs) or where CVs are uncommon. If current Tamdeen Youth Foundation employees want to be considered for the open position, they should, as a courtesy, inform their supervisor and forward a current CV or application to the Human Resources Officer. It is best practice (particularly for lower level positions) to post both English and Arabic Vacancy Announcements.

The Human Resources Officer is responsible for the accuracy and timely posting of all vacancy announcements. Tamdeen Youth Foundation recruit's applicants from both internal and external sources. Human Resources should meet with the supervisor/hiring manager to decide on recruitment strategies for candidates. This may include reviewing CVs of recently interviewed candidates that did well in previous applications but were not hired.

Vacancy announcements should include the exact job title, type of contract, terms of contract, work location, required and desired qualifications, general description of the position, responsibilities, submission method and deadline. Posting vacancy announcements should be flexible through several strategies that can make the widest exposure to potential applicants. Announcements can be posted on the Tamdeen Youth Foundation website, Facebook, internal HR board, newspapers, community gathering points, areas of high traffic, etc.

2.8. CV Collection

Human Resource Department uses an electronic database or spreadsheet to help manage the vast number of CVs received at Tamdeen Youth Foundation. This is best organized with variables of qualifications and skills for easy sorting. At a minimum, CVs should be organized by profession for future use. Generally, applications and CVs are maintained and considered for one (1) year after receipt.

2.9. Short-Listing

Tamdeen Youth Foundation demands standards of excellence in professional and personal qualifications. Therefore, only those candidates with suitable skills will be given the opportunity to interview for existing openings.

Human resources staff and designated hiring staff review the submissions to determine if any suitable applicants should be interviewed. CVs or applications are short-listed according to criteria determined by hiring managers prior to review of candidates. CVs or applications are filtered by a standard review of qualifying features and experience relevant to the open position. Additional, more restrictive criteria may be included to the short listing process if there is an abundance of qualified applicants. If sufficient qualified applicants are not received for a post, it is recommended the position be reposted to a larger audience rather than lowering selection criteria or requirements.

2.10. Interview Process

Screening interviews are conducted by the Human Resource Officer or designee to filter the short-listed eligible candidates. Screening interviews can be conducted over the telephone and are simply meant to confirm the following:

- genuine interest in the position
- understanding and fit with the offered salary range availability
- integrity of the information provided in the CV or application

Name on shortlist can be removed from consideration based on the answers provided in the screening. The HRO schedules interviews with remaining candidates as per the request of the hiring manager.

A hiring committee must be established for formal interviews of candidates who have successfully passed the screening process. One representative from the hiring department, one from Human Resources Department, and preferably a third one from any other department of Tamdeen Youth Foundation. The committee should be balanced with staff so as not to represent only one ethnicity or other grouping. This will lessen the potential for real or perceived biased. To ensure a consistent evaluation of candidates, all committee members must interview all candidates under consideration.

During the initial interview, it is recommended that all committee members be present. This may not always be feasible, and interviews may be conducted individually, although it is recommended the interviews be conducted with at least two Tamdeen Youth Foundation staff present. Having an additional person present will protect Tamdeen Youth Foundation staff from allegations of improper or inappropriate questioning. In addition, hiring decisions are to be made by the committee based in part, upon the interview process. In instances where consensus cannot be reached by the committee, the final decision rests with the Executive Director or Head of Office.

The hiring manager and the HRO prepare a list of initial questions to be asked of all applicants. The list should be typed up and notes of each candidate's responses should be taken during the interview process. The HRO should be delegated to lead the interview, introduce the hiring committee, and provide background on Tamdeen Youth Foundation and the position.

It is helpful to rehearse interview questions beforehand and decide upon who will ask each question. Questions should allow for a comprehensive profile of the candidate and reveal their technical capacity, work ethics and interpersonal skills. When suitable, a technical test may be given to candidates. For example, an accountancy test, writing sample, or engineering aptitudes test may be appropriate. Questions such as salary expectations, availability and willingness to relocate are all acceptable. The interview should be a conversation, and additional questions may be asked to follow up on candidate's responses.

Candidates should be evaluated on a standard grade sheet. After evaluating the candidate based on in terms of fit, qualifications, experience, result of technical test if any, start dates, and salary expectations, the entire committee should agree on the decision before making an offer. If no suitable applicants are found, the hiring manager and the HRO should meet to decide on strategies for recruiting additional candidates. The HRO is the designated person for contacting the candidate and offering the position and compensation package. Any deviances from a standard benefits package must be agreed on by the committee and approved by the Human Resources

2.11. Interview Questions

Sample Interview Questions contain a list of suggested interview questions and may be edited to suit specific requirements of different positions.

Initial interview questions are to be before an interview occurs. Lists of basic introductory questions may be prepared before the interview takes place and distributed to all those on the interview panel.

Notes may be taken on this document.

Interview questions are prepared jointly by the Human Resource Officer and the hiring manager. All questions should be relevant to the position and required experience. *Refer to interview Guideline*

2.12. Technical Test

The Technical Test may be edited to suit requirements and is not applicable for most open positions. Technical positions such as IT Systems Administrator, Engineer, Finance Officer and other similar, technical roles may all be given a test to demonstrate competency. This test and answers should be prepared by an experienced individual in this field

2.13. Interview Grade Sheet

The Interview Grade Sheet may be edited to suit requirements for the position. The grading sheet is the form used to quantify and summarize the results of all interviews. Different weight/importance can be placed on the different skill sets or characteristics. Weighting of characteristics and skill sets will be different for every job vacancy. Similar to a quotation analysis, all interview committee members sign agreement to the ranking of candidates. It should contain at least the following information: Skills sets/characteristics and their importance (shown as a percentage %), names of all interviewed candidates, grades and grade summaries and a space for approval of agreement.

2.14 Employment Reference Check Form

The Employment Reference Check Form document may be edited to suit the level of job importance requirements. The reference check form should contain at least the following information: person giving reference, professional relationship to applicant, position held by the candidate, and a space for notes/comments on specific skill sets/characteristics required for this position.

The reference check form is prepared by the supervisor and Human Resources. Generally, Human Resources is responsible for collecting references (references collected over the telephone, email, faxes are all acceptable).

2.15 Offer Letter

The offer letter is a formal means of offering a position to a candidate and documenting offered terms of employment. An Offer Letter is particularly helpful when making an official offer to an individual via mail or email.

When used, it must contain at least the following information:

position title, work location, start date, salary, duration of contract, reference to the benefits package, and any special agreements and space for signature of agreement.

Offer letters are prepared by the HRO and include details agreed upon by the interview committee.

Recruitment Process Flow Chart

Creating Open Positions (Pre-approval)

As with all expenses, documented pre-approval for recruitment is mandatory. This is accomplished using a Personnel Request Form (PRF). The PRF must be submitted with a Position Description (PD). All PRF's are approved by management and reviewed by finance (for budgeting purposes) before submittal to HR for processing. It is not HR's responsibility to complete and get signatures for PRF's, or to create PDs. Program implementation plans should allow for sufficient time for the recruitment process.

CV Collection/Short-listing

A Vacancy Announcement advertising the position, requirements and submission due date is created. A Vacancy Announcement should be given the most exposure possible to ensure a wide range of candidates will learn of the job openings (newspapers, TYF social media, faculties, town information boards, etc. CVs are collected at a centralized place and opened by HR only. All received CVs are logged. CVs are short-listed jointly by hiring managers and HR staff based on criteria established in the PRF and PD.

Interview Preparation

Screening interviews of short-listed candidates are conducted by HR (or designated staff) to filter unsuitable candidates. This often done over the telephone and follow up interviews are scheduled. An Interview Committee is established (consisting of hiring and HR staff; senior management should be included on the recruitment of senior or strategic staff) person in charge of HR leads the interview process and a set list of questions (to establish technical capacity and character). Technical tests are prepared for technical staff.

Interviews

All committee members should have a copy of the CV or application, interview questions and a grade sheet and should be familiar with the PD. It is best practice to rehearse the questions before the interviews begin. All candidates are asked similar questions and graded against the same criteria. Notes are kept of interviews. All committee members interview each candidate. In the event of telephone interviews, a conference call or multiple calls from each member is best practice. The length of interviews should be consistent.

Selection and Position Offer

A salary is determined within the range for the position and in unusual circumstances, the candidate's experience is considered. The candidate's name must be checked through the Eligibility software, and references checked before employment is offered. An offer is made to the candidate, and terms are negotiated. When verbal agreement is reached, an Offer Letter is issued by the person in charge of human resources. HR prepares the PAF, Work Agreement/Employment Contract and orientation package.

Contract Signing/Orientation

An HR file is opened and ID number issued. All required HR documents are signed and filed. An orientation schedule with the necessary departments is arranged in consultation with the new hires supervisor. Each orientation is tailored to the individual's job responsibilities. Special effort is given to introduce the employee to TYF's mission and policies.

3. Hiring

3.1. Equal Employment Status

Employees of Tamdeen Youth Foundation Yemen are hired on the basis of qualifications for the position, without regard to tribal affiliation, race, color, religion, age, national origin, gender, disability, HIV status, marital status, or any other characteristic that may be protected by law.

Tamdeen Youth Foundation policy provides equal opportunity to qualified individuals in all aspects of recruitment, hiring, training, promotion, layoff, termination, compensation and other terms of employment. Employment is contingent upon the individual's ability to meet the essential tasks as defined in the position description, with or without reasonable accommodation. Any employee who believes s/he needs reasonable accommodation should notify his/her supervisor and the human resources manager.

3.2. Determination of Personnel Needs

The Human Resources will manage the system of recruitment and hiring of staff according to the needs of the programs and central administration. Staffing plans will be the responsibility of the head of office in consultation with the managers of various departments and programs.

3.3. Policy of Hiring Spouses and Relatives

While relatives and spouses of current employees may be hired by Tamdeen Youth Foundation, it is not encouraged. Applicants and employees are required to notify the Human Resources Manager of all relatives or spouses currently employed by Tamdeen Youth Foundation. Failure to notify will be viewed as non-disclosure and is grounds for dismissal.

The Human Resources will limit the placement, responsibilities and scope of work in relation to their relative or spouse. Employees will not, under any circumstances, be under the supervision of a relative and spouse.

3.4. Transfer of Staff between Programs and Departments

The official date of transfer has to be agreed upon among the following individuals: the staff member transferring, the supervisor in the last post and the supervisor in the next post. The Human Resources will make the final decision for the date of transfer.

3.5. Hiring Process

Once a candidate is agreed upon by the committee, the HRO must check at least two of the candidate's references. In accordance with Tamdeen Youth Foundation's Ineligibility and Compliance Checking (I&CC) policy, the HRO must also check the candidate in the Compliance Tracker System. If no matches are found, and two positive references are received, the officer makes a verbal offer to the candidate. TYF checks the following three sources and document the search results:

The level (from the salary scale) assigned to the position description (PD) is not to be altered to reflect the qualifications or salary expectations of an individual under consideration for a post. Unless the candidate has significant experience, new hires should start with a salary at the bottom end of the pay range at their level. See section 6.1 Salary Scales for more information. Generally, employees at lower levels (guards, drivers, etc.) are always hired at the entry level step despite their work experience.

It is the responsibility of the HRO to ensure the offered salary complies with the salary scale. The hiring committee agrees on a salary within the range at the appropriate level before a verbal offer and negotiations. In the event of disagreement among the committee members, the Executive Director or Human Resources will decide the final salary offered. New employees should be hired at the full salary designated for their grade and scale. No salary increments or position description changes should be conducted after, or as part of, a probationary review. All negotiations are undertaken by the HR department and terms of all negotiations are set by the committee.

Upon the agreement of terms and conditions with the candidate, the HRO prepares the Personnel Action Form (PAF) for the candidate and submits it for approval and signature. It is then forwarded to the Finance Department to trigger processing the addition of the new employee into the payroll system. Until a completed PAF and a signed Work Agreement/Employment Contract has been submitted to finance, new staff are not officially hired and will not be added to payroll.

An Offer Letter is the document used to formally offer a position to successful candidates. An Offer Letter will detail the salary, position title, and expected start date. New hires should also receive a New Hire Packet as described in this policy, *section 3.5.3*.

The HRO is responsible for its issue. A New Hire Packet is not a substitute for a more comprehensive orientation process described in section 3.5.10. Other documents may be required for specific positions or countries. For example, these additional documents may include copies of certifications. See the Personnel File Content Checklist and the New Hire Packet Checklist for other required hiring documents

3.5.1. Personnel Action Form

The Personnel Action Form (PAF) must be used to document all changes to the relationship between Tamdeen Youth Foundation and employees, including: hiring, transfers, promotions, termination, and salary changes, among other changes.

Signatories: Supervisor, HRO, finance, for cost center as on AAM

3.5.2. New Hire Packet Checklist

The new hire packet list details the documents that must be included in a new hire packet and given to new hires. Additional documents may be added to the list, but no documents may be deleted.

3.5.3. Bilingual Emergency Contact Information

The Bilingual Emergency Contact Information document is initiated in both English & Arabic. The emergency contact information sheet must contain, at minimum, the following information: name and home address/telephone/email (one of the three, or another way to contact family members) of family members, name and home address/telephone/email (one of the three, or another way to reach contacts) of primary and secondary contacts.

All staff must receive, complete and return this form to HR.

3.5.4. Bilingual Conflict of Interest Statement

The Bilingual Conflict of Interest Statement must be used and documents an employee's agreement to disclose any potential conflicts of interest between their personal interests and Tamdeen Youth Foundation business. Additionally, this confirms the employee agrees not to disclose any confidential information about Tamdeen Youth Foundation. Should be in English and Arabic.

Signatories: Must be signed by all staff.

3.5.5. Bilingual Family Co-Worker Statement

The Bilingual Family Co-worker Statement must be used and documents an employee's agreement to disclosure of any employment of family members by Tamdeen Youth Foundation in any capacity.

Signatories: Must be signed by all staff

3.5.6. Work Agreement/Employment Contract

When negotiations are complete and the PAF has been submitted to finance, the new hire must be issued an orientation packet (contents listed in New Hire Packet List) that contains, among other documents two copies of a Work Agreement/Employment Contract (signed by appropriate Tamdeen Youth Foundation representative, see AAM) and two copies of the PD signed by the supervisor. The employee signs all copies as required, and keeps one of each of the Employment Contract/Work Agreements (WA) and Position Description (PD) and returns one signed copy to Tamdeen Youth Foundation. An Offer Letter and orientation packet should not be issued until after a PAF is completed and submitted to finance.

Formal work agreements/employment contracts should be used for national staff. The legal implications of using employment contracts must be checked with legal counsel. The WA/EC should be used in the provided format and must be adapted to local laws. Work Agreement/Employment Contract templates must be reviewed by local legal counsel.

If used, the Work Agreement/Employment Contract must be signed by the employee and contain the terms and conditions under which the employee is hired, including name, position title, salary or wage rate and the basis for calculation, probation period and duration of the Work Agreement/Employment Contract (start and end-date), location, and hours and days per workweek.

The validity of the contract should not exceed one year in length unless mandated by local laws, and must be kept current. Work Agreement/Employment Contracts must not be combined with a position description; changes to a position description would then effectively change the contract and then impact the legal relationship between the employee and Tamdeen Youth Foundation. Also, contracts must not detail specific benefits since changes to benefit packages would effectively impact the contracts validity. An original, signed copy of the WA/EC will be stored in the employee's personnel file and the other original, signed copy will be retained by the employee.

Signatories: Authority of Tamdeen Youth Foundation Executive Director to sign employee contracts is referenced on the Approval Authority Matrix for each field office.

3.5.6.1. Terms of Employment

3.5.6.1.1. Employee Work Agreements:

Employment starts on the date and under the conditions specified in the employee's work agreement. Work agreements will clearly state the type of employee (i.e. regular or temporary, full-time or part-time, etc.) and terms and conditions of employment. The employee will sign the work agreement and the appropriate Tamdeen Youth Foundation Executive Director will countersign the employment agreement. The employee will retain an original copy of a signed work agreement for their reference.

3.5.6.1.2. Position Descriptions

The employee's duties and responsibilities are described in the position description, which is an integral part of the employment work agreement. The employee will sign the position description and the employee's direct supervisor will countersign the position description. The employee will retain an original copy of a signed position description for their reference. Position descriptions can be revised at any time with the approval of Human Resources and the supervisor.

3.5.6.1.3. Probationary Period

All Tamdeen Youth Foundation employees are hired for an initial trial period (probationary period) of three months. During this period, either party may terminate the work agreement at any time for any reason without written notice and without any commitment whatsoever to either party. Salary payment will be calculated on a pro rata basis. No vacation leave may be taken during this initial probationary period.

Tamdeen Youth Foundation employees who have been promoted or reassigned to a new position will also be subject to a three-month probationary period as described above. During the probationary period, the immediate supervisor may decide to either terminate the employee or extend the probationary period for another three months. A review is mandatory and should be conducted by the supervisor three months after the start date

3.5.6.1.4. Working Hours

The official working hours are from 08:00 to 16:30 Sunday to Thursday, with 30 minutes for lunch. Mealtimes and breaks are unpaid and not counted toward the employee's scheduled work hours. Lunch and breaks should be scheduled by the employee so that no continuous work period exceeds five hours. The Human Resources may adjust office hours and individual employee's start and stop times. Work outside normal office hours, including work on days off, may occasionally be necessary in the performance of duties. Overtime will not be paid unless specified in the employee's work agreement.

3.5.6.1.5. ID Cards

All employees will be issued an identification card and must wear it at all times while on any Tamdeen Youth Foundation's premises. Regular full-time staff will receive permanent ID cards that must be turned in to their supervisor or the Human Resources Manager upon their departure.

3.5.7. Orientation

Proper orientation of new staff is essential to ensure that new employees understand their specific role and responsibilities, as well as basic Tamdeen Youth Foundation policies and procedures. Some staff may receive a more detailed orientation than others. However, ALL staff must receive a briefing on Tamdeen Youth Foundation, its mission statement, field operations and country programs/history.

It is important they understand Tamdeen Youth Foundation' mission and objectives. Each employee should be viewed as a potential Tamdeen Youth Foundation representative in the

community. The employee should be familiar with Tamdeen Youth Foundation' activities so they can answer questions that will be posed by family, friends, neighbors and others. In addition to providing good public relations information, staff members help strengthen security through local acceptance.

Human resources should coordinate with supervisors when scheduling an orientation for each new employee. A matrix of orientation topics may be a helpful guide to roles and responsibilities for each office function. The supervisor of the new hire has the ultimate responsibility for scheduling orientation times with all necessary personnel and office departments.

All new staff should also receive general information on office operations, including: office hours, contact lists, lunch hours, personnel activity reports (timesheets), and payroll, etc. Depending on the level of authority and responsibility, new employees should also be briefed on rules and procedures of those departments in which they will interact, i.e. - Human Resources, Information Technology, Finance, Procurement and Fleet. Employees should receive an orientation from the relevant staff in each department and receive all tools necessary for them to effectively perform their new role.

The orientation matrix should contain at least the following information: positions/names responsible for presenting office functions and tools/forms. New hires are given the matrix and a training time for each topic is established in coordination with the relevant officer. All office functions may not be required for every new employee.

3.5.8. Transfers, Promotions, changes to Work Agreement/Employment Contracts

Employees may have the opportunity to move within the organization to new roles, departments and offices. These events should follow recruitment procedures. Any resulting changes must be indicated and documented on an approved PAF and submitted to finance and human resources. These changes must also be reflected in a new Position Description and work agreement or employment contract.

4. Human Resources Operations

4.1. Filing Procedures and Documentation

Maintaining accurate and current documentation of HR activities is a crucial part of human resources management. It is extremely difficult to recall events or to justify the rationale for decisions without current and accurate files. In the eyes of subsequent managers, auditors, attorneys, and Yemen labor laws, if there is no documentation of a personnel action it is likely to be considered to have never happened, be unjustified, or without proof. Should litigation or other legal disputes involving Tamdeen Youth Foundation occur, a legal defense is likely to rely heavily upon documentation. Because of their importance and sensitivity, human resources files must be stored in a separate and secure location away from other office files. It is the responsibility of the Executive Director or head of office to maintain these files as described in this manual.

An individual personnel file must be established for all Tamdeen Youth Foundation employees. Each file should contain information related to the employee's employment history with Tamdeen Youth

Foundation. Personnel Files must be kept current and are subject to review and audit. In addition, for every open position created a job file must be created. A system to store and retrieve CVs for future openings should also be established

4.2. Job Files

The HRO will open and maintain a job file for each “open” and “closed” position for which there is an approved Personnel Request Form. All documents related to the recruitment and hiring for this position should be included. The job file should contain the following: Personnel Request Form (copies if multiple openings were created by a single PRF), Position Description, vacancy announcements (including notes on where/when it was posted), newspaper adverts, CV log, relevant memorandums, interview notes and interview panel recommendations and a copy of the Personnel Action Form. All current openings should have a corresponding “open” job file. Once a job has been filled the job file becomes “closed.”

The following documentation should be completed and kept in job files:

- Personnel Requisition Form
- Position Description
- Announcement (with reference to where it was posted and dates posted)
- Curriculum Vitae Log (CV Log) or Application Log
- Curriculum Vitae’s of short-listed candidates Vacancy
- Technical test and Interview notes
- Interview Grade Analysis
- Candidates Assessment sheet
- Reference checks
- Job Offer
- Personnel Action Form
- Related memos or other communications

In case of a serious threat to office security resulting in evacuation, these files must be marked for destruction or evacuation and stored in, or easily transferred to, a portable container. It is a serious security threat to staff and Tamdeen Youth Foundation to leave behind job files to be accessed by unauthorized individuals.

4.3. Job File Content Checklist

The Job File Content Checklist lists the documents required for each job file in all field offices. This checklist may be printed out and attached to the cover of each individual job file, with items checked off as they are completed and filed.

4.4. Applicant Files

Applications will be maintained for six months after receipt in separate files organized by skill and qualifications. In case of a serious threat to office security resulting in evacuation, these files must be marked for destruction or evacuation and stored in, or easily transferred to, a portable container. It is a serious security threat to staff and Tamdeen Youth Foundation to leave behind applicant files to be accessed by unauthorized individuals.

4.5. Personnel Files

All documents related to the legal relationship between Tamdeen Youth Foundation and an employee are required to be kept in individual personnel files. Files must be kept in locked containers and stored in a locked office to ensure the confidentiality of these sensitive documents. Local legal counsel must be consulted for guidance on required/forbidden documentation and timelines for keeping documents. Personnel Files contain private, personal information including salary histories, home addresses, disciplinary warnings and other sensitive information. Consequently, they must be kept in a locked space with restricted access, such as a locked filing cabinet in the human resources office which must also be kept locked.

The following documentation should be completed and kept in each staff member's personnel file upon hiring:

- Completed application form (if applicable)
- Curriculum Vitae
- Personnel Action Form (s)
- Signed Work Agreement or Employment Contract
- Signed Position Description
- Relevant certificates of education and training
- Passport copies or other identification
- Copy of Tamdeen Youth Foundation ID card
- Copy of National ID card
- Emergency Contact Information
- Signed acceptance of HR policies and procedures
- Signed Conflict of Interest / Non-Disclosure of
- Confidential Information form
- Signed Code of Conduct (all staff)
- Signed Code of Conduct Procurement Activities Statement (Procurement Staff)
- Signed Family Co-Worker Statement
- Signed acceptance of policies within Field Security Manual
- Copy of driver's license (if employee drives Tamdeen Youth Foundation vehicles)

Additional documentation that should be added to personnel files during employment:

- Orientation Matrix
- Personnel Activity Reports
- Annual and Probationary Performance Evaluations
- Notification of successful completion of probationary period
- Individual Operating Plans
- Leave Requests Leave tracking sheets
- Disciplinary notices
- Transfer letters
- Training documentation
- Training tracking sheets.
- Termination letter (original)
- Changes of address, names, and employment status.
- Clearance form

- Copy of reference letters
- Exit interview notes
- Any other changes that relate to position, position description, complaints, relevant personal details.

Employees may review the contents of their own personnel file by making an appointment and supervisors may review the files of their subordinates. All access to these files by non-HR staff must occur under the supervision of the HRO, or as dictated by Yemen labor law. Documents related to the recruitment and hiring of a staff member must not be kept in the personnel file – these files are to be kept in the Job File. The employee, when reviewing their file, should not be able to review hiring documents associated with their hire. This includes but is not limited to, reference checks, screening notes, and interview notes. Documents relating to health status, grievances, harassment or similar processes must not be kept in the personnel file - a separate file should be kept for this information. When supervisors review an employee's file, they must not be allowed to review any private information such as health status, grievance filings, etc.

In case of a serious threat to office security resulting in evacuation, these files must be marked for destruction or evacuation and stored in, or easily transferred to, a portable container. It is a serious security threat to staff and Tamdeen Youth Foundation to leave behind personnel files to be accessed by unauthorized individuals. Personnel files are not discarded upon the termination of an employee and are kept for future reference.

4.6. Personnel File Content Checklist

The Personnel File Content Checklist lists the documents required for each employee in all field offices. This checklist may be printed out and attached to the cover of each individual personnel file, with items checked off as they are completed and filed.

4.7. Grievance/Investigation Files

A separate file system should be established to store files for grievances, complaints or internal investigations. Each separate case should receive its own file. The file should contain the date of the complaint, date or time period of the incidents or practice (if applicable), and a detailed description of the incidents or situation, subsequent procedures and actions, and how it was resolved. Only the HRO and the Human Resources should have access to these files.

In the circumstance where Tamdeen Youth Foundation is required to retain information on the health status, or other sensitive information for each employee, a separate file or system should be established to maintain the integrity, privacy, and safety of this information.

In case of a serious threat to office security resulting in evacuation, these files must be marked for destruction or evacuation and stored in, or easily transferred to, a portable container. It is a serious security threat to staff and Tamdeen Youth Foundation to leave behind these files to be accessed by unauthorized individuals.

4.8. Organizational Structure

Organizational and staffing structures should be clearly communicated and understood by staff. This includes staffing structure, responsibility of departments, reporting lines and relationships

between the various departments or functions of the office(s). Organizational charts or a similar tool that clearly communicates such information should be used by each Field Office. It is recommended that when designing organizational structure, staffing relationships be designed to meet program and operations needs and should not be designed to accommodate existing personnel. Approved vacancies and supervisory relationships in position descriptions may be cross-checked with the structure to gauge the appropriateness of current recruiting efforts and staffing. It is the responsibility of the Human Resources to ensure the organizational structure is clearly communicated and tools kept current and accurate.

4.9. Staff Database

A roster of all current and terminated staff must be kept by the HRO. The information on the roster must be kept accurate and current with the data contained in individual hard copy personnel files. This database may be in a spreadsheet format depending on local computer capabilities. A database with all employee information allows for easy generation of reports and provides managers easy access to pertinent information such as start-dates, salary, contract dates, review status, etc.

This file may be in Access, Excel or other computer application. It is maintained by the HRO. The database must contain at a minimum, the following information: ID number, name, location, cost center, title, salary, level, grade, start dates, work agreement/employment contract end dates, annual performance review dates, and contract status (e.g. – part-time).

4.10. Staff Roster

Tamdeen Youth Foundation is managing emergency and rapid response program around Yemen. To ensure timely sufficient and effective implementation of such emergency and short term projects or to replace staffs who decide to leave without having a gap that may affect the program implementation negatively, HR department has a roster list of all candidates who are qualified and have previous experience with TYF.

The roster will be used to select or shortlist the available candidates to fill any vacancy with immediate effect. It can be used for hiring under Service Contract Category. All candidates who passed through interview or technical tests for previous vacancies and were not selected have to be added to the roster. All x-employees of TYF have to be added to the roster. All person who applied to TYF and have good qualification and experience can be added to the roster. The same is applied on all shortlisted candidates who were not selected.

4.11. Identification Numbers

When hired, each employee should be assigned with a unique Employee ID number. This number should be referenced in all forms or actions pertaining to that employee. An ID number eliminates the possibilities of errors resulting from staff with multiple names, or when last names are not used. Staff ID numbers should not be reused after an employee termination. The use of ID numbers allows for better organization in the event of sudden growth of an office or country program.

ID numbers are most effective when kept simple, it is recommended that ID numbers be assigned in numerical order. Using a Social Security or National Identity number does not allow for a logical filing system. In many countries citizens do not have identification numbers, or there are privacy issues involved in their use.

Where multiple field offices are functioning, it is best to apply a prefix to the ID number identifying the location. Examples of multiple office employee ID numbers are below:

Sana'a	Aden	IBB
SAH 1209	ADE 001	IBB 081
SAH 1210	ADE 002	IBB 082
SAH 1211	ADE 003	IBB 083

4.12. Identification Cards

At the Human Resources discretion, employees may be issued an identification card. Consideration of the use of ID cards off of the Tamdeen Youth Foundation premises should be dictated by local, security protocols. All ID cards must be returned to Tamdeen Youth Foundation upon termination of their contract. Temporary employees receive ID cards valid during the period of their expected employment. ID cards must specify an expiration date of no longer than one year from date of issue.

The ID card should contain at least the following information: a current and recognizable photo of the employee, ID number, employee name, title, duty station, location, signature of Tamdeen Youth Foundation representative, date of issue and expiration date.

Approval: Executive Director/Human Resources

5. Termination Process and Documentation

5.1. Resignation

Employees may resign from Tamdeen Youth Foundation Yemen by submitting a letter of resignation to their Head of office or Executive Director and adhering to a one-month notice period. In case the employee does not adhere to the one month written notice, a pro-rata deduction would be made to his/her wages due as a compensation for the company for the period of notice or its remaining. Probationers are not required to give notice nor will wages in lieu of notice be required or given by either the employee or Tamdeen Youth Foundation Yemen.

5.2. Termination from Service

Tamdeen Youth Foundation Yemen may terminate an employee in the ordinary course of business. Subject to the Penalties Regulations, the work agreement and the Labor law in force, Tamdeen Youth Foundation Yemen may choose to terminate the service of a regular employee by giving him/her one month written notice as obligated in the Labor Code, for any of the following reasons:

- If one of the parties fails to observe the terms of the contract or labor legislations;
- If work permanently ceases, either entirely or in part;
- If there is reduction in the number of workers for technical or economic reasons;
- If the worker absents himself without legitimate reason for more than 30 days within the same year or for 15 consecutive days, provided that termination of contract is preceded by a written warning from the Tamdeen Youth Foundation Yemen after 15 days of absence in the former case and seven days in the latter;
- If the worker reaches statutory retirement age (sixty years), provided the subscription period of insurance at the General Authority of Social Insurances of the retired person is not less than 180 monthly, i.e. 15 years of subscription;

- If the worker is declared unfit to work by decision of the competent medical committee.

Probationers may be terminated at any time with or without reason, with or without notice. No wages will be provided to probationers in lieu of notice.

5.3. Dismissal for Misconduct

Occasionally and Subject to the Penalties Regulations in force, Tamdeen Youth Foundation Yemen may find it necessary to dismiss an employee for misconduct. For such cases, Tamdeen Youth Foundation Yemen will inform the employee, in writing, of the infraction that resulted in the decision to dismiss. Employees may appeal their supervisor's decision to terminate with the Human Resources. The determination of the Human Resources will be considered final. A document detailing unacceptable misconduct and potential actions is available with Human Resources department

5.4. Termination of an Entire, or Part of a Program

If all or a part of a program expires or is discontinued before the end of an employee work agreement, the Human Resources will notify the affected employees as soon as possible in writing.

5.5. Departure Procedures

Terminating employees may go through an exit interview at the discretion of the Human Resources. The interview should be conducted by the employee's supervisor, the Human Resources Manager, or the Human Resources. An End of Service Checklist form must be completed.

5.5.1. Letter of Reference

Letters of reference should contain at least the following information: position held, dates this position was employed. Only employees in good standing are awarded a letter of reference. It should be reviewed by local legal counsel.

Letters of reference are prepared by the supervisor and must be approved by the Human Resources before being issued.

Approval: The Human Resources

5.5.2. Letter of Termination Immediate Notice

Letters of termination must contain at least the following information: date of issue, date of final working day, reason for termination, mention of any benefits or final pay outs (separate than a pay-slip produced by finance). It should be reviewed by local legal counsel.

A letter of termination is issued by Human Resources and approved by an officer with authority to terminate (indicated on Position Descriptions)

5.5.3. Letter of Termination Program End

Letters of termination must contain at least the following information: date of issue, date of final working day, reason for termination, mention of any benefits or final pay outs (separate than a pay-slip produced by finance). It should be reviewed by local legal counsel.

A letter of termination is issued by Human Resources and approved by an officer with authority to terminate (indicated on Position Descriptions).

5.5.4. Letter of Termination Unsatisfactory Performance

Letters of termination must contain at least the following information: date of issue, date of final working day, reason for termination, mention of any benefits or final pay outs (separate than a calculation sheet produced by finance). This document must also reference warning letters, performance reviews and any other actions taken in the past to alert the individual of their poor performance. It should be reviewed by local legal counsel.

A letter of termination is issued by Human Resources and approved by an officer with authority to terminate (indicated on Position Descriptions)

5.5.5. Employment Verification Letter

Employment verification letters should contain at least the following information: name and ID number, position title, start and end dates of service. This letter is typically used when a letter of reference is requested by an employee whose performance has not been good enough to warrant a positive reference letter, however their performance has not been so poor to warrant a refusal of a reference letter.

Employment acknowledgments are issued by Human Resources with the approval of the Human Resources .

5.5.6. End of Service Checklist

The End of Service Checklist must be used and outlines all proper check-out procedures. It should be complete before the final payout and processing of a terminated employee.

Signatories: Supervisor, HRO, asset management, finance manager, and employee

5.5.7. Exit Interview Template

An exit interview is designed to learn from exiting employees so as to improve Tamdeen Youth Foundation policies and retention of staff. Specifically, the interview should discuss the employee's opinion of Tamdeen Youth Foundation services/policies, work environment during their tenure, and their reasons for leaving. It should contain at least the following information: name, position, and dates this position was held, and section for rating various aspects of the Tamdeen Youth Foundation office and reasons for leaving. An exit interview is not necessary for all terminations

6. Compensation

Responsibility for the payment of national staff compensation rests with field offices. Payment procedures must be detailed in the policy. Employees should be informed of payroll policies and procedures. Any changes to procedures should be well planned and communicated in advance.

When available, field offices should require employees to open a bank account when hired, as bank transfers are the preferred method of payment for Tamdeen Youth Foundation. Employees may only be paid in cash when no other options are available.

Work Agreement/Employment Contracts as well as salary payments must be made in USD unless the grant budget indicates YER currency. Salaries may only be paid in YER in extraordinary circumstances, when local currency is unavailable or otherwise infeasible. The practice and procedure for making salary payments in USD should comply with local laws. Local currency fluctuation in relation to the USD is not a valid circumstance for paying salaries in YER. In the event the YER must be used, the salary payment should be fair based on the market exchange rate.

National staff Work Agreement/Employment Contracts should reflect the gross salary amount due to the employee rather than the net salary amount. Gross salary is the total salary amount before income tax or other deductions owed by the employee. Net salary is the salary amount after any employee-owned taxes or other deductions have been made and is usually referred to as the employee's "take-home pay". While Tamdeen Youth Foundation may be required by Yemen employment law to withhold a portion of the employee's pay and remit this directly to the government, it must be clearly stated in Work Agreement/Employment Contracts that personal income taxes and other social taxes required to be paid by employee under local law are the responsibility of the employee.

In cases of emergency or extreme hardship, national staff payroll advances may be authorized on a case by case basis as follows, unless otherwise provided for under local law:

- Individual payroll advances may be approved by the Executive Director up to an amount equal to two month's salary and for a period not to exceed two months;
- All other individual employee advances must be approved in writing by the Human Resources

6.1. Salary Scale

A salary scale is a matrix of position levels and pay ranges with corresponding salaries and sample positions. Its principal purpose is to provide guidelines when calculating salaries, and to ensure that staff with similar responsibilities, receive similar compensation.

The HRO and Executive Director/Human Resources must maintain consistent salaries for similar workloads and responsibilities across all departments and programs in the country (and across the area of operations for programs that operate in multiple fields). Country offices must create and maintain salary scales. Periodical and documented salary surveys with peer organizations working in the same region are recommended. The salary scale should provide the minimum and maximum gross salary amount for each position and contain levels and associated pay ranges that reflect qualifications, prior experience and number of years in the position.

The benefit of standardizing all forms of compensation throughout a country cannot be overstated. A salary scale should reflect the market value of specific positions in a local market and all efforts should be made to keep them uniform throughout a country. Different salary scales for different projects or departments within a Tamdeen Youth Foundation office must not be created. While the budget for a project is a consideration in determining when staff may be hired, it may not be used as a basis for the salary scale.

Pay Levels and Ranges

Pay levels reflect the educational requirements, responsibilities and experience required for positions. Levels are clearly indicated on position descriptions and not assigned to individuals.

Generally, sample titles are listed in the salary scale for reference and are supported with a narrative detailing the qualifications and responsibilities of each level. Titles may change from grade to grade in different countries and the qualifications of technical positions should be well researched.

If an individual has significant experience in the capacity for which they are under consideration, on rare occasions a salary at a higher point within the range may be warranted. This is at the discretion of the Project Manager, HR Officer and the Human Resources , after careful consideration of the budget and salaries of current staff of the same title/responsibility.

When reviewing the salary scale and range for placing a new hire, the bottom, opening amount indicated in the range is usually given, with an exception being made for positions at the higher levels on the salary scale. Tamdeen Youth Foundation values relevant experience and skills, and may award a higher salary within the range in these instances. However, compensation should be awarded based upon the level of responsibility relevant to that position, not upon age, or non-related experience or qualifications. When determining the salary of a new employee with relevant experience, discretion must be used to ensure consistency within existing staff salaries and levels of responsibility.

Higher level(s) on the salary scale are sometimes granted for local staff with the capacity to effectively take on the role of an expatriate employee in terms of management, donor and policy compliance, strategy and language skills. In many countries, these are returnees or individuals who have been educated and worked abroad in a western setting. Often, a salary for these individuals far exceeds local staff salaries and clear criteria of qualifications and capacity should be outlined for placement in this level (see Level ID Narrative 6 in the Salary Scale).

The Executive Director should approve all positions and hires of individuals in this position.

6.2. Salary Surveys

Data from salary surveys in all areas of the country should be considered before establishing a country salary scale. Periodic salary checks should occur to ensure Tamdeen Youth Foundation wages remain competitive and consistent with other INGOs.

Salary surveys can be informal and conducted at inter-agency meetings during an office start- up or emergency setting, but should be more detailed when time permits. Salary surveys are most effective when weighing the responsibilities of a position and not a position title. Salary survey results are generally shared only with agencies who have participated with agency names kept anonymous on shared materials.

When gathering salary survey data, it is important to understand the components of the salary so it can be compared on a similar basis to the Tamdeen Youth Foundation scale. For example, is it gross or net? Does the salary contain any benefits or other distorting components? It is also important to note that the UN, ICRC/IFRC, USAID and similar agencies typically pay higher salaries than Tamdeen Youth Foundation and other INGOs. Ideally, Tamdeen Youth Foundation salary comparisons are with other INGOs of a similar size and structure.

6.3. Salary and Benefits Survey

Generally, salary and benefits surveys are used to ensure Tamdeen Youth Foundation salary and benefits package remain competitive with peer agencies in the same region or area. Generally, agency names are identified in a cover letter but not labeled on the actual summary sheet. Information obtained from surveys is confidential and not shared with exterior bodies without the approval of all participating agencies. The survey should contain at least the following information: space for salary ranges for sample positions, space for data input on benefits package.

Salary and benefits surveys are conducted by Human Resources at the approval of the Human Resources .

6.4. Salary Budgeting

The HRO and the country salary scale should be consulted when budgeting staffing costs for new proposals. Budget figures should always reflect a buffer for annual cost of living adjustments and salary increases.

6.5. Salary Increases

A salary increase policy must be established and approved by country management. Raise policies contain specific information including maximum increments per year (reflected as a % of salary) and circumstances in which raises are awarded. Equity in the application of salary, benefits and raise policies is a requirement in all Tamdeen Youth Foundation offices.

Generally, raises are awarded under the following circumstances:

1. Merit increases

Salary increases may be awarded as a result of annual performance evaluations and are based solely on an individual's score on an annual performance evaluation. Such salary increases are not automatic and must be merit based. A cap is placed on salary increases and indicated in the grading section of the Performance Review. This cap must be competitive and will depend upon the local conditions.

A salary/benefit survey and analysis may be undertaken to document and determine average and maximum salary increments. Annual evaluations are not used to offset inflation, see item #4 below.

2. Increased level of responsibility: change of title, job description

Employees may be awarded an increase in salary when their responsibilities increase within the organization. The changes must be accompanied by a change in job description. The salary assigned with the new role should be in accordance with the salary scale used by the office.

3. Change in local labor market – increased demand for a specific skill or position

An increase in demand for a specific skill-set may be sufficient reason for an increase in salary. Quality employees can be lost to other organizations because of differences in salary packages. If such discrepancies are thought to exist, a thorough survey should be made amongst other NGOs or employers to determine an appropriate, competitive salary for the position. The Country Finance Manager should review and assist in making these adjustments.

4. Cost of living increment

If necessitated by inflation, the Executive Director, in consultation with the Country Operations /Finance Managers may award a separate, country-wide salary and salary increment increase based on well documented cost of living changes or inflation.

6.6. Salary Increase Policy

The salary increment policy details criteria that are used to decide on the amount, if any of a merit based salary increase. Raises must be consistent with the current rates on the approved salary scale allowing a maximum percentage based on annual performance evaluations. This can be checked through a salary/benefits survey. It must contain at least the following information: acceptable reasons for raise, maximum amount awarded (shown as a %) and the amount awarded at varying scores on the annual performance evaluation.

The Salary Increment Policy becomes official policy once approved by the Executive Director.

7. Benefits

Staff benefits are defined in this policy. Benefits provided to national staff are normally limited to those required by law, or to keep Tamdeen Youth Foundation' offerings competitive in the local labor market.

Similar to a salary survey, it is best practice to consult peer INGOs to determine an appropriate package. A benefits package summary can be presented to potential employees during the recruitment process, and distributed to employees for upon hiring.

Common benefits include leave days, health insurance or stipends, pension or social fund contributions, severance pay, etc. Care should be taken to clearly define eligibility and the methodology for calculating and paying benefits in the Human Resources Policy. It is Tamdeen Youth Foundation' policy to comply with all Yemen taxation laws and requirements. Those benefits that are not required by law must be reviewed by the Human Resources /Executive Director and approved by Trustee Council.

7.1. Benefits Summary

The Benefits Summary document may details the approved country benefits package. Benefits summaries are given to all new staff during the time of hire or to potential employees. It must contain at least the following information:

benefit title, benefit description, details of eligibility, and details on how the benefits are administered. Human Resources maintains the benefits summary with approved updates.

7.2. Holiday

Tamdeen Youth Foundation provides national staff with all paid holidays per calendar year as required by local labor law.

Due to a very high number of official or national holidays, It is Tamdeen Youth Foundation policy to comply with all local laws, therefore proper staffing and program planning must consider the number of holidays that will be granted during the calendar year.

National public holidays specific to the country will be observed and the office closed. Employees whose responsibilities require them to work on a public holiday will be given a compensatory day off. Work on a public holiday must be approved by the supervisor and Human Resources. Annual holidays will be determined annually by the Human Resources, and must be approved by Executive Director.

7.2.1. Holiday Schedule

The Holiday Schedule may be edited to set the national approved holidays each year. The Holiday Schedule will be circulated to all staffs by HR department.

7.3. Vacations

7.3.1. Annual Leave

Eligibility to take annual leave commences after the signing of the work agreement, successful completion of the probationary period, and with the consent of the supervisor. Full-time employee is entitled to 30 working days' annual leave on full pay for each completed year of service, calculated at 2.5 days (twenty hours) each month. Part time employee is entitled to 15 working days' annual leave for each completed year of service.

Accrued, unused annual leave will be paid at the time of separation from Tamdeen Youth Foundation Yemen upon retirement, resignation with one-month notice and satisfactory completion of the notice period, or a reduction in work force due to programmatic or budgetary reasons.

Accrued, unused annual leave will be converted into a single payment for terminated employees. For all full-time employees regardless of the number of hours actually worked, the rate of payment will be calculated by dividing the employee's last earned monthly salary by 23 (days) by 8 hours for an hourly rate, which is then multiplied by the number of accrued, unused annual leave hours.

No employee will be allowed to accrue more than 15 days (120 hours) of vacation time at any one time. Accrual stops at this point and the accrued vacation shall be used in the subsequent month. No compensation in lieu of further vacation accruals beyond the maximum are allowed at any time.

It is the responsibility of the employee to work out a vacation schedule with his/her supervisor so that vacation days do not significantly accumulate. With the prior approval of supervisor and Human Resources, maximum 120 hours of vacation balance for full time regular employees can be carried forward to sub-sequent contract/year whichever is greater. Part time employees can carry forward maximum 60 hours of vacation balance

Vacation is expected to be taken as it is earned and should not represent a material payout at the end of an employee's tenure. All vacation and leave policies must contain a maximum accrual cap to prevent excessive accumulation of vacation or leave pay.

Leave days are requested in a written document that indicates approval and available leave days. Approved Leave Requests are kept with HR and attached to personnel activity reports (timesheets) and used to update a leave tracking system. Bereavement, sick leave, and leave without pay should also be tracked, and cannot be paid out or accumulated over limits

7.3.2. Sick Leave

Employees are entitled of a sick leave at a rate of 8 hours per month, for up to twelve sick days per calendar year. Head of office or Executive Director may be requested for approval of additional sick leave if required. Sick leave, however, is not to be used in place of vacation time. Supervisors should be notified as soon as it is practical in the morning when taking sick leave. If supervisors

are not notified by the end of the working day, the time away from the office may be unpaid. Subject to the Penalties regulations in force, habitual absences without notification may result in disciplinary action, including termination.

Tamdeen Youth Foundation Yemen may request medical verification of absences for sick leave and have the rights to verify the nature and extent of the illness with independent medical professional(s). Unused sick time will not be compensated because can't be accrued.

7.3.3. Maternity/Paternity Leave

Female part-time and full-time employees are eligible for seventy (70) days fully paid maternity leave when giving birth to a child. A female employee shall be granted twenty (20) extra days in addition to the period mentioned above in the following two cases:

- 1) if the delivery was complicated, as proved by medical report; or
- 2) if she gives birth to twins.

Under no circumstances shall a working female employee be terminated while she is on maternity leave. Daily working hours of female employees are limited to five (5) hours from the time she is six months pregnant and up till six months in the post of breast feeding period. The working hours can be reduced for health reasons, according to a certified medical report.

The working hours for a breast feeding woman are to be calculated from the day following the end of maternity leave and up to the end of the sixth month. A woman must not be made to work overtime, starting from the sixth month of pregnancy and during the six months of resuming work following the maternity leave. Male part-time and full-time employees are eligible for a total of up to three (3) paid working days, per year for the birth of his child. This includes days before and/or after the birth.

7.3.4. Bereavement Leave

Employees will be given three (3) working days of paid bereavement time in each event of the death of an immediate family member (parent, child, spouse, brother, sister, grandparent). Supervisor authorization is required. If further time is required, this may be granted only with the approval of the Human Resources. Further time off (vacation days or leave without pay) can be requested from the Human Resources

7.3.5. Unpaid Leave of Absence

If an employee has used all vacation days and needs a temporary leave of absence due to unforeseen circumstances or for reasons such as education or other pursuits, he/she may apply to take such a leave without pay with the permission of his/her supervisor and the Human Resources. No unpaid leave will be granted while accrued vacation time is available. A maximum of three months' unpaid leave may be approved for each employee

7.3.6. Hajj Leave

Employees who have spent four years of effective service with Tamdeen Youth Foundation Yemen shall have the right to 20 calendar days' leave with pay to perform the Haj, including the Eid Al Adha holiday. This leave shall only be granted once during the service of an employee. Tamdeen Youth Foundation Yemen shall have the right to ensure that such leave is used for its intended purpose

7.4. Severance

Severance is payable to Tamdeen Youth Foundation employees as dictated by law. Severance is payable to Tamdeen Youth Foundation employees upon retirement or termination for any reason other than misconduct

7.5. Allowances

7.5.1. Relocation Allowance

Tamdeen Youth Foundation may provide a relocation allowance when asking staff to move with their families to another location for an extended period of time or regularly to work on a project or activity in a location other than where they currently reside. Tamdeen Youth Foundation may also pay a relocation allowance when recruiting an employee from out of the area. In this case, Tamdeen Youth Foundation will provide the staff member with a relocation allowance as negotiated with the employee.

7.5.2. Transportation

Tamdeen Youth Foundation is not obligated to supply employees with transportation to/from their work station. Transportation can be offered as per the established protocol, determined by the Human Resources. However, the salary package includes transportation allowance of maximum 30000 YER

7.5.3. Representation:

Tamdeen Youth Foundation will pay representation allowance of maximum 35000 YER included in the salary.

7.6. Overtime

Work outside normal office hours, including work on days off, may occasionally be necessary in the performance of duties. Working overtime is not allowed unless specified in the employee's work agreement and written approval in advance is received from the employee's supervisor. Approved overtime will be compensated in accordance with Yemen labor code Employees whose responsibilities require them to work overtime will be compensated as per the following rates: One and a half time for

overtime on normal working hours; Double time for overtime on night work, and Double time for overtime on public holiday.

Those staff members whom the nature and duty schedule of their job require extra hours of work in frequent manner whether during regular hours, at night, the weekly day of rest or in the official public holidays will be compensated with a lump sum amount of overtime with their monthly salary. Those staff members are represented, particularly in shift employees and those who frequently travel to the field.

The employment contract of such staff members reflects the amount of overtime to be paid. Furthermore, this allowance shall be due in all events, whether overtime works exist or not. Accordingly, the employees entitled to Overtime allowance, based on this clause and the contract, shall not have the right to claim for any additional payment for overtime works

7.7. Health Insurance

All regular Tamdeen Youth Foundation employees are protected with a standard insurance plan for health and medical expenses.

All regular Tamdeen Youth Foundation Yemen employees are provided with a monthly/annual health stipend to assist in covering health and medical expenses incurred by him/her and her family. This stipend will be a standard maximum amount of USD 600 per year for all staff, regardless of family size. Employees are responsible for managing their own health stipend in access to above mentioned amount to meet their family needs. Tamdeen Youth Foundation Yemen will not be responsible for reimbursement of any further medical coverage or expenses for employees.

Employees are eligible for this benefit starting with the first salary on regular post. In the event that a suitable health insurance package is located or that the local legislations mandate the implementation of the obligatory Social Health Insurance, Tamdeen Youth Foundation Yemen can without notice stop payment of this stipend and instead choose to provide a health insurance package, or register its employees at the competent authority for the obligatory health insurance.

Employees are eligible for this benefit after the completion of a three-month probation period. In the event that a suitable health insurance package is located, Tamdeen Youth Foundation can without notice stop payment of this stipend and instead opt to provide a health insurance package.

7.8. Social Insurance

Tamdeen Youth Foundation, as per the local Social Insurance Law in force will register its employees with the local Social Security Establishment. Tamdeen Youth Foundation shall pay to the Social Security Establishment a contribution of 6% of the employee salary and contribute an additional 9% from each employee's salary as the employer contribution towards their individual social security accounts each month. Tamdeen Youth Foundation will deliver such payments to the Social Security Corporation each month as per the applicable regulations. Social Security Contributions are matter of changes as they need to be in accordance with the local law.

8. Remuneration

8.1. Timesheets

All Tamdeen Youth Foundation Yemen employees are being required to fill out time sheets. Each office has a system for timekeeping that takes into consideration the circumstances of work being done. Salary payments cannot be made unless timesheets are submitted.

Mistakes should be crossed out and the right response written above or below it. Never use "white-out" or any other such means for correcting a time sheet. The supervisor shall initial the timesheet to indicate approval and acceptance of the change. Any corrections or changes without the supervisor's initials are invalid.

Each staff must complete a Personnel Activity Report (commonly referred to as a timesheet) each month demonstrating hours worked each day with a correlating cost center. Instructions for completing Personnel Activity Reports as well as the required form are found in the Finance Manual, which is available from the finance department or the Tamdeen Youth Foundation HR Department.

National staff compensation must be allocated to cost centers based on the actual hours each staff member spent on a project and in accordance with Tamdeen Youth Foundation cost allocation policies. The cost centers should be taken from the Personnel Activity Reports which are completed monthly by each employee.

The Finance Department is responsible for calculating allocations and for ensuring that employees are aware of cost center codes.

Personnel Activity Reports (timesheets) are completed throughout the month and given to supervisors for review and approval on the last working day of the month. Approved personnel activity reports are consolidated with HR for entry in to a leave tracking system. Leave Requests and any PAF indicating a change to an employee contract are attached to the personnel activity report as supporting documentation. Personnel activity reports must not be completed ahead of time. They should not be submitted to supervisor or HR before actual days are worked.

Signatories: employee, supervisor

8.2. Salary Payment

Payment of salaries for the previous month will be made within the first five (5) days of each of the following month, and might be extended to ten (10) days for remittance purposes. If there are banking institutions in place, regular employees are required to establish bank accounts for the direct deposit of salary. Exceptions can be made for unusual circumstances.

8.2.1. Salary Payroll

Policies on staff payroll are outlined in the Tamdeen Youth Foundation Finance Manual. The timing of national staff payroll payments should be in line with local practice and comply with local laws. Typically, the payroll cycle will be monthly, with payments being made in the week following the month end. The timing should take into account the complexity and magnitude of the transactions, but payment should take place as soon as possible after the end of the calendar month. In emergency cases, Executive Director may change the pay date to authorize the partial payment of salaries earned through the revised pay date. Payroll may not be paid in excess of



earned salary, except on a case by case basis as approved by the Chairman. Payroll is prepared by the Finance Department, reviewed by the person in charge of HR and approved by the Human Resources and Executive Director or as outlined in the Approval Authority Matrix. Since the payment of salaries is dependent upon receiving timely and accurate employment information, good communication and collaboration between HR and finance is essential.

After the HR Department has collected and verified personnel activity reports (timesheets) for the month, the following information is submitted to the finance department:

- copies of the signed personnel activity report for the payroll period
- a copy of any signed Personnel Action Forms (PAF's) documenting a change to salary or cost center executed during the payroll period
- a copy of any new Work Agreement/Employment Contracts executed during the payroll period.

Calculations of pay are based on local labor law, or in absence of local law, a consistent country policy. For example, daily rates can be calculated at a 23 workday/month rate for all partial months worked. Payroll is produced from actual documentation and therefore, payments should not be made without the submission of approved documents such as PAF's or monthly personnel activity reports. In the event that personnel activity reports are delayed due to security issues or distance of work sites, payroll will be based on the standard monthly salary and any adjustments will be made in the following payroll period.

After the payroll has been calculated, a summarized control report is submitted to the HR Manager for review and verification. Verification refers to ensuring completeness and accuracy, checking for missing staff, departed staff, vacation hours, etc. Final payroll is then submitted to the Human Resources for approval.

After payroll has been distributed the finance department prepares allocations based on personnel activity report (timesheet) data and Tamdeen Youth Foundation allocation policies.

National staff salaries and wages must be paid by check or bank transfer. Employees may only be paid in cash when no other options are available. Field offices may require employees to open a bank account if necessary. When paying in cash employees must sign for the payment. This may be done by signing a copy of the pay slip or by signing a roster developed by the finance office. The finance office must maintain documentation that payment was received.

When paying in cash, employees are required to collect their monthly pay at the finance office during designated times. When this is not feasible, a paymaster should be designated from the finance or administration department to distribute pay at project sites. Project managers may not be given the responsibility for distributing pay since it creates an opportunity, either real or claimed, for the abuse of power. Paymasters should be accompanied by at least one other Tamdeen Youth Foundation person when distributing cash.

8.2.2. Salary Pay Slip

All employees should receive a pay slip with their salary payment that documents the details of the particular payroll calculation. The pay slip format is not mandated since local requirements vary widely and use of Arabic may be necessary. Sample pay slips may be obtained from the Tamdeen Youth Foundation HR Department. At a minimum, pay slips should include the following information:

- Name of employee and employee identification number
- Period to which the payment applies
- Units, rate, and extended amount of gross salary or wage payments
- Units, rate, extended amount and description for each additional category of pay
- Units, rate, extended amount and description for each deduction
- Taxes withheld on behalf of the government or other taxation authority
- Subtotaled net pay amount

8.3. Income Taxes

The taxation law of Yemen states that all Tamdeen Youth Foundation Yemen employees are subject to income tax. Tamdeen Youth Foundation will make the necessary deductions and make tax payment to appropriate government institutions on the behalf of the employees. Income tax is paid monthly, based on the local Income Tax law in force along with its Executive Regulations.

Income Taxes are calculated from basic salary as following:

- First Slice 10000 YER is Free of Tax
- Second Slice 10000 YER 10% Tax
- Third Slice Above 20000 YER 15% Tax

8.4. Salary Increases

Tamdeen Youth Foundation Yemen may elect to award employees with salary increases according to the following situations:

- Annual Performance Evaluation resulting in a merit-based increase;
- Change in job description and/or job responsibilities, with or without a change in job title;
- Changes in the local labor market – increased demand for a specific skill, job function, or position;
- Cost of living adjustments.

See the Salary Increase Policy.

8.5. Per Diem

Regular full-time staff working in the field for a period of more than an entire working day will be given Per Diem. The basic principle of Per Diem is to compensate staff for the additional expenses they incur while working away from their assigned location.

Per Diem will be provided taking into consideration cost of food and budgets. All staff will receive the same level of Per Diem regardless of grade, salary or function as per the established protocol. See the Travel & Per Diem Policy.

Entitlement for Per Diem begins when more than one working day is spent in the field, and is then measured by the number of days spent in the field. Per Diem must be authorized by program managers before the employee travel occurs. Per Diem will not be paid unless it is previously authorized.

8.6. Loans and Advances

Tamdeen Youth Foundation does not give loans. However, employee may make a request for salary advance in 15th of each month. The request should be approved by the Human Resources and the finance

manager. Employee will receive 50% of his/her salary as an advance and the rest of 50 % will be transferred to his/her bank account at the end of the month through salary payroll process.

9. Code of Conduct

9.1. Professionalism

Tamdeen Youth Foundation is a large and visible organization. Tamdeen Youth Foundation believes in promoting methods of working that are transparent, above suspicion, and fair. All Tamdeen Youth Foundation staff and their actions must adhere to these principles.

Tamdeen Youth Foundation is a humanitarian organization rendering assistance to the people of Yemen, and other people in need. Tamdeen Youth Foundation's employees are expected to treat everyone fairly and not show favoritism or make promises of preferential treatment. Staff members are not permitted to charge anyone for work services or receive commissions or gifts, whether in products or money.

No employee shall accept a gift, personal loan, entertainment or other special consideration from any individual or business organization doing business with Tamdeen Youth Foundation. Small gifts that must be accepted for cultural reasons shall be auctioned off or added to a pool of gifts to be distributed according to policy of the Human Resources.

9.2. Conflict of Interest

A conflict of interest exists when an employee's private interests and his/her official responsibilities conflict. Working for Tamdeen Youth Foundation is not to be viewed as a means for personal gain. Any violation will be grounds for immediate dismissal.

Examples of conflict of interest include, the soliciting, demanding, accepting or receiving, directly or indirectly, of any payment, gift or other advantage, as undue consideration for performing or refraining from the performance of his/her duties in connection with any kind of transaction.

Full-time employees should agree not to assume any other employment that might, in the judgment of the Human Resources, interfere with their duties. The Human Resources may prohibit employees from engaging in any activity that may, in the head of office's judgment, be detrimental to the interest of Tamdeen Youth Foundation.

Employees should recognize that the authority to make such decisions is necessary for the continued effectiveness of Tamdeen Youth Foundation programs. Tamdeen Youth Foundation considers violations of conflict of interest grounds for immediate dismissal.

9.3. Disclosure Policy

Employees of Tamdeen Youth Foundation must disclose any ties or other interest, held by the employee, a relative, or acquaintances, in the provision of any goods, services, or facilities, which are being considered for purchase or use by Tamdeen Youth Foundation or which are actually purchased by Tamdeen Youth Foundation. This includes projects under consideration for funding, buyers, grantees and employees of institutions receiving assistance.

Arrangements are not to be made for undisclosed payments, goods or services to any employee, Tamdeen Youth Foundation, or other individuals. Any violation of the disclosure policy is subject to disciplinary action, including termination. Employees must also disclose if they are a relative or spouse of a Tamdeen

Youth Foundation employee or if they are a spouse or relative of a candidate applying for a job with Tamdeen Youth Foundation.

9.4. Confidentiality Policy

Any confidential information provided to employees during the course of their work is not to be divulged either during the work agreement period or after its termination. This includes, but is not limited to, project and institution recipient information, financial information, employee health information, or the specifics of security-related measures. All project and institution recipient information is considered confidential. Any violation of the confidentiality policy is subject to disciplinary action, including termination.

9.5. Public Relations

Although all employees are representatives of Tamdeen Youth Foundation, unauthorized employees are strictly forbidden to make publications or declarations to outside sources including donors, the media, other NGO's and government officials about Tamdeen Youth Foundation as an organization, or Tamdeen Youth Foundation's performance, role, or work. All inquiries from outside the organization should be referred to the Human Resources, or Executive Director.

9.6. Standards of Behavior

All Tamdeen Youth Foundation employees are required to observe standards of personal and professional conduct at all times. Violation of Tamdeen Youth Foundation policies or other illegal or improper acts or practices by any employee is strictly prohibited and may result in immediate dismissal. The following examples of conduct may result in disciplinary action, including termination of employment. This list is not all-inclusive, but is expected to illustrate the types of conduct that are deemed unacceptable by Tamdeen Youth Foundation. A complete list of disciplinary actions is available with Human Resources department.

- Consistently inferior work performance, negligence.
- Habitual absenteeism or tardiness.
- Lack of cooperation and/or willful insubordination to supervisor or management.
- Overstaying rest or meal breaks.
- Malicious, dangerous, riotous, disorderly or violent behavior or acts.
- Any act to subvert discipline.
- Fraud or dishonesty, which affects Tamdeen Youth Foundation, employees of Tamdeen Youth Foundation, Tamdeen Youth Foundation's operations or property or any persons or organizations with whom Tamdeen Youth Foundation conducts business.
- Falsification of Tamdeen Youth Foundation records or obtaining employment through false representation.
- Unprofessional conduct including but not limited to verbal and/or physical harassment related to any protected category.
- Harmful degrading or defaming Tamdeen Youth Foundation or its programs, projects or personnel.
- Misuse of Tamdeen Youth Foundation's equipment including copier, computers, vehicles, radios, telephones or other equipment without prior approval.
- Use of alcohol, illegal drugs or other chemicals that adversely affect job performance.
- Violation of Tamdeen Youth Foundation policy acknowledgements
- Willful loss, destruction, or theft of property, goods or holdings owned by Tamdeen Youth Foundation, its employees or suppliers.

- An exchange of bribes, gifts, gratuities or money with any individual with whom Tamdeen Youth Foundation conducts business.
- Extreme or habitual breach of any law applicable to Tamdeen Youth Foundation.

9.7. Fraternalization

Tamdeen Youth Foundation requires disclosure of close personal relationships (i.e. dating or engagement between any two staff members) for all employees working within the same department or if there is also a supervisory relationship between the employees. The Human Resources may limit the placement, responsibilities and scope of work at his/her discretion, especially if the employees are creating an atmosphere that is deemed uncomfortable by the staff or if performance is being hindered.

9.8. Non-Discrimination, Non-Retaliation, and Harassment Policy

Tamdeen Youth Foundation is committed to establishing and maintaining a work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits discriminatory practices, including harassment. Therefore, Tamdeen Youth Foundation expects that all relationships among persons in the office will be professional and free of bias, prejudice and harassment. Tamdeen Youth Foundation will make every reasonable effort to ensure that all concerned are familiar with these policies and aware that any complaint in violation of such policies will be investigated and resolved appropriately. Any employee who has any questions or concerns about these policies should talk with their immediate supervisor, the head of administration, or the Human Resources.

9.8.1. Equal Employment Opportunity and Protected Categories

It is the policy of Tamdeen Youth Foundation to ensure equal employment opportunity without discrimination or harassment on the basis of the following “protected categories”: tribal affiliation, race, color, religion, sexual orientation, age, national origin, gender, disability, HIV status, marital status, or any other characteristic that may be protected by law.

Tamdeen Youth Foundation policy provides equal opportunity to qualified individuals in all aspects of recruitment, hiring, training, promotion, layoff, termination, compensation and other terms of employment. Employment is contingent upon the individual's ability to meet the essential tasks as defined in the position description, with or without reasonable accommodation. Any employee who believes s/he needs reasonable accommodation should notify his/her supervisor and the human resources manager.

9.8.2. Non-Retaliation

Tamdeen Youth Foundation encourages the reporting of all perceived incidents of discrimination or harassment. It is the policy and responsibility of Tamdeen Youth Foundation to investigate such reports. Tamdeen Youth Foundation prohibits retaliation against any individual who reports discrimination or harassment or participates in an investigation of such reports. Tamdeen Youth Foundation explicitly prohibits retaliation by any employee against any other employee who has brought forward an issue or complaint in good faith through its complaint procedures. All staff are expected to comply with this policy and failure to do so could result in disciplinary action, including termination.

False and malicious complaints of harassment, discrimination or retaliation as opposed to complaints which, even if erroneous, are made in good faith, may be the subject of appropriate disciplinary action.

9.8.3. Exclusion Is Also Prohibited

These policies should not, and may not, be used as a basis for excluding or separating individuals of a particular gender, or any other protected category, from participating in business or work-related social activities or discussions. In other words, no one should make the mistake of engaging in discrimination or exclusion in order to avoid allegations of harassment. The policies of Tamdeen Youth Foundation prohibit disparate treatment on the basis of gender or any other protected category, with regard to terms, conditions, privileges and perquisites of employment. The prohibitions against harassment, discrimination and retaliation are intended to complement and further those policies, not to form the basis of an exception to them.

9.8.4. Definitions of Harassment

Harassment Under this policy, harassment includes, but is not limited to verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of his /her membership or affiliation with a protected category. Harassment on basis of someone's membership or affiliation with a protected category is strictly prohibited. Affiliation with a protected category includes his/her association with relatives, friends or associates who are members of a protected category. Under this policy harassment (i) has the purpose or effect of creating an intimidating, hostile or offensive work environment; (ii) has the purpose or effect of unreasonably interfering with an individual's work performance; or (iii) otherwise adversely affects an individual's employment opportunities.

Harassing conduct includes, but is not limited to: epithets, slurs or negative stereotyping; threatening, intimidating or hostile acts; denigrating jokes; and written or graphic material that denigrates or shows hostility or aversion toward an individual or group and that is placed on walls, in the vehicles, in electronic equipment or elsewhere on the employer's premises or circulated in the workplace.

Sexual Harassment Sexual harassment constitutes discrimination and is expressly forbidden by Tamdeen Youth Foundation. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature. Sexual harassment occurs when, for example:

- submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
- such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Sexual harassment may include a range of subtle and not so subtle behaviors and may involve individuals of the same or different gender. Depending on the circumstances, these behaviors may include, but are not limited to: unwanted sexual advances or requests for sexual favors; sexual jokes and innuendo; verbal abuse of a sexual nature; commentary about an individual's body,

sexual prowess or sexual deficiencies; unwelcome notes, emails, phone calls, messages, or gifts of a sexually suggestive nature; leering, whistling or touching; insulting or obscene comments or gestures; display in the workplace of sexually suggestive objects or pictures; and other physical, verbal or visual conduct of a sexual nature.

9.8.5. Individuals and Conduct Covered

These policies apply to all applicants and employees, whether related to conduct engaged in by fellow employees or someone not directly connected to Tamdeen Youth Foundation (e.g., an outside vendor, consultant or customer). Conduct prohibited by these policies is unacceptable in the workplace and in any work-related setting outside the workplace, such as during times of transportation, business trips, business meetings and business-related social events.

9.8.6. Reporting an Incident of Harassment, Discrimination or Retaliation

Tamdeen Youth Foundation encourages reporting of all perceived incidents of discrimination, harassment or retaliation, regardless of the offender's identity or position. Individuals who believe that they have been the victim of such conduct should discuss their concerns with their immediate supervisor, the Human Resources, or human resources manager. See the Complaint Procedure described below.

In addition, Tamdeen Youth Foundation encourages, but does not require, individuals who believe they are being subjected to such conduct promptly to advise the offender that his or her behavior is unwelcome and request that it be discontinued. Often this action alone will resolve the problem. Tamdeen Youth Foundation recognizes, however, that an individual may prefer to pursue the matter through informal or formal complaint procedures.

9.9. Complaint Procedure Informal Procedure

If for any reason an individual does not wish to address the offender directly, or if such action does not successfully end the offensive conduct, the individual should notify his/her immediate supervisor, the Human Resources, or the human resources manager, who may, if the individual so requests, talk to the alleged offender on the individual's behalf. In addition, there may be instances in which an individual seeks only to discuss matters with one of the Tamdeen Youth Foundation designated representatives, and such discussion is encouraged.

An individual reporting harassment, discrimination or retaliation should be aware, however, that Tamdeen Youth Foundation may decide it is necessary to take action to address such conduct beyond an informal discussion. This decision will be discussed with the individual. The best course of action in any case will depend on many factors and, therefore, the informal procedure will remain flexible. Moreover, the informal procedure is not a required first step for the reporting individual.

Formal Procedure

As noted above, individuals who believe they have been the victims of conduct prohibited by this policy statement or believe they have witnessed such conduct should discuss their concerns with their immediate supervisor, the Human Resources, or the human resources manager. Tamdeen Youth Foundation encourages the prompt reporting of complaints or concerns so that rapid and constructive action can be taken before relationships become irreparably strained. Therefore, while no fixed reporting period has been established, early reporting and intervention have proven to be the most effective method of resolving actual or perceived incidents of harassment.

Any reported allegations of harassment, discrimination or retaliation will be investigated promptly. The investigation may include individual interviews with the parties involved and, where necessary, with individuals who may have observed the alleged conduct or may have other relevant knowledge. Confidentiality will be maintained throughout the investigatory process to the extent consistent with adequate investigation and appropriate corrective action. Retaliation against an individual for reporting harassment or discrimination or for participating in an investigation of a claim of harassment or discrimination is a serious violation of this policy and, like harassment or discrimination itself, will be subject to disciplinary action. Acts of retaliation should be reported immediately and will be promptly investigated and addressed.

Misconduct constituting harassment, discrimination or retaliation will be dealt with appropriately. Responsive action may include, for example, training, referral to counseling and/or disciplinary action such as warning, reprimand, withholding of a promotion or pay increase, reassignment, temporary suspension without pay or termination, as Tamdeen Youth Foundation believes appropriate under the circumstances. If a party to a complaint does not agree with the resolution, that party may appeal to Tamdeen Youth Foundation's Executive Director.

9.10. Protection from Sexual Exploitation and Abuse Policy

All Tamdeen Youth Foundation team members must be aware of and adhere to the Core Principles laid out by the United Nations and INTERACTION in 2002, to which Tamdeen Youth Foundation is committed. Sexual activity with children (persons under the age of 18, when not legally married) is prohibited regardless of the age of majority or age of consent locally. Mistaken belief in the age of a child is not a defense.

Exchange of money, employment, goods or services for sex, including sexual favors or other forms of humiliating, degrading or exploitative behavior is prohibited. This includes an exchange of assistance that is due to beneficiaries. Sexual acts with prostitutes are prohibited at any time during employment with Tamdeen Youth Foundation.

Sexual relationships between humanitarian workers and beneficiaries are prohibited since they are based on inherently unequal power dynamics. Such relationships undermine the credibility and integrity of humanitarian aid work. Where a humanitarian worker develops concerns or suspicions regarding sexual abuse or exploitation by a fellow worker, whether in the same agency or not, s/he must report such concerns via established agency reporting mechanisms.

Humanitarian workers are obliged to create and maintain an environment that prevents sexual exploitation and abuse and promotes the implementation of the code of conduct. Managers at all levels have particular responsibility to support and develop systems that maintain this environment. Sexual exploitation and abuse by humanitarian workers constitute acts of gross misconduct and are therefore grounds for termination of employment.

9.11. Apolitical Policy

Tamdeen Youth Foundation is a non-political organization. This should be evident in all Tamdeen Youth Foundation programs, business and transactions conducted.

9.12. Smoking Policy

Tamdeen Youth Foundation does not allow smoking in a company building or vehicle. At the discretion of the Human Resources, a smoking area can be designated on or adjacent to the premises.

9.13. Alcohol and Drug Policy

The manufacture, distribution, possession, sale, or use of alcohol or an illegal substance in the workplace or while engaged in Tamdeen Youth Foundation's business off of the premises is strictly prohibited.

9.14. Use of Tamdeen Youth Foundation Property

Personal use of Tamdeen Youth Foundation property is strictly prohibited without prior, written approval. This includes communication equipment, computers, vehicles, mail services and property.

9.15. Communications Systems Policy

This policy is intended for all users of our communications systems in order to avoid any possible misuse of equipment or damage to the Tamdeen Youth Foundation's integrity and reputation. The use of Tamdeen Youth Foundation's communications systems is restricted to official use only. The employee will pay charges arising from personal use of Tamdeen Youth Foundation's communication systems. Procedures for reimbursing Tamdeen Youth Foundation for personal use are dictated by the local telephone policy. Communications systems include, but are not limited to, radios, phones, cell phones, fax and copy machines, laptops, computers, the Internet, DHL and other mail services. This policy also applies to the use of portable equipment, such as laptops, used away from Tamdeen Youth Foundation's premises. Tamdeen Youth Foundation reserves the right to monitor employee use and to retrieve the contents of communications to ensure proper use. Failure to comply with this policy may result in disciplinary action, including termination of employment. Contents of communications may be used in disciplinary or legal proceedings.

9.16. Information Systems Policy

This policy provides guidance relating to responsible use of Tamdeen Youth Foundation's computers and Information Systems. This policy addresses use of the Internet, email, and all Tamdeen Youth Foundation office equipment including but not limited to, computers, scanners, printers, projectors and digital cameras.

It is acknowledged that some Tamdeen Youth Foundation staff require access to electronic communication services and Information Technology (IT) equipment in the normal course of work. The spirit of this policy emphasizes that the use of these services is restricted to Tamdeen Youth Foundation related work and not private use. Users are required to follow points outlined in this policy. Failure to conduct oneself in compliance with this policy may result in denial of access to these resources, a disciplinary warning or, in some cases, immediate dismissal.

The policies and guidelines outlined here are to prevent unnecessary expense, repairs and systems failures to Tamdeen Youth Foundation equipment. Additionally, the measures outlined below are to prevent misuse of equipment that is detrimental to the work environment such as: slower Internet and networking systems, data loss, network viruses, access to web sites, photos and other use of media not appropriate for Tamdeen Youth Foundation's work place.

Definitions Electronic Communication refers to electronic mail and World Wide Web (Internet).

Information Technology Systems refers to IT equipment including, but not limited to computers, satellite modems, printers, scanners, networks, servers, software and projectors.

Networks refer to the networking system within an office including but not limited to hubs, routers, firewalls and storage devices.

Policy on Use Tamdeen Youth Foundation's information systems are to be used predominantly for Tamdeen Youth Foundation related business.

9.16.1. Electronic Communication

Email

Tamdeen Youth Foundation is dependent on effective and efficient global communications. Electronic messaging is a major feature of this communications structure, and messaging standards are critical for easy receipt of messages and attachments. Tamdeen Youth Foundation allows access to personal emails through Tamdeen Youth Foundation equipment.

Access to personal emails should be limited to a reasonable amount. Excessive use would be considered an amount that disrupts the work plan and performance of an individual or other staff. In some offices private email may only be accessed through a central, monitored workstation and may need to be shared with other staff. Please note that access to private email is a discretionary benefit and can be revoked at any time.

Some Tamdeen Youth Foundation staff will be assigned a business account administered through a Tamdeen Youth Foundation System Administrator. Heads of Operations or Program Managers will identify these individuals. Tamdeen Youth Foundation work addresses will be accessed through a client mail program that will be set up on computers. All Tamdeen Youth Foundation work related email correspondence is to be conducted through these email addresses.

Access to email is provided by Tamdeen Youth Foundation to assist employees as they conduct business.

- The electronic mail system hardware is Tamdeen Youth Foundation property. Additionally, all messages composed, sent, or received on the electronic mail system are and remain the property of Tamdeen Youth Foundation. They are not the private property of any employee.
- The use of the electronic mail system is reserved solely for the conduct of business at Tamdeen Youth Foundation. It may not be used for personal business. Occasional personal use which does not interfere with the employee's job performance, or with the efficient operating of the system, is acceptable, but such use remains subject to all provisions of this policy.
- The electronic mail system may not be used to solicit or proselytize for commercial ventures or political or religious causes, outside organizations, or other non-job-related solicitations.
- The electronic mail system is not to be used to create, send or forward messages which are obscene, pornographic, defamatory, harassing, threatening, contain
- racial or sexual slurs, or which are otherwise inappropriate in the context of the foundation ethos and core values. ("Chain Letters" would be regarded as inappropriate electronic mail).
- The electronic mail system shall not be used to violate copyrights or other proprietary rights by distributing unauthorized copies of materials owned by others, nor shall it be used to distribute confidential or proprietary Tamdeen Youth Foundation materials without proper authorization.
- Tamdeen Youth Foundation reserves and intends to exercise the right to review, audit, intercept, access and disclose all messages created, received or sent over the electronic mail system for any purpose. The contents of electronic mail may be disclosed by Tamdeen Youth Foundation without the permission of the employee

The confidentiality of any message should not be assumed. Even when a message is erased, it is still possible to retrieve and read that message. Further, the use of passwords for security does not guarantee confidentiality.

Notwithstanding Tamdeen Youth Foundation' right to retrieve and read any electronic mail messages, such messages should be treated as confidential by other employees and accessed only by the intended recipient. Employees are not authorized to retrieve or read any e-mail messages that are not sent to them, except with the permission of the intended recipient. Any exception to this policy must receive prior approval by the employer.

Employees shall not use a code, access a file, or retrieve any stored information, unless authorized to do so.

Any employee who violates this policy or uses the electronic mail system for improper purposes shall be subject to disciplinary action, including dismissal.

Other e-mail issues may be addressed in this policy or included as part of Tamdeen Youth Foundation' overall information systems standards and procedures. They include:

- Virus checking of attachments
- Password protection
- Archival/storage of old messages
- Use of distribution lists
- Restricting use of "copy all" for sending or responding to messages

9.16.2. The Internet, Information Technology Systems and Equipment

Please note that websites accessed through Tamdeen Youth Foundation communication systems are remotely monitored by IT administration and management and through internet providers. Browsing of the Internet is restricted to Tamdeen Youth Foundation use only.

Browsing functions are not to be available on computers where access is not required. Heads of Departments and Office Manager may approve a request for internet access for an individual, but are then responsible to control use on that computer. Workstations may be made available in each office for checking emails and limited work-related browsing/research.

Workstations may be monitored and maintained with a log book. Tamdeen Youth Foundation owned IT Systems and Equipment are to be used exclusively for Tamdeen Youth Foundation business. All systems are maintained by the Tamdeen Youth Foundation System Administrator or his designee in each office. For this reason, the following actions are prohibited:

- Downloading or installing any software or upgrades without proper authorization with the exception of Anti-Virus updates and security patches.
- Downloading, use, and storage of pictures, music, movies, games or other non-work related usage that requires large file transfers;
- Installing games, playing/copying video or audio files and installing pirated software.
- Using Internet for voice chatting, online radios, peer to peer software such as Kazaa, Napster and etc, which affects Internet bandwidth.



- Accessing or distributing media or information that is obscene, pornographic, defamatory, harassing, threatening, contains racial or sexual slurs, or otherwise inappropriate;
- Installing a private system to the Tamdeen Youth Foundation network for internet access or otherwise without permission and approval from the Human Resources.
- If a private computer is to be used with Tamdeen Youth Foundation network, the System Administrator has the right to monitor and audit it the same way as a Tamdeen Youth Foundation's computer is being monitored and audited.
- Attempting to add, remove or modify computer equipment, software, or peripherals without proper authorization.
- Accessing without proper authorization computers, software, information or networks that belong to Tamdeen Youth Foundation.
- Attempting an unauthorized repair of IT equipment. All repair needs are to be reported to the System Administrator or designee in each office.
- Taking actions, without authorization, which interfere with access to information systems.
- Circumventing logon, passwords or other security measures.
- Using information system for any illegal, unauthorized purpose.
- Unauthorized distribution of TYF materials (particularly confidential or proprietary information);
- Attempting to "break in" to unauthorized computer networks or systems.
- Personal use of information systems or electronic communication for non-Tamdeen Youth Foundation consulting, business or employment, without the written approval of Executive Director or Human Resources .
- Violating any software license or copy right, including redistributing software.
- Unauthorized access to user files or information.

Please note that these measures are put in place in order to maintain the productivity and repair of Tamdeen Youth Foundation systems and integrity of Tamdeen Youth Foundation license agreements with vendors. Failure to adhere to these policies will result in disciplinary actions.

9.16.3. Business Data and Access

All work products of Tamdeen Youth Foundation employment time are considered the property of Tamdeen Youth Foundation and must be available for accesses by supervisors and management. This includes, but is not limited to correspondence, research, reports, data and translations. Business records and correspondences are to be maintained neatly in clean filing systems such that any single individual does not have sole control/access to this information. (Should the employee become unavailable due to illness or other reasons or refuse to provide the information necessary, the System Administrator or designee may be required to access information with the approval of Executive Director or Human Resources) Likewise, all staff are required to backup their data regularly. Please see the Systems Administrator or designee for assistance on this matter.

9.16.4. Repair / Maintenance



All repairs and maintenance are to be conducted through the System Administrator or designee. Under no circumstances should staff attempt repairs of Tamdeen Youth Foundation equipment personally or through a vendor.

Users are required to maintain the equipment(s) assigned to them as described below:

- Equipment should to be cleaned, particularly of dust, regularly (See System Administrator for help).
- Run “De-fragmentation” utility at least once a month on the computer to optimize system performance.
- Make sure to turn off all electronic equipment at the office including the power regulator and U.P.S. at the end of the day.
- Users should back up Tamdeen Youth Foundation related data regularly.

Application and Enforcement

The Systems Administrator and designee routinely check communications and IT systems in the normal process of work. This includes, visited web sites, system files etc. Additionally, web sites accessed are reviewed on a routine basis through the proxy server and individual computers. The System Administrator and designee has authority to access any account, file or data controlled by the users and share such information with Executive Director, or Human Resources for further action and investigation.

Misuse of Communication and IT Systems as determined and defined in this policy will result in disciplinary action or loss of privileges. Disciplinary measures include written and verbal warnings as outlined in the HR Policy and immediate suspension from duties – leave without pay or termination.

10. Disciplinary Action

10.1. Disciplinary Procedures

Subject to the Detailed Rules Governing the Application and Implementation of Penalties enforced by the Ministry of Labor, Social Affairs and Securities, disciplinary actions may include verbal warnings, written warnings, withholding of annual wage increases, withholding of promotion, reduction to a lower post, and dismissal with or without payment of any compensation in lieu of notice. Tamdeen Youth Foundation Yemen reserves the right to apply any or all of these disciplinary actions as deemed necessary. An employee may be dismissed for serious infractions without prior warning.

Tamdeen Youth Foundation Yemen will address issues of misconduct within fifteen days of discovery of the infraction. A verbal warning should be given for minor violations. In the case of poor work performance, the supervisor of the employee should issue a performance plan over a set period of time. At the end of this period the employee’s performance should be re-evaluated. If proven unsatisfactory the following actions should take place:

1. A first written warning should be given for more serious violations (see Standards of Behavior) – to formalize and record the violation. A written explanation of the violation will be clearly signed by the supervisor and employee (if employee refuses to sign, another manager may sign, which serves the purpose of acknowledging that the employee has received the written warning).



2. A second written warning will be given for flagrant violation or repetitive errors with no improvement.
3. A third written warning will result in dismissal.
4. At any time, an employee may be put on probation or suspended at the discretion of their supervisor and the head of office.

All these processes should be recorded in the employee's personnel file and given to the Human Resources Manager for review and filing. An employee has the right to contest a written letter of reprimand within a period of one week's time with a written response which will also be placed in his/her personnel file (see Grievance Procedure and Complaint Reception).

10.2. Suspension

Tamdeen Youth Foundation Yemen may verbally suspend an employee for a period not exceeding five (5) days for the purpose of investigation of serious misconduct that may result in a dismissal. It may also suspend an employee in writing for a period not exceeding thirty (30) days based on the request of the investigation committee of Tamdeen Youth Foundation Yemen. Wages may be reduced up to 50% of the basic salary for the duration of the suspension which shall be paid in full will the staff member found innocent.

10.3. Grievance Procedure

An employee has the right to complain about any situation considered unfair. The employee must first speak with the supervisor and if the issue cannot be resolved, he/she may take the issue to the next level of management. If the issue is still unresolved, it should be addressed to the head of office. The Human Resources shall make the final decision of what action, if any, should be taken.

10.4. Complaint Reception

Employees should make every reasonable effort to resolve any questions, problems, and misunderstandings that have arisen in the workplace. Prior to initiating a formal complaint, the parties should meet to attempt to resolve the complaint. If this fails, the following steps should take place:

- Complaint should be presented in writing, dated and signed by the employee to the supervisor, manager or Office Manager/HR Manager.
- A meeting should be arranged with the affected employees to discuss the complaint by the Office Manager/HR Manager.
- All documents, facts and information related to the complaint should be assembled for this meeting.
- If the complaint is not resolved the complaint may be taken to the next level supervisor/manager.

Employees must first direct all questions, problems and queries to their immediate supervisor. Problems with day-to-day activities should be taken up with the supervisor. If the matter is unresolved, or the problem is concerning the direct supervisor, the issue should be brought to the Human Resources. The Human Resources and Executive Director are always available for questions or concerns involving any staff member's employment. However, all the above methods are encouraged, before bringing a complaint to this level.

10.5. Witnessing Illegal, Unsafe or Unethical Practices

Tamdeen Youth Foundation is committed to the identification and remedy of any malpractice within the organization. Employees who suspect any form of malpractice—criminal injustice or unsafe or unethical practices—are asked to report this in first instance to the Human Resources, or Executive Director. Employees will not be penalized for implementing this procedure in accordance with Tamdeen Youth Foundation’s non-retaliation policy.

10.6. Religious Activities

Tamdeen Youth Foundation prohibits any religious references during the course of conducting its business. References to religion in documents and publicly viewed materials on Tamdeen Youth Foundation property, is prohibited. Exception is using religious references for effective implementation of Tamdeen Youth Foundation programs.

11. Safety and Security

11.1. Job Related Injury

Tamdeen Youth Foundation may under certain circumstances compensate for personal injury or death of an employee when the incident occurred as a result of the employee’s course and scope of employment. This will be valid only if Tamdeen Youth Foundation offers a benefit of medical & life insurance for its employees. The compensation will be based on the signed policy.

11.2. Safety Protocols

Tamdeen Youth Foundation will take precautions to protect the health and well-being of its national staff while carrying out their duties and responsibilities on behalf of Tamdeen Youth Foundation. Further, Tamdeen Youth Foundation will follow prudent and appropriate policies to keep staff safe in the work place and the field.

11.3. Emergency Evacuation

In general, evacuation of national staff is not the responsibility of Tamdeen Youth Foundation.

Tamdeen Youth Foundation will consider out of country evacuation in extreme cases following international legal instruments and national procedures that provide asylum to people with genuine fears of persecution. Tamdeen Youth Foundation is prepared to consider the evacuation of nationally recruited staff if their life becomes endangered as a consequence of their employment with Tamdeen Youth Foundation.

12. Human Resources Development

Human Resources Development is an on-going process involving a routine, objectively administered performance review process, identification of individual goals, and design of a plan to achieve these goals. The tools used in this process are Performance Reviews, Position Descriptions, and Performance Plans. This process applies to all Tamdeen Youth Foundation employees regardless of their level or seniority. It is the responsibility

of managers to ensure that reviews and plans are objective, realistic and facilitate the professional growth of employees.

The Human Resources is responsible for establishing and maintaining the schedule for the Performance Review and Performance Plan cycle including probationary reviews.

Performance Evaluation

All Tamdeen Youth Foundation's staff will be hired with a three (3) month probation period. At the end of this period the employee's performance will be evaluated by the supervisor and the employee will either be changed from probationary status to regular status, terminated, or the probationary period extended up to an additional three months to allow continued evaluation. Salary revisions should not be given at the successful completion of the probationary program.

All staff will receive performance evaluations annually – on or around the year anniversary of the start date of their current position – at which time a merit-based salary may occur.

12.1. New Hire Probationary Review

Usually after three months, new Tamdeen Youth Foundation national staff should undergo a performance evaluation before moving to regular status. A probationary review is not as comprehensive as an annual review and serves the purpose of:

- Acknowledgment by a supervisor and department head to move an employee to regular status, terminate or extend a probationary period,
- Detailing strengths and weaknesses, conditions for success, job fit, concerns, etc.
- Recommend required trainings or improvements,
- Reviewing expectations of the supervisory relationship.

New employees should be hired at the full salary designated for their grade and scale. No salary increments or position description changes should be conducted after a probationary review.

12.2. Transfer/Promotion Staff Probationary Reviews

Probationary Reviews should also be completed after the first three months following employee transfers to a new position. This is done to measure performance against the Position Description and the new responsibilities. The employee is aware that he/she is on probation and this is indicated on the transfer PAF document. Previous positions are not held for staff during the probationary period and the employee should be made aware of the risks associated with job transfers.

When possible, a transferred (promoted or parallel transfer) employee who demonstrates inadequate performance in a new role, should be helped to return to him/her to their previous position or allowed to apply for a similar position. However, no positions are created to accommodate an individual

12.3. Performance Probation Reviews

In the event a staff member has been underperforming he/she is generally placed on a Performance Probation status and a probationary review is conducted at a set interval. Clear goals and standards of

performance are established. If employees remain in the same position after a performance warning, indicators of acceptable performance and a date for a review is set. Termination may result if poor performance continues.

12.4. Annual Performance Reviews

A regular, non-probationary employee's performance is managed with regular, on-going feedback throughout the year, and an annual review during the month of each employee's year anniversary of service with Tamdeen Youth Foundation. This is completed using the Performance Review document detailing an employee's performance in relation to his/her Position Description, professional characteristics and Performance Plan. A formal discussion(s) between the employee and supervisor is held addressing the performance of the employee in relation to stated objectives, the position description, and Tamdeen Youth Foundation' performance expectations.

Performance Management is an on-going process involving communication, documentation and discussion throughout the year and is not limited to the formal annual evaluation. An annual evaluation formally documents, in summary form, discussions during the review period. These discussions should be taking place throughout the year since feedback in managing performance is best if given in a timely and context driven manner. The content or tone of an annual review should not be a surprise to an employee. A performance review should allow for self-assessment by the employee in both written and verbal forms.

Evaluations should occur at the one-year anniversary of each employee's hire and are a routine, annual event (offices may choose to conduct more frequent reviews but merit raises are awarded annually). Annual reviews based upon date of hire, rather than a standard review date shared by all staff are required.

The previous period's Performance Plan and Position Description are used as reference documents in the review process. Achievement or non-achievement of goals detailed in a Performance Plan are detailed in a Performance Review. The following lists characteristics that are evaluated in Performance Reviews:

12.5. Tamdeen Youth Foundation Performance Expectations

1. **Performance:** Fulfill the requirements of the Position Description and demonstrate flexibility with other duties as assigned;
2. **Team Objectives:** Achieve the objectives in the Annual Work plan (sometimes called the Individual Operating Plan) and contribute in a significant way to meet the objectives of the office, department, or unit;
3. **Interpersonal Skills:** Conduct oneself with sensitivity, awareness and respect when working with diverse groups of people, including Tamdeen Youth Foundation staff, beneficiaries and partners, and colleague agencies;
4. **Dependability:** Act at all times as a reliable and effective team player, volunteering to help without being asked;
5. **Initiative and Results:** Proactively enhance the quality of programs, outputs, workplace environment and relationships;
6. **Representation:** Represent Tamdeen Youth Foundation and its programs to constituent groups (the team, program participants, donors, partners, government and the public) by demonstrating a

- personal commitment to the mission and values of Tamdeen Youth Foundation and a sound knowledge of the organization, its principles and its programs;
7. **Leadership and Social Entrepreneurship:** Demonstrate leadership by being a positive example to others, a positive force programmatically and organizationally; foster a culture of innovation;
 8. **Commitment to Learning and Growth:** Demonstrate commitment to develop, acquire, document and apply best practices in related fields, and apply solutions to obstacles to organizational effectiveness.
 9. **Attendance** and work record;
 10. **Adherence** to Tamdeen Youth Foundation policies and procedures;

Performance reviews may result in a merit increase; however, it is important to clarify that reviews do not automatically result in an increase. A “percentile value” is assigned to a review resulting in a merit increase based on the country raise policy. A numerical system is often used to rate performance and this number is assigned a percentage increase that is outlined in a country raise policy. The numerical value should not be part of the review documents where contextual narratives and examples are much more beneficial to the performance review process. It is advised that supervisors and line managers assign a percentage increase independent from the review process, based on the documentation and real performance throughout the year.

Reviews are meant to be thoughtful and comprehensive of the rating period and raises are not given without documentation. It is advised that at a minimum, the Program Manager or the head of a department review proposed raises for their staff. All merit increases must follow the raise policy set forth by country management.

During the review process, an employee’s position description is reviewed and changes may be made for relevancy, accuracy and completeness. The PD must accurately capture and describe the individual’s responsibilities. All revised PDs should be signed by both the employee and the supervisor, with one original copy stored in the employee’s personnel files and the other given to the employee.

12.6. 1.4.5 Performance Plans

A Performance Plan provides shape and focus to an employee’s work and development; it is a tool for the employee and supervisor to capture and communicate future goals. A Performance Plan is prepared by the employee, and references their Position Description. Specific areas where professional or personal growth is desired are listed as personal objectives and a plan for achieving these objectives is detailed. Performance plans are designed to be similar to a log frame and include Objectives, Activities, Time Frame, Deliverables/Indicators, Required Support, and Performance

Performance Plans are kept in employee personnel files with copies to both supervisors and the individual for periodic reference. Performance plans are made at the same time as a Performance Review and upon the receipt of a new Position Description. The HRO may assist in facilitating adherence to a Performance Plan by tracking documents and holding routine check-in meetings and assisting with training opportunities.

The overall responsibility of this aspect of performance management lies with the individual and supervisor.

Objectives in a Performance Plan should be specific to the role and responsibility of the individual and contribute to the objectives of the program and office. This includes technical, managerial and behavioral points.

12.6.1. Probationary Review Plan

The purpose of the probationary review is to document an employee's status at the completion of the probationary period (new hire; transfer, promotion; disciplinary, poor performance, etc.) and detail particular strengths or weaknesses and determine eligibility for regular employee status. It must contain at least the following information: hiring date, and end of probationary period date, status of the employee, and space for notes on their performance and details of steps for professional growth.

Signatories: Supervisor, employee and HRO

12.6.2. Performance Review and Development Plan

The Performance Review and Development Plan form must be used to conduct routine, performance evaluations for employees (typically conducted annually). This is an evaluation of performance against the responsibilities indicated in a Position Description and details steps for a professional growth.

The Performance Review and Performance Plan is the document used to detail steps for a professional growth.

Signatories: Supervisor, employee, HRO. The final approval of a Performance Review and Performance Plan (before a raise is awarded) is approved according to authorities set in the AAM.

12.7. Staff Training and Development

One of the key aims at Tamdeen Youth Foundation is to provide employees with opportunities for professional growth within the organization. Tamdeen Youth Foundation will strive toward providing training opportunities for national staff through funding of education/courses related to professional development. Individual employee performance plans for professional growth will be incorporated into performance reviews by the immediate supervisor.

Annual performance evaluation, performance and development plans must be used as a tool to identify areas where staff member performed well, where improvement is required and how the staff member will upkeep its learning with Tamdeen Youth Foundation. A constructive feedback from supervisor and other team members is crucial for future performance of a team member. Annual evaluations are also an opportunity to recognize staff contribution to the Tamdeen Youth Foundation mission.

13. Glossary

AD	Advertisement
AL	Annual Leave
CC	Consultancy Contract
CV	Curriculum Vita
EC	Employment Contract
ED	Executive Director
HoOps	Human Resources
HR	Human Resources
HRO	Human Resource Officer
ML	Marriage Leave
NGOs	None Governmental Organizations
PAF	Personnel Action Form
PD	Position Description
PRF	Personnel Request Form
SC	Service Contract
SL	Sick Leave
TOR	Terms of References
TYF	Tamdeen Youth Foundation
VA	Vacancy Announcements
WA	Work Agreement