



# ORGANIZATION FOR WOMEN IN SELF EMPLOYMENT (WISE)

## HUMAN RESOURCES POLICIES AND PROCEDURES MANUAL

Addis Ababa, Ethiopia

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# **1 INTRODUCTION**

- 1.1 WISE is an indigenous, non-governmental organization dedicated to the creation of a self-reliant and empowered self-employed women community and to play a significant role in the alleviation and ultimately eradication of absolute poverty in the country. The Organization envisions a nation where absolute poverty is eradicated and women play an active part in the development of the country.
- 1.2 WISE exists to work with low-income women in their efforts to become economically empowered, develop resilient families, enjoy equal rights and become active players and beneficiaries in the development of Ethiopia.
- 1.3 To fulfill its vision and mission, WISE adopts a four-fold strategy: Organizing and Institutions Building, Training and Business Development Services and Strategic Partnership and Learning.
- 1.4 These Human Resources Policies and Procedures apply to all employees of WISE. All employees are obliged to be guided by the policies and procedures contained in the Manual.
- 1.5 The Manual operates within the ambit of the Ethiopian Law. All WISE's employees enjoy inalienable rights to seek redressal, where necessary, under the Ethiopian Labour Law.
- 1.6 Any omissions in this Manual shall be covered by the Labour Law of the country.
- 1.7 The Manual should be read in conjunction with the Finance and other relevant Policies and Procedures of the Organization.
- 1.8 In case of lack of clarity about any particular clause, sentence or work contained in this Manual, the interpretation of the Director of WISE shall be final.
- 1.9 The Director of WISE is vested with the authority to introduce additional policies and procedures as well as to amend or alter existing ones as may be required from time to time. The Board shall ratify the policies and procedures. Revision shall take place at least in three years.
- 1.10 These policies and procedures shall replace all previous policies and procedures and shall come into effect from July 1, 2024.

## **RECRUITMENT, SELECTION AND APPOINTMENT**

### **1.11 Policy Statement**

- 1.11.1 WISE's primary objective of recruitment is to secure high standards of competence.
- 1.11.2 As an organization working with women, the proportion of women staff shall not be less than 75%. Therefore, preferential treatment shall be given to women applicants, without compromising quality work.
- 1.11.3 Recruitment shall always be on a competitive basis unless it is found impractical or difficult in some circumstances. Thus, in such cases, special strong recommendations by an appropriate person or institute shall be considered.
- 1.11.4 No spouse, parent, child, or sibling of an existing staff member shall be recruited to regular member status unless otherwise approved by the Executive Director and the Board in the case of positions reporting to the Director.

### **1.12 Classification and Grades of Posts**

- 1.12.1 All appointments shall comply with WISE's classifications of posts.
- 1.12.2 The classification of jobs shall be as follows:

<b>Grade</b>	<b>Position</b>
1	Guard, Cleaner
2	Office Assistant, SACCO Fac./Cashier, Customer Serv. Off., Coop Accountant, Loan Off., Store K., Literacy Fac., Driver, Trainee Trainer/BDS Off
3	Jr Acct, Jr Trainer, Coop. Cashier, Senior Facilitator, Admin Assistant, Jr Comm. Facilitator,
4	Trainer, Marketing Officer, Purchaser, Accountant, Cashier Acct., SACCO Officer, Senior Coop. Acct., BDS Officer, Com. Facilitator
5	Project Officer/Manager, MEL Officer, Senior Trainer, HR Officer, GS Officer, Sen.Comm. Facilitators, Sen. BDS Off, other Officers
6	ID Coordinator, IT Officer, Meleket Manager, Senior Accountant, Senior Project Coordinator/Manager. OS Manager, Project Devpt Ofi
7	Finance Director, PMEL Coordinator
8	Programme Director, Training Director
9	Executive Director

1.12.3 Positions can be reclassified if such is deemed essential.

1.12.4 Each grade category shall require minimum educational qualifications and experience, which shall be the basis for recruitment and promotion. In some cases, equivalent qualifications and experience shall be considered.

<b>Grade</b>	<b>Qualifications</b>
1	Reading and Writing
2	Grade 12 complete, vocational training
3	Grade 12 complete, 4 years of relevant experience, College diploma and 2 years of relevant experience
4	College Diploma, 4 years of relevant experience, BA and 2 years of relevant experience
5	First degree, 4 years of relevant experience or college diploma and 6 years of professional experience
6	First degree, 6 years of relevant experience, MA and 4 years of relevant experience
7	First degree, 8 years of relevant experience, MA and 6 years of relevant experience
8	MA and 10 years of NGO leadership experience, Good English language skills
9	MA AND 15 years of NGO leadership and experience with good communication and management skills.

### **1.13 Classification of Staff**

1.13.1 All WISE's staff shall be classified as either regular, contractual (fixed term) or casual.

1.13.2 Regular staff are staff employed full-time for an indefinite period of time.

1.13.3 Contractual or fixed term staff are staff employed for a definite period of time to perform a specific piece of work or to replace staff who are temporarily absent or for a project undertaking with a definite life time. Such staff can be hired on full-time or part-time basis. Payment can be effected for shorter time periods either on daily or monthly basis.

1.13.4 Casual staff are employed for a specific work and are paid on daily basis.

## **1.14 Procedures**

- 1.14.1 Vacancy announcements shall be made, when necessary, internally or externally upon the existence of a vacancy.
- 1.14.2 Internal vacancy announcements shall be made for posts for which suitable candidates might be available within WISE. External announcements shall be made in the newspapers and/or bulletin boards at various suitable places, where appropriate.
- 1.14.3 An interviewing panel shall be formed to conduct interviews and recommend to the Director candidates for positions not reporting to the Director. Interviews for positions reporting to the Director shall be made by the Director and the Chairperson/representative of the Board of WISE. No staff member shall sit on an interview panel where her/his relative is an interviewee. The panel shall question the candidate about any disciplinary case he/she has in his/her employment history.
- 1.14.4 Written or practical tests shall be conducted where appropriate.
- 1.14.5 The responsible head of the unit for the job may select short-term staff and get it approved by the Director.
- 1.14.6 Before an employee is issued an offer letter, a partial background check will be conducted, focusing on any past incidents of sexual harassment or violence.
- 1.14.7 Appointment letter, containing the position title, type of employment and duration in case of temporary employment, grade and step, salary and benefits, date of commencement of duty, probation period for regular staff and any specific conditions relating to the offer, shall be given to the recruit. A copy of the job description of the post shall be attached to the letter of appointment and a performance plan shall follow. Moreover, a copy of the Staff Code of Conduct shall be given to the recruit along with the appointment letter.

- 1.14.8 All staff shall sign a “commitment letter” and the code of conduct at the time they receive their employment letter.
- 1.14.9 The recruit shall sign on the copy of the appointment letter, indicating acceptance of the offer.
- 1.14.10 Regular staff shall initially be employed with a probation period of 45 consecutive days during which time their suitability for the post shall be assessed. A letter of confirmation shall be given to an employee who has successfully completed the probationary period. In case a letter is not issued, the employee shall be deemed confirmed.
- 1.14.11 Staff on certain positions may be required to produce a medical certificate from an authorized hospital or clinic testifying fitness to undertake service with WISE. The certificate must be produced before the commencement of duty.
- 1.14.12 The employment of consultants, who are persons directly engaged in a specific assignment and specific period of time, shall always be approved by the Executive Director. A contract of agreement specifying the terms of reference, amount and basis of remuneration, location of employment, duration of the assignment and any specific conditions relating to the contracting parties must be signed before the commencement of the assignment. The contract shall indicate prohibition of abuse and exploitation of sexual harassment during their service with WISE. It shall also indicate measures that will be taken in incidents.
- 1.14.13 Every newly recruited regular staff shall be given an orientation and induction on the organization, colleagues and job.
- 1.14.14 All employees handling money shall bring guarantors before they start their jobs.
- 1.14.15 Casual staff can be recruited upon recommendation.
- 1.14.16 WISE shall practice safe recruitment and all regular and fixed-term staff members shall undergo”

safe recruitment” procedures described in WISE’s safeguarding policy and procedures manual. The annual safeguarding audit shall ensure that this policy is enforced.

1.14.17 A personal file shall be opened for new staff members which shall be kept confidential and hold relevant documents including a “Staff Data Form”

## **2 REMUNERATION**

### **2.1. Policy Statement**

WISE shall seek to provide a compensation package that attracts, retains and motivates competent staff. Therefore, it shall regularly survey the market and review its pay structure in a competitive and equitable manner with other indigenous non-governmental organizations.

### **2.2. Salary Structure**

2.2.1. WISE shall have a salary scale based on grades and multiple steps. (see Appendix)

2.2.2. The salary scale shall be reviewed whenever necessary and be operational after it is approved by the Board.

2.2.3. New recruits shall be placed at the first step of the grade applicable. However, special consideration can be made by the Executive Director/Board to place a new employee at a higher step depending on qualification and experience.

### **2.3. Increments and Adjustments**

2.3.1. Annual increments shall be granted in the form of percentage increase to the previous salary based on the organization 360-degree performance evaluation results. Staff who are employed within 6 months or promoted and received more steps of salary increment than the annual increment would give them shall not be granted an annual increment.

2.3.2. Merit increments may be given to those staff who demonstrate exceptional performance over a period of time. Such an increase shall be given once in a year.

2.3.3. Salary adjustments may be made when staff are promoted to higher posts.

2.3.4. Staff members who have reached the ceiling of the scale in the grade they are in shall be considered exceptionally by the Executive Director/Board.

#### **2.4. Salary Advance**

2.4.1. Staff members shall be eligible for salary advance in exceptional cases. Such requests must be presented in writing to the Executive Director for prior approval.

2.4.2. The amount of the advance shall not exceed the staff member's one-month salary and shall be deducted from the same month's payment.

#### **2.5. Deductions from Salary**

2.5.1. Deductions from salary may be made for the following reasons.

- Taxes, levies and other public charges
- Salary advance or loan
- Court order
- Voluntary contributions for Provident Fund Scheme or Credit Union or any other scheme.
- Pension

2.5.2. All deductions must have supporting documents when necessary

## **2.6. Acting Allowance**

- 3.5.1 When circumstances require staff assigned to act in senior management positions will be paid an acting allowance of 15% of their basic salary.
- 3.5.2 Acting allowance will be approved by the Executive Director only.
- 3.5.3 Positions on which acting staff will be assigned will be decided by the Director. Consultation with the management team members may be essential in certain lower management levels.
- 3.5.4 The duration of acting shall be not less than 15 days and over 3 months.
- 3.5.5 When circumstances dictate the extension of the acting for over 3 months, the Management Committee/Board shall discuss and approve the extension.

## **3 BENEFITS**

### **3.1. Policy Statement**

- 3.1.1. It is the policy of WISE to provide various benefits for its staff members within the scope of its financial capabilities, the needs of staff and current practices of other comparable organizations.
- 3.1.2. WISE shall regularly review its benefits package in an attempt to attract competent employees, increase staff morale, reduce staff turnover, increase job satisfaction and enhance organizational image among staff members.

### **3.2. Pension/Scheme**

- 3.2.1. In order to assist employees at the time of separation from service. WISE shall implement the pension scheme of the government.
- 3.2.2. Staff members employed for over 3 months shall be eligible for this benefit.
- 3.2.3. WISE shall contribute 11% of the staff member's basic salary per month towards the Fund and the staff members shall contribute 7% of their basic salary.

3.2.4. Staff employed before July 2011 could not be treated by the pension scheme shall continue with the provident fund scheme.

### **3.3. Medical Scheme**

3.3.1. WISE has established a medical fund Scheme for the purpose of providing benefits for hospital expenses, medical services and prescribed drugs and medicines for regular staff members.

3.3.2. WISE shall pay a certain %age of the staff 's basic salary, which shall be managed by the Finance Department.

3.3.3. Staff shall cover 25% of the expenses they incur. (See details in Appendix)

### **3.4. Loan**

3.4.1. Staff are expected to be members of the Staff Savings and Credit Cooperative.

3.4.2. The Executive Director may approve loans not exceeding the staff's one month's basic salary to be payable within the fiscal year to staff who are not members of the Cooperative.

### **3.5. Transport Allowance**

3.5.1. In recognition of the need for transportation, WISE shall provide all regular staff members with a transport allowance.

3.5.2. The rate of transportation allowance shall be fixed for each grade and revised as required. (See Appendix). Income tax shall be deducted in accordance with the tax policy of the government.

3.5.3. Casual and short-term (less than 3 months) employees may not be entitled to transport allowance.

3.5.4. WISE shall cover costs of transportation for official purposes unless otherwise vehicles are provided.

3.5.5. Leadership staff with assigned vehicles shall not be eligible for transport allowance.

### **3.6. Insurance**

3.6.1. WISE may introduce and cover its staff who have served the Organization for over one year with a group life insurance depending availability of funds.

3.6.2. The premium shall be paid from the “Staff’s Welfare Fund”.

## **4 LEAVE**

### **4.1. Policy Statement**

4.1.1. WISE acknowledges the need for annual and other types of leave as a way of rest and relaxation, attending to court or Woreda affairs, before and after delivery, during illness, mourning or concluding marriage and sitting examinations.

4.1.2. All types of leave, except for court or Woreda affairs, must be requested on a form and approved by the immediate supervisor.

### **4.2. Annual Leave**

4.2.1. All staff members shall be eligible to 16 working days of annual leave for each full year of service with WISE. When staff members complete one year of service with WISE, one additional day for every additional year of service will be granted.

4.2.2. Annual leave shall be calculated on the calendar year.

4.2.3. When the length of service of a staff member does not qualify for an annual leave, she/he shall be eligible for leave proportionate to the length of her/his service.

- 4.2.4. Staff members shall be required to take their annual leave within the calendar year. Carry forward of unutilized leave up to a maximum of 10 days to the next year can be approved by the Executive Director under special circumstances.
- 4.2.5. Staff shall take their annual leave in accordance with a leave schedule drawn up at the beginning of the calendar year by the supervisor and staff by giving due regard to both the wish of the staff member and the work.
- 4.2.6. The Executive Director of WISE shall reserve the right to postpone or bring forward the date of leave of a staff member for reasons dictated by the work conditions.
- 4.2.7. No payment shall be made for earned annual leave which is not taken unless the staff member is leaving the organization.

### **4.3. Sick Leave**

- 4.3.1. Regular staff members who have completed their probation shall be eligible for sick leave in the course of twelve months as follows:
  - i) the first one month with full pay
  - ii) the next two months with half pay
  - iii) the next three months without pay
- 4.3.2. Such leave shall only be approved upon hospitalization or producing a medical certificate from an approved clinic.
- 4.3.3. Staff with terminal illnesses including AIDS, testified by a hospital or a registered physician, will be given leave with full pay for the first three months and half pay for the next three months.
- 4.3.4. When a staff member absents herself/himself from work on grounds of sickness, she/he should notify the immediate supervisor within twenty-four hours of the sickness.

4.3.5. Sick leave cannot be carried over to the next year and is counted consecutively. Sick leave cannot be added on to annual leave.

4.3.6. Sick leave due to employment injury shall be treated in accordance with the Labour Proclamation.

#### **4.4. Maternity Leave**

4.4.1. A pregnant regular staff member shall be eligible for time off for medical examination connected with her pregnancy after prior approval of the supervisor.

4.4.2. A pregnant regular staff member shall be eligible for a period of 90 calendar days of maternity leave with pay to be taken immediately before and/or after delivery.

#### **4.5. Compassionate Leave**

4.5.1. All staff members, regular as well as temporary, shall be eligible for three calendar days when concluding marriage or when her/his spouse descendants, or ascendants or another relative, whether by affinity or consanguinity up to the second degree dies.

4.5.2. Staff members shall be obliged to immediately inform their supervisor of the need for such leave and obtain approval.

#### **4.6. Educational Leave**

4.6.1. Staff sitting examinations during working hours may be given leave of absence for the period of the examination only. This needs prior approval by the immediate supervisor.

4.6.2. Skill training shall, as much as possible, be undertaken outside working hours. However, if circumstances do not permit, the immediate supervisor may approve a leave of absence for the period of the training.

#### **4.7. Other Leaves**

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

#### **4.8. Leave without Pay**

- 4.8.1. Leave without pay to a maximum of five working days may be granted to regular staff members who have exhausted their leave entitlements stipulated in this Policy Manual.
- 4.8.2. Such leave can only be approved provided the staff member presents an acceptable reason and gets prior approval from the Executive Director.
- 4.8.3. Failure to secure prior approval shall be deemed as unauthorized absence and will result in subsequent disciplinary action.
- 4.8.4. Requests for leave without pay for a period exceeding five working days shall be treated as exceptional case.
- 4.8.5. Staff members who absent themselves in excess of the authorized duration shall be considered to have terminated their employment with WISE.

## **5 PROMOTION**

### **5.1. Policy Statement**

5.1.1. It is the policy of WISE, whenever possible, to promote regular staff members who are deserving, qualified and have proven ability to move to higher positions that may arise in the course of time, with corresponding increases in salaries, duties and responsibilities.

5.1.2. Performance records shall be given greater weight when a staff member is considered for promotion. This means academic qualifications and experience requirements may be waived at the discretion of the Executive Director.

5.1.3. Preferential consideration shall be given to women staff members.

### **5.2. Procedures**

5.2.1. Vacancy announcements for outside applicants may directly be made without advertising the position internally. This is when there are no staff members who can qualify for the post.

5.2.2. The vacancy will be made known to all staff and applications screened.

5.2.3. The selection procedure shall be processed in the same way as that of recruitment.

5.2.4. A letter of promotion shall be written to the staff member signed by the Executive Director.

## **7 PERFORMANCE REVIEW**

### **7.1 Policy Statement**

- 7.1.1 The main purpose of performance review in WISE is evaluation of job-related attributes, behaviour and performance and development of the staff.
- 7.1.2 Performance reviews shall be carried out formally once a year, at the end of December. Interim reviews shall be done as frequently as required by immediate supervisors.
- 7.1.3 Results of performance reviews shall be strictly confidential except to the reviewee, reviewer, next level supervisor and Managing Director.

### **7.2 Procedures**

- 7.2.1 Performance reviews shall be done at the end of December or at the latest early January.
- 7.2.2 In addition to the day-to-day coaching, reviewers must conduct informal interim reviews through the year. The frequency of interim reviews is subject to the nature of the job.
- 7.2.3 Reviewers shall prepare well for the review, i.e. go through job descriptions, performance plans and notes of interim reviews, set convenient time for an interview session, inform the reviewee and select a suitable place. A sufficient time should be allowed for the interview and as much as possible there should be no interruptions.
- 7.2.4 In preparing for the performance interview, areas like the following should be examined.
- Key result targets achieved and not achieved and the process of achievement,
  - Barriers affecting achievement,
  - Outstanding achievements,
  - Impact of achievements,
  - Cost consciousness
  - Initiative/innovations

- Efficiency,
- Integrity
- Working relationships (good and bad)
- Communications (strengths and weaknesses)
- Self-development efforts, etc.

7.2.5 Both the reviewer and reviewee should complete the form before coming to the interview in order to make the review effective.

7.2.6 The interview should be conducted in an open, relaxed atmosphere and follow the format.

7.2.7 Both the reviewer and reviewee should jointly agree on targets for the following year, training and development needs and interim reviews.

7.2.8 WISE has introduced a 360 degree system of performance review. The Heads of the Units shall select the participants who will take part in the evaluation. The immediate supervisor's scores shall be taken from 50% while the scores of the remaining, including the reviewee, shall be calculated out of 50%.

7.2.9 After the interview the form (see appendix) must be completed by the reviewer immediately, signed by both and sent to the higher level supervisor for comments and then to the personal file of the staff.

7.2.10 In case of disagreements, they can be recorded in the comments' sections and depending on their intensity and in cases of poor performance, the Director should hold discussions with the concerned staff.

7.2.11 The immediate supervisor shall be responsible for determining key measures that should be taken for performance to improve.

## **8. STAFF TRAINING AND DEVELOPMENT**

### **8.1 Policy Statement**

- 8.1.1 WISE recognizes that its human resources are its most important asset and that the only way to fulfil its mission is by attracting and retaining professionally competent and well motivated members. This can be achieved through careful recruitment, provision of competitive salaries and benefits, creation of a satisfactory job environment and continuous development of the staff's skills.
- 8.1.2 The main objective of offering training opportunities is to fulfil the needs of WISE, which is making the staff member more effective. Therefore, training should not be regarded as an entitlement and shall not guarantee promotion or increment of salary.
- 8.1.3 To encourage staff improve their educational qualification and enhance career development, WISE shall provide financial support to and or partially cover school fees. Fees shall be paid as 50% and 25% for staff pursuing their education in government and private institutions respectively. Moreover, such staff must have served the Organization over 2 years.
- 8.1.4 Short-term courses, workshops, seminars and exposure visits shall be considered as much as possible and up to 10% of the total salary budget may be allocated each year for training purposes.
- 8.1.5 Staff receiving opportunities for education/training shall enter into a service agreement proportional to the type and duration of the benefit. (see annex)

### **8.2 Application**

- 8.2.1 All staff members shall be considered for in-house or in-country training on the basis of need to be identified by supervisors.
- 8.2.2 A training plan shall be worked out at the beginning and implemented through the year.

- 8.2.3 WISE shall make use of its own staff, CCRDA, other NGOs, and training institutions to train its staff.
- 8.2.4 Fees incurred in relation to training, accommodation costs, subsistence allowance and travel costs shall all be borne by WISE.
- 8.2.5 Staff who attend a training programme shall be required to submit a report within one week from the date of return to duty.
- 8.2.6 Staff who apply for financial support for higher education shall present their application in writing to the Director. Approval shall be based on the relevance of the study to the career development of the staff. The Executive Director shall present her/his recommendation to the Board for their approval.
- 8.2.7 Staff pursuing higher education in the evening shall be reimbursed the fees they are charged upon presenting proper receipts. Staff who repeat courses shall cover the costs of the repeated course themselves. Thus, they will be required to submit grade reports at the end of each semester.
- 8.2.8 Staff will be paid their full salary while on training.

## **9. HOURS OF WORK AND HOLIDAYS**

### **9.1. Hours of Work**

8.2.9 The normal hours of work in WISE shall not exceed eight hours a day or forty-eight hours a week.

8.2.10 The hours of work for each position shall take into account the nature of the work.

8.2.11 All staff, management personnel in particular, shall be expected to work outside the normal working hours when circumstances require.

### **9.2. Public Holidays**

WISE shall observe the public holidays designated by the Country.

## **10. DISCIPLINARY AND GRIEVANCE PROCEDURES**

### **10.1 Policy Statement**

10.1.1 Disciplinary procedures in WISE aim at encouraging staff members to achieve and maintain high standards of behaviour and performance. Moreover, they aim at ensuring that disciplinary offenses are dealt with fairly and consistently.

10.1.2 Grievance procedures aim at settling a grievance fairly and quickly and help to prevent minor disagreements developing into more serious disputes.

10.1.3 WISE encourages a climate of mutual respect, openness, understanding, healthy debate and discussion among supervisors and subordinates.

### **10.2 General Obligations of Staff Members**

10.2.1 The purpose of this section is to broadly state some major proper and prohibited conducts while working for WISE. These will help staff members

refrain from unlawful acts, which may lead to disciplinary actions.

10.2.2 The list hereunder presents obligations of staff members and is by no means complete and thus should not be used as supporting evidence for defense.

- a) to perform in person the work specified in the job description and performance plans,
- b) to follow instructions given based on the terms of employment,
- c) to handle with due care all instruments and tools entrusted to them for work,
- d) to report for work always in fit mental and physical conditions,
- e) to give all proper aid when an accident occurs or an imminent danger threatens life or property in their place of work without endangering their own safety and health.
- f) to observe work rules and directives issued by the organization,
- g) not to engage in any outside employment without the approval of the Director,
- h) not to engage in purchases from business concerns in which they or other WISE staff members have a direct financial interest,
- i) not to actively engage in party, ethnic or religious politics as WISE is a non-partisan organization.
- j) to show an acceptable, disciplined conduct during interactions with the community, particularly children.
- k) not to intentionally commit in the place of work any act which endangers life or property,
- l) not to take away property from the work place without the authorization of the Director,
- m) not to be repeatedly tardy for work,
- n) not to be absent from work without permission and outside the rules of the organization,
- o) not to engage in malversation of the property or fund of the organization/community to procure for oneself or to a third person undue enrichment,
- p) not to create or engage in brawls or quarrels at the work place,

- q) not to accept gifts or remuneration from a third party as recognition of collaboration which may be found irregular and result in dishonesty.
- r) not to use information known to them by reason of their official position to their private advantage,
- s) to keep confidential information to themselves,
- t) not to engage in promoting religion in any way while at work.
- u) give accurate information in respect of educational qualifications or experience.
- v) To refrain from sexual harassment of women and children
- w) Not to abuse one's authority for any person or egoistic benefits.
- x) To be loyal to the mission of the organization.
- y) To be aware of the rules, regulations, polices, and code of conduct of WISE.
- z) To show empathy to the target members of WISE.

### **10.3 Offenses**

10.3.1 Offenses that subject a staff member to disciplinary measures shall include failure to respect the above obligations.

10.3.2 For the purpose of taking disciplinary measures, offenses shall be classified as major and minor offenses.

### **10.4 Penalties**

10.4.1 Depending on the gravity of the offense, various penalties may be imposed. These shall include:-

- a) Summary dismissal
- b) Termination
- c) Written Warning
- d) Verbal Warning

10.4.2 During specific investigations, WISE may suspend the services of a staff member for up to one month.

### **10.5 Authority for Penalties and Procedures**

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

- a) Summary dismissal - Executive Director
- b) Termination - Executive Director
- c) Written Warning - Immediate Supervisor  
Second level supervisor
- d) Verbal Warning - Same as above

10.5.2 The following major offenses shall be causes for summary dismissal:-

- a) Absence from work without good cause for 5 consecutive working days or 10 working days in any period of one month or thirty working days in a year.
- b) Theft of WISE property.
- c) Malversation of WISE property.
- d) Giving away the Organization's property to a third party without the proper authorization or for one's personal usage/enrichment.
- e) Sabotage or willful damage.
- f) Double employment without permission.
- g) Giving false information during investigations.
- h) Reporting for work under the influence of liquor or drugs.
- i) Proven fraud or dishonesty.
- j) Physical violence against staff or community member/children.
- k) Abuse of authority.
- l) Sexual harassment (includes words, touching)
- m) Engagement in the promotion of religious, ethnic or political affairs.
- n) Unacceptable behavior with children, e.g. beating, touching.

10.5.3 A written warning shall be given for the following first time offenses. A second time offense shall subject a staff member to termination without notice.

- a) Insubordination: refusal to follow decisions of superiors in line with responsibility.
- b) Negligence in job or in handling property as per assignment and rules and regulations of WISE.
- c) Repeated tardiness in coming to work or leaving earlier than the office closing hours.
- d) Unwillingness to perform prescribed duties in a satisfactory manner.

10.5.4 For major offenses leading to termination of services, an investigation and hearing process shall apply. A committee shall be formed to study the case when necessary and the recommendations of the committee approved by the Managing Director.

10.5.5 In the event of a major misconduct subject to summary dismissal, which entails the immediate quitting of the organization with loss of rights to any payment for the normal period of notice, the Executive Director shall take the decision without further investigation being necessary.

## **10.6 Grievance Procedures**

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

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

10.6.3 Timeline for grievance handling is 2 weeks at both the immediate and higher levels.

10.6.4 For staff members reporting to the Director, the next level of appeal shall be the Board Chairperson of WISE.

10.6.5 Aggrieved staff are free to take their case to the court. (See Complaints Handling Mechanism of WISE)

## **11. TERMINATION OF EMPLOYMENT**

### **11.1 General**

11.1.1 The employment of a staff member in WISE can be terminated upon the initiation of the Organization or a staff member and in accordance with the provisions stipulated in this Manual and the law of the Country.

11.1.2 The following grounds shall constitute reasons for the termination of the service of a staff member.

- a) redundancy
- b) retirement
- c) probationary termination
- d) disciplinary termination
- e) resignation
- f) health problems
- g) cessation of the organization partially or wholly
- h) inability to perform prescribed duties in a satisfactory manner
- i) imprisonment or conviction of an offence
- j) expiry of contract/project period

11.1.3 Termination of employment can take place with or without notice depending on the case as provided in this Manual.

11.1.4 Unless otherwise provided for in this Manual the period of notice given to employees shall be :

- 11.1.4.1 One month in the case of an employee who has completed his/her probation and has served WISE less than one year.
  - 11.1.4.2 Two months in the case of service of between one-nine years and for all management staff.
  - 11.1.4.3 Three months in the case of service of more than nine years
  - 11.1.4.4 Three months in the case of redundancy or cessation of the Organization.
- 11.1.5 Termination payments shall be granted depending upon each case as provided in the next chapter.

## **11.2 Redundancy**

- 11.2.1 The service of a staff member can be terminated with notice when the operation of the organization requires the cancellation of the post of the staff member, reclassification of posts, or reduction of workforce.
- 11.2.2 The notice of termination shall be made in writing and state the reasons for and effective date of the termination.
- 11.2.3 It shall be the Executive Director's authority to issue such termination letters for all staff.
- 11.2.4 Letter of termination shall be handed to the staff member in person. In case of refusal or impossibility to find the staff member, the letter shall be posted on the notice board for ten consecutive days.

## **11.3 Retirement**

- 11.3.1 The mandatory retirement age for staff working for WISE shall be 60 years.
- 11.3.2 WISE may retain a staff member beyond the retirement age upon the approval of the Executive Director/Board Chairperson.

## **11.4 Probationary Termination**

- 11.4.1 WISE can terminate the employment of a staff member on probation before the expiry of the probationary period, upon an objective assessment of the performance of the staff member.
- 11.4.2 The decision for termination will be made in writing to the staff member by the Director and a one-week prior notice shall be given in such cases.

## **11.5 Disciplinary Termination**

- 11.5.1 Termination due to a major offence resulting in summary dismissal can take place without notice in accordance with the provisions stated in Chapter 10.
- 11.5.2 Termination due to other offenses, not resulting in summary dismissal, shall take place with a prior notice of up to a maximum of one calendar month.
- 11.5.3 Staff terminated due to disciplinary causes are not entitled to any termination benefits.

## **11.6 Resignation**

- 11.6.1 All staff members shall have the right to resign from their services giving in writing a one-month notice. The letter should be addressed to the Director. Management staff, including Senior Accountant, Project Officers and Managers/coordinators, shall give a two-month notice.
- 11.6.2 WISE shall have the option of accepting, rejecting or negotiating resignations.
- 11.6.3 The Executive Director can waive the requirement of the period of notice or service obligations entered into in regard to training received if it is of no disadvantage to WISE.
- 11.6.4 Absence from work without good cause or notice for over five consecutive working days shall be considered resignation without notice and WISE shall retain the right to terminate the employment of the staff member in accordance with the disciplinary provisions stipulated in this Manual.

11.6.5 Staff who resign and whose employment period is less than 5 years shall not be entitled to gratuity payment.

### **11.7 Termination due to Health Problems**

11.7.1 The employment of a staff member shall be terminated if she/he is, for reasons of health or disability, unable to carry out her/his obligations under the terms of employment.

11.7.2 The employment of a staff member who absents herself/himself beyond the sick leave entitlement of six months in any twelve months' period shall be subject to termination due to health problems.

11.7.3 The Director shall have the right to initiate termination of the services of a staff member who is incapacitated by reasons of mental or physical conditions. However, before such termination is initiated, effort shall be made to find a post, which can be compatible with the staff member's health and qualifications.

11.7.4 The initiation of such termination shall begin with sending a confidential letter to the staff member stating the reasons for the termination and asking her/him to respond within two weeks.

11.7.5 In case of not responding, the staff member can immediately be terminated. In case of disagreement, the Director can designate a medical practitioner to examine the staff member and based on the report take a decision.

11.7.6 The case of employment injury shall be treated as per the Labour Proclamation.

### **11.8 Cessation of the Organization**

11.8.1 If an event, which entails cessation of the organization in part or whole occurs, the provision of the Labour Proclamation shall be applied.

11.8.2 As regards selection of staff members to be terminated, the Director shall designate a committee of three members who shall put forward its

recommendations following the provisions of the Labour Proclamation.

### **11.9 Poor Performance/inability to perform duties in a satisfactory manner**

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

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

11.9.3 In the case of not being able to improve performance on the part of the staff member, a written proposal to terminate the staff member shall be forwarded to the next-level supervisor. This shall not be applicable to management staff reporting to the Director.

11.9.4 The decision to terminate a staff member shall be made in writing by the Director.

11.9.5 Staff whose employment is terminated due to poor performance shall not be entitled to termination benefits.

### **11.10 Imprisonment or Conviction of an Offense**

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

11.10.2 A staff member's employment shall also be terminated if she/he is convicted for an offense where such conviction renders her/him unsuitable for the post held.

11.10.3 Staff whose employment is terminated due to imprisonment or conviction of an offense shall not be entitled to termination benefits.

### **11.11 Expiry of Contract/Project**

- 11.11.1 A staff member's employment with WISE can be terminated upon expiry of contract or project period.
- 11.11.2 The staff's employment can be extended in situations where vacancies and budget are available.
- 11.11.3 Termination benefits shall be given in accordance with the policy of this manual.

## **12.0 TERMINATION BENEFITS**

### **12.1 General**

- 12.1.1 Termination payments shall be made in accordance with the **Labour Law** of the country and the provisions of this Manual.
- 12.1.2 All such payments, with the exception of payment for funeral expenses, shall be made after presentation of clearance paper. In the case of death, the heirs should produce proper papers from the court.
- 12.1.3 Termination payments shall be made as immediately as possible provided the staff member or dependents present clearance.
- 12.1.4 Gratuity pay shall only be paid for staff who have served the Organization over 5 years. Payment shall be calculated at the rate of 50% of the last month (December) of the year's salary and paid per the choice of the staff. Choice shall be either depositing in the Staff's Saving and Credit Cooperative or Provident Fund account or paid along December's salary.
- 12.1.5 Termination payments shall be made in relation to the reasons of terminating service in the following ways.

### **12.2 Redundancy, Cessation of the Organization**

- i) Severance pay of one month's current basic salary for the 1<sup>st</sup> year service and 1/3<sup>rd</sup> for each subsequent year of service with WISE. However, as WISE has

introduced a gratuity benefit for staff with over 5 years of service, such staff will not be entitled to the severance payment. Therefore, it will only apply for staff with less than 5 years of service.

- ii) Redundancy benefit of two months' basic salary.
- iii) Compensation of one month's salary if the termination is made without notice. (Section 3, Article 41 of Labour Law)
- iv) Approved unused annual leave payment,
- v) Outstanding salary and benefits,
- vi) Provident fund plus interest accumulated (if any).

### **12.3 Retirement, Resignation**

- i) Outstanding salary and benefits.
- ii) Provident fund plus interest accumulated (if any).
- iii) Approved unused annual leave payment

### **12.4 Imprisonment, Poor Performance, Disciplinary Actions**

- i) Approved unused annual leave payment.
- ii) Outstanding salary and benefits.
- iii) Provident fund plus interest accumulated (if any)

### **12.5 Expiry of Contract/project period**

- i) Approved unused annual leave payment.
- ii) Outstanding salary and benefits.

### **12.6 Probationary Termination**

- i) Outstanding salary

### **12.7 Death**

- i) Full month's salary and benefits in which death has occurred.
- ii) One month's basic salary for funeral expenses.

- iii) Provident fund plus interest accumulated (if any).
- iv) Approved unused annual leave payment

### **13. AUTHORITY FOR INTERPRETATION AND AMENDMENT**

The authority to interpret any of the provisions stipulated in this Policy Manual shall be vested in the Executive Director of WISE. Amendments shall be the authority of the Board of WISE.

The manual shall be revised at least every three years.

Revised: July, 2024

# Appendix One WISE STAFF DATA

## 1.0. PERSONAL DATA

- 1.1. Full Name (Including Grand Father's Name)  
.....
- 1.2. Mother's Name .....
- 1.3. Sex .....
- 1.4. Date of Birth (day/month/year).....
- 1.5. Place of Birth .....
- 1.6. Marital Status .....
- 1.7. Spouse's Name .....
- 1.8. Children's Name:  
  

.....	Sex	.....	Age	.....
.....		.....		.....
.....		.....		.....
.....		.....		.....
- 1.9. Address: Subcity ..... Woreda ..... H. No. .... Tel. No. ....
- 1.10. Person to be contacted in case of emergency  
 Name..... SC/K/Hno. ....  
 Tel. Office .....Res. ....

## 2.0 EDUCATIONAL BACKGROUND

<u>Certificate/Diploma/</u>	<u>School/College/</u>	<u>Year</u>	<u>Field of Study</u>	<u>Degree</u>
.....	<u>University</u>	.....	.....	.....
.....	.....	.....	.....	.....
.....	.....	.....	.....	.....
.....	.....	.....	.....	.....

**3.0 WORKING EXPERIENCE**

Years of Experience Before Joining WISE:

Year	Organization	Position
.....	.....	.....
.....	.....	.....
.....	.....	.....
.....	.....	.....

**4.0 EMPLOYMENT AT WISE**

- 4.1 Employment date at WISE: .....
- 4.2 Employee Number: .....
- 4.3 Starting Position and Grade: .....
- 4.4 Starting Salary: .....

## Annex 2

### Salary Scale 2025

Grade	1	2	3	4	5	6	7	8	9	10	11	12	TA
1	5500	6050	6655	7321	8053	8858	9744	10718	11790	12969	14266	15692	1000
2	6500	7150	7865	8652	9517	10468	11515	12667	13933	15327	16859	18545	1000
3	8000	8800	9680	10648	11713	12884	14172	15590	17149	18864	20750	22825	1000
4	10000	11000	12100	13310	14641	16105	17716	19487	21436	23579	25937	28531	1500
5	12000	13200	14520	15972	17569	19326	21259	23385	25723	28295	31125	34237	1500
6	17000	18700	20570	22627	24890	27379	30117	33128	36441	40085	44094	48503	2000
7	30000	33000	36300	39930	43923	48315	53147	58462	64308	70738	77812	85594	2000
8	45000	49500	54450	59895	65885	72473	79720	87692	96461	106108	116718	128390	2000
9	70000	77000	84700	93170	102487	112736	124009	136410	150051	165056	181562	199718	2000

Grade 1: Guard, Cleaner,

Grade 2: Office Assistant, SACCO Facilitator/Cashier, Customer Service Officer, Coop Accountant, Loan Officer, Store K.

Grade 3: Jr Acct, Jr Trainer, Coop. Cashier, Senior Facilitator, Admin Assistant, Jr Comm. Facilitator

Grade 4: Trainer, Marketing Officer, Purchaser, Accountant, Cashier Acct., SACCO Officer, Senior Coop. Acct., BDS Officer, Com. Facilitator

Grade 5: Project Officer, MEL Officer, Senior Trainer, HR Officer, GS Officer, Sen.Comm. Facilitators, Sen. BDS Off, other Officers

Grade 6: ID Coordinator, IT Officer, Meleket Manager, Senior Accountant, Senior Project Coordinator/Manager. OS Manager, Project Devpt Ofi

Grade 7: Finance Director, PMEL Coordinator

Grade 8: Programme Director, Training Director

Grade 9: Executive Director

# WISE

## STAFF PERFORMANCE REVIEW

### 1.0 PERSONAL INFORMATION

1.1 Name of Staff.....

1.2 Position .....

1.3 Duty Station/Unit .....

1.4 Date of Appointment in Present Position.....

1.5 Date of Appointment in WISE.....

1.6 Intermediate Positions Held:

Position

Period: From –To

.....

.....

.....

.....

.....

.....

1.7 Qualifications .....

1.8 Training taken within the past two years:

.....

.....

## 2.0 ACHIEVEMENT OF EXPECTED RESULTS

Objective assessment of the staff's performance over the past year against set plans and the job description of the position. Key results in terms of **quantity** and **quality**.

<u>Key Result Area</u>	<u>Quantity</u> *	<u>Quality</u> *	<u>Remarks</u>
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....

\*Excellent (5), Very Good (4), Good(3), Satisfactory (2), Unsatisfactory (1)

## 3.0 COMPETENCE, BEHAVIOUR AND JOB PERFORMANCE

Objective assessment of the staff's overall aptitude, behaviour and job performance over the past year. (see descriptions of each factor)

No	Rating Factor	Weight		5	4	3	2	1	Weighted Score
		Non Leadership	Leadership	Excellent	Very Good	Good	Satisfactory	Unsatisfactory	
1	Punctuality and attendance	10	8						
2	Overall quality of work	10	10						
3	Dependability and sense of responsibility	12	10						
4	Initiative	8	10						
5	Working relationships	12	10						
6	Industriousness	12	10						
7	Integrity	10	10						
8	Discipline	8	8						
9	Intelligence	8	10						
10	Leadership (for supervisory positions)		14						
Total weighted score									

#### **4.0 STAFF'S STRONG AREAS**

Areas in which the staff demonstrates outstanding performance and behaviour.

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#### **5.0 AREAS REQUIRING STRENGTHENING OR IMPROVEMENT**

Areas that need to be strengthened or improved in relation to key result areas. Staff's weak areas.

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#### **6.0 TRAINING AND DEVELOPMENT NEEDS**

Areas of training and development needs that will prepare the staff for improved performance in the present job or to prepare her/him for a possible future post.

(Indicate strategy)

<u>Need (Area)</u>	<u>Strategy (Action)</u>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>

#### **6.0 POTENTIAL**

Objective assessment of the staff's ability to quickly learn new things, to work independently, to assume higher responsibilities, to self-development, etc.

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#### **9.0 CAREER ASPIRATIONS**

Desires, hopes for career development. Measures to be taken and being taken by self and support from organization.

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**10.0 ADDITIONAL REMARKS OF THE APPRAISOR**

Other relevant information about the performance of the employee

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Recommendations

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Name Signature Date

**11.0 COMMENTS OF THE APPRAISEE**

On the assessment:

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On support received from the appraiser (supervisor)

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Signature ..... Date .....

**12. COMMENTS OF THE SUPERVISOR OF THE APPRAISOR**

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Name ..... Position.....  
Signature ..... Date .....

## **Guidelines on Review factors**

### **1. Punctuality & Attendance**

#### **Consider the following**

- Time responsiveness – keeping deadlines, not needing reminders
- Reporting to duty on time
- Using office hours for official purposes.

#### **Rating Factor**

- Exceptionally known for being on duty during office hours and meeting deadlines, works over working hours -5
- always on duty unless for exceptional cases and meets deadlines, at times puts in extra working hours -4
- most of the time on duty and meets deadlines-3
- stays on duty reasonably , fails to meet deadlines sometimes -2
- most of the time absent from duty without valid reasons, usually fails to meet deadlines -1

### **2. Overall Quality of Work**

#### **Consider the following**

- thoroughness (Completeness)
- extent of how work is done without error

#### **Rating Factors**

- does very neat, accurate and complete work - 5
- does neat and complete work with acceptable degree of accuracy -4
- work is nearly always reliable but makes few errors -3
- accuracy of his/her work needs to be checked-2
- lacks the required standard, makes major errors -1

### **3. Dependability and Sense of Responsibility**

#### **Consider the following**

- readiness to take appropriate action when called upon in one's duties
- degree of reliability in one's assignment
- awareness of obligations to carry out assigned activities to the best of one's ability
- degree of commitment to one's duties

### **Rating Factors**

- always accepts responsibility without hesitation. keeps-up the maximum effort to handle responsibility in all areas of his /her assignments -5
- accepts responsibility and takes due care in performing assignments -4
- holds responsibility at a reasonable degree -3
- hesitant to accept responsibility, does not go through the work if left alone -2
- unreliable, requires to much attention, at loss if left alone -1

## **4. Initiative**

### **Consider the following**

- ability to come up with constructive ideas.
- ability to come up with new ideas
- acting without having to be told.
- interest in coming up with creative ideas

### **Rating Factors**

- exceptionally has an original mind and always comes up with new and constructive ideas, he/she is self-starting all the time.....5
- has a fertile mind, applies novel approaches to all problems. he/she is self- starting most of the time -4
- can properly develop other people's ideas usefully-3
- only sees the obvious, does not produce useful ideas -2
- never comes up with ideas, always stuck to old ones or unimaginative and obstructive to new ideas -1

## **5. Working relationships**

### **5.1. Relationship with subordinates (for supervisory positions)**

### **Consider the following**

- ability to guide, teach and inform subordinates
- ability to delegate subordinates where applicable
- respect and acceptance from subordinates, maintenance of good relationship

### **Rating Factor**

- guides, develops, informs, and delegates his/her subordinates, maintains good relationship, has the highest respect -5
- in most cases guides, teaches, informs and delegates, has high respect -4
- sometimes guides, teaches, informs and delegates, is respected -3
- teaches, informs, delegates rarely, does not maintain good relationship, is not respected-2

- not respected at all, does not teach and inform his/he subordinates -1

## 5.2. Relationship with community members

### Consider the following

- respectfulness , helpfulness to community members
- sociability, maintenance of good working relationships
- understanding of the situation of community members

### Rating Factors

- exceptionally very respectful and helpful, liked and respected by community members -5
- always sociable, liked and respected by the community -4
- maintains good working relationships, -3
- goes along with the majority, does not have much personal impact -2
- looks down at community members, upsets people needlessly, keeps herself/himself at a distance -1

## 5.3. Relationship with supervisors and colleagues

### Consider the following

- willingness to work with others to achieve departmental and/or organizational objectives
- helpful and prompt in attending to instructions
- understanding and respect towards supervisors and colleagues.
- readiness to accept assignments
- readiness to accept criticisms

### Rating Factors

- highly co-operative. maintains mutual understanding, welcomes criticisms -5
- mostly helpful, properly handles instructions, accepts criticisms -4
- reasonably helpful and cooperative, sometimes accepts criticisms -3
- mostly disregards instructions, and is not helpful and co-operative, mostly objects criticisms -2
- always disregards instructions and is not helpful, does not accept criticisms -1

## 6. Industriousness

### Consider the following

- seriousness on job
- ability to perform assigned duties and responsibilities without the need to be reminded
- ability to complete assignments on time
- diligence on job

### Rating Factors

- performs assigned duties much before expected time, is very serious on job and very hardworking -5
- is serious and hardworking, completes assignments -4
- shows average level of seriousness and hardwork -3
- is not serious and lacks diligence -2
- is not at all serious and very slow in performing assigned duties -1

## 7. Integrity

### Consider the following:

- honesty, utilization of organization resources (money, material, facilities and time) for the intended purpose.
- consciousness on reduction of wastefulness, cost effectiveness.
- loyalty towards the mission of the organization
- openness, transparency
- honesty in giving information

### Rating Factors

- is highly reliable in utilizing the organization's resources, highly conscious on costs and the mission of the organization.....5
- in most cases, is reliable in the utilization of the organization's resources, handles job economically, conscious on mission ...4
- is cost conscious and reliable in performing duties, satisfactory awareness on mission ....3
- is unconscious/negligent about costs and mission, not reliable .....2
- is unreliable .....1

## 8. Discipline

### Consider the following

- characteristics of the individual such as maturity, manner, use of language, behaviour in all dealings, self discipline
- respect of organizational policies and procedures, values and general obligations of staff as stipulated in the HR manual.
- exemplariness.

### Rating Factors

- highly respects organizational policies, rules, regulations, values and obligations of staff, is a very mature employee, is very exemplary to others-5
- respects organizational policies, rules, regulations,, values and obligations of staff, is a matured person, is exemplary -4
- demonstrates average respect for org. policies, rules, regulations, values and obligations of staff. -3
- shows immaturity at times, fails to respect rules, regulations, values and obligations of staff - 2
- is very immature, does not observe rules, regulations, obligations of staff. -1

## 9. Intelligence

### Consider the following

- possession of the required skills and ability for assigned duties
- knowledge of related duties
- familiarity with/or understanding of policies and procedures
- ability to learn new things quickly
- ability to solve problems

### Rating Factors

- has an exceptional knowledge of assigned duties, and an all-round general understanding of related duties and WISE's policies and procedures, learns very quickly, solves problems by self -5
- knows own and related job very well and has fair knowledge of WISE's policies and procedures, is a quick learner, solves problems -4
- has reasonable knowledge of own and related duties -3
- has fair knowledge of assigned duties but needs much help in carrying out his/her assignment -2
- unable to cope up with requirements -1

## 10. Leadership (for supervisory positions)

### Consider the following

- ability of influencing people to strive willingly for mutual objectives
- ability of directing the activities of others effectively
- ability to build teamwork, develop subordinates and delegate work
- ability to establish discipline with firmness and fairness
- decision making skills
- ability to demonstrate effective leadership in general.

### Rating Factor

- is an outstanding team leader, is always firm and fair in her/his decisions, is able to pass sound decisions - 5.
- Is a team leader, is firm and fair in her/his decisions, is able to pass good decisions -4
- has some qualities of a team leader, is average on making firm and fair decisions. -3
- lacks some qualities of a team leader -2
- lacks many qualities of a team leader -2

## APPENDIX 4

### STAFF MEDICAL POLICY AND PROCEDURES

#### 1.0 INTRODUCTION

- 1.1 This medical policy and procedures shall be applicable for regular and project-period staff members only.
- 1.2 The main purpose of the policy is to provide regular staff members with benefits for hospital expenses, medical services and prescribed drugs and medicines for themselves.
- 1.3 The finance department of WISE shall implement the scheme.

#### 12.0 ELIGIBILITY

- 12.1 Regular and project-period staff members shall be eligible for the Medical Scheme described hereunder.
- 12.2 Once the staff member has officially terminated service, no backward claims shall be entertained.

#### 3.0 COVERAGE

- 3.1 The maximum medical expenses coverage per year for staff shall be Birr 5000.
- 3.2 The staff shall cover 25% of the expenses and the Medical Fund 75%.
- 3.3 Medical expenses, within the specified limit, covered by the Medical Scheme shall be: -
  - prescribed hospitalization and treatment
  - prescribed laboratory examination
  - prescribed drugs and medicines
  - pregnancy checkups, tests and delivery
  - visits to medical practitioners
  - general health exams (not exceeding Birr 3000)
  - prescribed eyeglasses not exceeding Birr 1000 per year excluding replacement of frames.
- 3.4 Expenses not covered by the Medical Scheme shall constitute:
  - expenses incurred in relation to injuries resulting from deliberate clashes or due to dissipation or drunkenness with third parties instigated by staff.
  - dentures

#### **4.0 FUND AND MANAGEMENT**

- 4.1 The management of the Medical Scheme shall be the responsibility of the Finance Department.
- 4.2 Finance shall transfer the contribution of each staff, 4% of basic salary, to the fund.
- 4.3 Proper records shall be kept by the office.

#### **5.0 CLAIMS PROCEDURE**

- 5.1 All required documents should be from licensed clinics, health centers or hospitals.
- 5.2 Medical advances may be granted at the discretion of the Union.
- 5.3 Staff should present proper receipts within a one-month period from the time the advance is granted. In case of failure to do this, the advance shall be deducted from the staff's next salary.
- 5.4 The following documents must be presented in order to get reimbursements for medical expenses incurred.
  - Doctor's medical certificate (where necessary)
  - Doctor's prescriptions for tests and medicines
  - Official receipts for examination, tests, and purchase of medicines.

## **Annex 5**

### **ORGANIZATION FOR WOMEN IN SELF EMPLOYMENT (WISE)**

#### ***Code of Conduct for Employees***

Employees of WISE went on a retreat to the town of Debre Zeit on June 3, 2011 to discuss a Code of Conduct. The Code is expected to contribute to the goals and mission of the Organization and promote better understanding among the public of the work of charitable organizations. Moreover, it is also believed that the Code will help produce ethical citizens in the work place.

#### **Factors for Code of Conduct**

##### **(1) *Loyalty***

Employees should:

- Never use resources/property that does not belong to them, for personal use.
- Ensure that funds/money of participants in the programme are kept properly.
- See to it that the property/resources of the organization are, in no instance whatsoever, passed on/transferred to a third party for private use.
- Make certain that working hours are utilized only for the organization's work and not for personal use.
- Provide truthful/honest information on request.
- Report untruthful/dishonest employees to the appropriate supervisor(s).
- Not engage in any similar work/activities for other organizations without first informing the concerned supervisor.
- Inform the concerned supervisor of any marital, familial, romantic or business relationships/contacts with fellow employees.
- Ensure that any contacts with external parties maintaining relationships with participants of the programme, or persons having links with the organization, are free of any type of unethical or corrupt practices.

##### **(2) *Undertaking and Accepting Responsibility***

- Strictly adhering to working hours.
- Ensuring confidentiality of information and documentation belonging to or retained by the Organization.
- Upholding the good name and reputation of the organization.
- Attending to participants of the programme in a respectful manner.
- Ensuring that duties assigned are implemented in a proper (accurate) and timely manner.
- Adhering to the Organizations' rules, regulations and directives in a disciplined manner.
- Accepting accountability.
- Understanding and implementing the Organization's values.
- Caring for and protecting the Organization's property.
- Ensuring that work undertaken is community-based/focused.

- Striving to serve as role models through continuous and improved result-oriented performance.

**(3) *Exhibiting Good/Acceptable Conduct/Behaviour***

- Ensuring that all contacts with programme participants are maintained with utmost humility.
- Always being ready to help programme participants.
- Refraining from and disregarding rumors and hearsay.
- Excluding improper/inappropriate words from conversations.
- Exhibiting positive gesture.
- Working with colleagues in a respectful manner and helping each other out.
- Ensuring that quick/rapid services are provided to programme participants.
- Disassociating oneself from activities which are against (inimical to) gender equality.
- Desisting from using positions of influence/power to conduct inappropriate activities.
- Non participation in sexual harassment activities.
- Understanding various human rights precepts, and demonstrating these in practice.

**(4) *Eliminating Favoritism***

- WISE reserves its favours/support solely to those women in the programme who come from poor backgrounds and livelihoods.
- Employees are not allowed to enter into dealings or to maintain relationships with programme participants, either through familial ties, or by “purchasing” relationships.
- Services should be offered/provided without resorting to any kind of favoritism.

**(5) *Respecting Office Procedures and Protocol***

- Ensuring appropriateness of employees’ attire/dress code in the office setting.
- Making sure that conversation in the office setting is devoid of shouting and angry words.
- Non acceptance of quarrelling and rowdiness in the office.

**(6) *Developing a Savings-Conscious Attitude***

- Ascertaining that financial resources solicited and obtained for improvement of the lives of low-income women in the programme are utilized in a proper manner and are not unnecessarily wasted.
- Ensuring that various items purchased, including office stationery, as well as coverage of electricity and water expenses, involve an element of savings, i.e. such expenses should be limited and not extravagant.

**(7) *Understanding and Implementing the Child Protection Policy of the Organization.***

## Annex 6

### Organization for Women in Self Employment (WISE)

#### Responsible Declaration of a Conflict of Interests

##### Commitment Statement

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

Position in Organization: \_\_\_\_\_

“A conflict of interests is a situation in which a person or organization is involved in multiple interests, financial or otherwise, and serving one interest could involve working against another. A conflict of interests can be declared and voluntarily defused before any irregularity occurs.”

WISE requires all employees to avoid any conflict between their interests and those of the Organization and to disclose promptly any actual or potential conflicts. The purpose of this commitment statement is to ensure that the name, reputation and integrity as well as resources of WISE are not compromised. The following shall constitute, among others, conflict of interests for employees of the Organization.

- Holding an interest in a business from which purchases are made. (for management staff and purchaser)
- Being employed, part-time or temporarily, in an organization to do training or consulting without the knowledge and approval of the Director.
- Sitting in a recruitment panel where a relative or friend is a candidate.
- Giving the Organization’s resources (training manuals, policy documents etc) to a third party without the authorization of the Director.
- Recruiting relatives as target members of projects without disclosing relationships.
- Approving loans or other benefits for persons relations or friends without disclosing relationships.
- Other situations where potential or actual conflict of interests could prevail.

I, the undersigned, confirm that I will refrain from entering into any conflict of interests and responsibly disclose any potential conflict of interests that may arise to the appropriate officer in the Organization (the Board in the case of the Director).

\_\_\_\_\_  
**Signed**

\_\_\_\_\_  
**Date**

**Organization for Women in Self-Employment (WISE)**  
**Declaration of a Potential or Actual Conflict of Interests**

I, the undersigned, declare that: (explain the nature clearly)

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I hereby confirm that the disclosure made above is complete and correct to the best of my information and belief. I shall not be participating in the discussion and decision making of this matter. I agree that if I become aware of any information that might indicate that this disclosure is inaccurate or that I have not complied with the conflict of interests policy and practice, I will notify the appropriate official immediately.

**Name and Designation:**

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**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**For Official Purpose**

**Received by:**

**Name:** \_\_\_\_\_ **Designation:** \_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Organization for Women in Self-Employment (WISE)  
Commitment statement**

I, the undersigned, \_\_\_\_\_ working in \_\_\_\_\_ position in the organization, will confirm that I undertake and promise on the following issues with my signature.

**1<sup>st</sup>** I respect the organization's policy, regulations, and directives.

**2<sup>nd</sup>** I promise to protect women members and children from any violence and ensure they are secured to the best of my capacity.

**3<sup>rd</sup>** I will refrain from using words that insult or abuse women members and children's self-esteem whether inside or outside the organization, I also respect the organization's safeguard policy.

**4<sup>th</sup>** If I see or hear a situation that disrespects women members and children and affects their security, I will promptly report it to the concerned official.

**5<sup>th</sup>** According to the direction and responsibility of my designation, If I see or hear any situations which do not comply with the safeguarding policy, I promise to take necessary measures against the concerned official.

**6<sup>th</sup>** In general, I will do my best for WISE to be an organization where women and children are safe and their security is guaranteed.

\_\_\_\_\_  
Signature

Date