

CCFSA CLIMATE
CHANGE AND
FOOD
SECURITY
ASSOCIATION

Human Resources Policy

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HUMAN RESOURCES POLICY

Member:	• all board members/trustees, board committee members • all association employees, secondees, interns and volunteers; and • all consultants/contractors/suppliers (including internal consultants with an association email address) • all association partners
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1. INTRODUCTION

1.1 Purpose and Scope

This Manual applies to all employees (referred to as employees or staff throughout) who hold a current employment contract with the association. The purpose of this Manual is to provide you with information regarding HR policies and procedures that apply in the association. This Manual together with your Contract of Employment constitutes the conditions of your employment with the association.

Each employee on being formally engaged for a probationary period is provided with a copy of the association's employee handbook, which they are required to read. Having read the handbook, the employee is expected to sign a statement of acknowledgement of the Manual to the effect that they;

- a) Read and understood its contents.
- b) Understand that they are employed on the basis that they undertake to observe the policies and procedures outlined in the handbook.

The association may amend these regulations from time to time as and when the need arises and such amendments shall be effective from the date therein specified.

1.1.2 Legislative Framework of this Manual

All conditions of employment set out in this manual are governed by the Turkey Labour Act #4857 for Turkey and other state laws promulgated by the Government of Turkey.

Where those are silent, the overall Human Resources policy becomes the guiding document. Where the law and the manual conflict, the local law takes precedence.

This manual also complies with the International Labour Organisation basic conventions.

1.1.3 Personnel Policy

The association's Personnel Human Resource Policy is:

- To recruit high calibre staff that are committed to meeting the aims of the organization and who are best qualified to meeting the requirements of the job description.
- To ensure that all job applicants and staff do not suffer discrimination by ethnic background, colour, age, disability, marital status, religion, gender or family situation.
- To develop personnel, training policies and practices designed to ensure that staff can:
 - (I) Improve existing skills and gain new ones related to their area of employment.
 - (II) Gain experience and capabilities to allow for promotion or change of position.
 - (III) Retain a fresh and flexible approach to their work.

1.1.4 People in Aid (PIA)

The PIA Code sets out good practice which encourages improvements in the way that staff are managed and supported. The association is committed to implement all the principles of the code that guide the way that policies and practices are developed and applied to ensure they are effective, fair and transparent.

1.1.5. Counter Terrorism policy

As part of its commitment to good governance and best practice, the association has put in place a process to ensure that we are not providing support to terrorist organisations. The organization has an obligation to check certain people and organisations against lists of restricted persons and organisations.

The following information will be required in order to perform the check of Employees

- Name
- Address
- Nationality, current country of residence, place and date of birth

Additional information and guidance for staff will be available as required.

1.1.6. Staff Mix

It is our policy to endeavour to recruit national staff where possible. The association aims to have staff appropriate to the needs of the field and the long-term development of the organisation. Efforts will always be made initially to hire qualified staff.

1.1.7. Equal Opportunities

The association is committed to equal opportunities in its employment process. It is the aim of the association to recruit high-calibre staff in a fair, transparent and professional manner. It endeavours to ensure that all job applicants receive fair treatment irrespective of gender, marital status, family status, sexual orientation, religion, age, disability, race or membership of ethnic communities.

The association shall practice positive gender employment policies as far as possible. Until a satisfactory gender balance, the recruitment of women will be encouraged even to the extent of waiving certain qualifications and experience.

1.2. Responsibilities

1.2.1. The association as the Employer

The association, as the employer, has the responsibility to:

- Provide every employee with the tools and instruments for the realization of their contracted work. The association must ensure that all such materials are of good quality and will be replaced as soon as they cease to be efficient, provided that employees have maintained all property in good condition
- Ensure that a safe and secure working environment is provided to employees.
- Ensure that every employee is shown due consideration, refrain from verbal or physical mistreatment or acts that might affect the dignity of the employee.
- Respect all other obligations stipulated by law.

The association, as the employer, is prohibited from:

- Influencing political or religious convictions of any employee.
- Making or authorizing obligatory collections or subscriptions among employees, except those that may be imposed by law.
- Executing or authorizing any act that directly or indirectly weakens or restricts the rights granted by law to employees.
- Preventing any employee from seeking recourse or help from the Ministry of Labour with regard to any grievance or dispute.

1.2.2. Management Board

The management board has overall responsible for the policies and procedures outlined in this manual. However, they may delegate some responsibilities to the Human Resources Manager. The policy held by the management board and HR Manager will be considered the current version applicable to the staff. The management board has final approval authority for issues that include but are not limited to:

- Recruitment

- Contracts and Contract Amendments
- Change in the remuneration of staff members, allowances, and benefits
- Change in the HR Manual, Rules and Guidelines, and Policies
- Change in job description and job titles of staff members
- Relocation of staff members
- Temporary change(s) in the job status and work location of staff members
- Leave requests and Rest and Recuperation (R&R) policies
- Over time
- Salary advances
- Termination
- Disciplinary action

Exceptions and deviations from the Manual will be reviewed on a case-by-case basis and are at the discretion of the management board with their written approval. Exceptions that are granted do not constitute a precedent for future requests.

1.2.3. Employees

Employees are responsible for the following:

- Diligently executing the job that they are assigned to within the framework of their contract and the job description.
- Ensuring that their actions fully comply with the requirements of this Manual, internal policy documents and all relevant legal requirements.
- Promoting the spirit and exercising the values of the Code of Conduct, which is the next procedure.
- Complying with all safety regulations. All employees are responsible for monitoring safety and health in their own workplace to ensure that it is a safe working environment, for themselves and their fellow employees.
- Ensuring that appropriate and effective relationships are maintained with colleagues, other parties and beneficiaries.
- Ensuring that all materials, equipment or tools provided by the association for work purposes are maintained in good condition and are used only for the purpose intended by the association.
- Behaving in a way that will not damage the reputation of the association.

1.2.4. HR Department

The HR department is responsible for:

- Ensuring that all staff personnel files are maintained.
- Liaising with the line manager on contract changes/amendments/renewals.
- Maintaining a leave tracking system.
- Maintaining an appraisal report tracking systems.
- Maintaining a contracts database.
- Ensuring that any changes to Policy are disseminated to the staff.
- Ensuring that HR training is carried out as required.

1.3 CODE OF CONDUCT

All staff have to sign Code of Conduct statement during induction, once a year afterwards and understand that adherence to it is vital and will have disciplinary consequences if not followed. The Code of Conduct is integral to every contract, terms of reference or agreement that our organisation enters into, or is party to. Failure to adhere to the Code of Conduct may result in disciplinary action being taken, up to and including dismissal, and may lead to criminal prosecution. All staff, directors, consultants, secondees, interns, volunteers, and visitors are required to confirm, on an annual basis, that they have read, agree with, and will adhere to the Code of Conduct. All of these are obliged to create and maintain an environment that promotes the implementation of this Code of Conduct.

Ethical Principles: The employees and representatives of the Organization shall always work honestly and according to the legal terms, Organization's procedures and Organizational values at the highest standard. Accepting and giving bribes is definitely unacceptable. The Organization, as a responsible member of society, gives particular importance to environmental protection in its facilities. The Organization also aims to ensure a safe and healthy working environment according to the national and local laws.

Confidentiality in commercial relationships and compensation information: The persons among the employees of the Organization who have access and control to information are responsible for keeping this information confidential. Such information, especially classified as "Confidential, registered and/or private" cannot be disclosed to third parties and public unless they are disclosed publicly by the Organization. Disclosing information is against the guidelines of the Organization even if such information is not strictly private and confidential. Furthermore, all employees are responsible for keeping their own compensation information confidential. Discussing such matters with other employees is not acceptable. Furthermore, employees who have access to such information as part of their job are responsible for keeping them confidential.

Respect for Fellow Employees and for beneficiaries: All staff and beneficiaries irrespective of gender, religion, ethnic, political or tribal views must be treated equally at all times. This obligation applies during and outside of office hours and in particular when groups of staff are required to stay away from base on field trips. If any member of staff or beneficiary is pressurised, bullied, threatened or harassed by another staff member, the incident should be reported immediately to the management board where the confidentiality of the staff member will be completely assured.

Corporate behaviors: An employee should never abuse his or her position in the work environment, including giving preferential treatment or offering employment or promotion in order to elicit sexual favours, gifts or advantage. Employees shall preserve information and documents for useful periods and legal requirements and act carefully on these matters. The documents and information shall be preserved in a location which may be accessed by their manager.

Conflicts of interest: As defined in the Conflict-of-Interest statement: "Members of staff who have a conflict of interest or a may appear to have a potential Conflict of Interest, in the case of a particular transaction may never be involved in establishing or managing that transaction. A conflict of interest would arise when an employee of the association or any member of his/her immediate family (defined as brothers, sisters, spouse, ancestors and lineal descendants), his or her partner, or an organisation that employs or is about to employ any of the parties mentioned above, has a financial or other interest in a firm being considered for an award. A financial or other interest is defined as owning stock or holding debt or other proprietary interests in the contracting organisation, or holding office, serving on the board, or participating in management of the firm. If a conflict of interest arises with any member of purchasing staff, s/he must request the involvement of an unbiased colleague in relation to the specific order or issue. All staff must declare their Conflict of Interest during induction, and then every 6 months. In addition, the staff member must notify the management board in writing of the conflict of interest, stating the reason for the conflict."

Inappropriate payments, business entertainments, business gifts: The employees and their first-degree relatives cannot accept any payments, gifts, and valuable paper from or become indebted to institutions/companies or persons having a business relationship with the Organization.

Fraud: All employees are subject to the Anti-Fraud Corruption Policy as per Annex 28. As stated in the policy, "It is the policy of us to conduct its business in an honest, open and ethical manner. The association is opposed to fraud in any aspect of its business. It is the responsibility of all employees to conduct the business of the Organization in a manner that prevents, as far as possible, any opportunity for fraud. Employees must also be alert to the possibilities for fraud, and always be on guard for any indications that improper or dishonest activity is taking place. It is the responsibility of the employee who suspects fraud to report the matter. Any failure to do so may lead to disciplinary procedures being

instigated, including dismissal and/or legal proceedings. Staff can be assured that their interests will be fully protected in the event of them making a formal report on fraudulent, or suspected fraudulent activity." Employees should follow the steps outlined in the Whistle-blowing Policy as per Annex 29 in reporting fraud.

Firms doing business with the Organization: Employees and their first-degree relatives are not allowed to establish a business relationship with and to become a business partner of the outsourcing suppliers of the Organization.

Working for third parties: Working for third parties, providing consulting services or holding a business relationship with third party establishments and organizations is unacceptable without prior written approval of department manager and HR.

Sexual and Other Forms of Harassment: We will not tolerate any form of harassment occurring in the work place. Violations of this policy will result in disciplinary action, up to and including termination of employment. Sexual harassment includes but is not limited to, unwelcome sexual advance, request for sexual favours or any verbal or physical behaviour or gesture of a sexual nature when:

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

Any employee who believes he/she is experiencing sexual harassment or other forms of harassment should immediately report to the management board. When a report of harassment has been made, we will conduct a prompt and thorough investigation as appropriate under the circumstances. All such reports will be taken seriously – it is the responsibility of the person who received the report to investigate or if this is inappropriate to inform the management board. Confidentiality MUST be maintained throughout the initial investigation. Information will only be provided on a need-to-know basis. If the association determines that work-related harassment has occurred, remedial action will be taken against the offending person(s), up to and including termination of employment. However, should the accusation prove false the accused will maintain his/her employment with us. Disciplinary action may be taken against a Complainant who is found to have made a malicious accusation.

Armed groups and illegal activity: It is not acceptable to do business or provide support to any persons or entities that have been found to be engaged or provide support or acting as an agent for any illegal activities or armed groups, or any activity that advocates, plans, sponsors or engages or has engaged in any terrorist activity.

2 – RECRUITMENT

2.1 Recruitment Process

It is our policy to recruit high calibre staff that are committed to meeting the aims of the organization and who are best qualified to meeting the requirements of the job description and to ensure that all job applicants and staff do not suffer discrimination by ethnic background, colour, age, disability, marital status, religion, gender or family situation.

It is the association policy not to employ anyone under the age of 18.

2.1.1 Referrals

While staff members are welcome to recommend candidates, all potential candidates will have to follow the same process to ensure transparency and accountability. In other words, every applicant will follow

the same process and will be dealt with in the same manner as outlined above. Recommendations are very welcome. However, the final decision on appointments will be made by the association senior management based on the process described above. Staff members must declare conflict of interest if family/ friends apply and they are involved in the recruitment. Whereby the applicant is a family member/close friend the member of the recruitment team should remove him/herself.

2.2. Categories of Employment

2.2.1. Regular Employees

Regular employees, once they have successfully completed the probationary period, are confirmed as having regular employment status and are entitled to full benefits and rights as laid out in this manual.

2.2.2. Part-Time Employee

A part-time employee is one who is assigned hours of work less than the work hours of a regular employee. In order to be eligible for benefits outlined in this manual, part-time employee must work a minimum of 20 hours/week. Benefits of staff working a minimum of 20 hours/week and at least six months are pro-rated according to their weekly hours.

2.2.3. Temporary Workers

Temporary workers are needed for reasons such as to cover annual leave, emergencies or a temporary vacancy. The legal framework allows us to hire temporary workers for up to three months on continuous employment.

2.2.4. Casual Workers / Daily Workers (occasional workers)

The definition of occasional workers is provided in the Labour law, definitions. The association allows the hiring of casual and daily workers.

Casual labourers can be hired on a daily or hourly basis when extra manpower is needed such as for labouring/loading and unloading. The rate paid is based on the basic salary for that position on the association salary scales paid daily. Approval for hiring casual labourers must be obtained in advance from the management board.

Documentation should be made with a Casual Labour / Temporary Worker Sheet. These workers are never put on to a contract and are not entitled to the rights and benefits contained in this manual.

Casual labour should not be hired for periods in excess of 10 working days. Where for programme reasons periods need to exceed 10 working days, approval from the CD is required.

2.2.5. Special Contractor

All special contractors such as consultants and trainers are treated as a procurement function and as such are not treated under the association personnel policy.

2.2.6. Volunteers/Trainees/Interns & students

Volunteers/Trainees/Interns & students will not be considered regular employees. They will work within the organization under the terms and conditions of the agreement with the college/University or government department, or community.

2.3. Employee contracts

All new staff must be appointed on a definite contract with a fixed term. The maximum fixed term for a new term will be one year or the end of the grant funding that position, whichever is shorter. Each staff member must sign a contract at the time of their appointment. The contract is signed in triplicate by the employee and Management.

A signed job description for the post must be attached to the contract and forms an integral part of the contract. The employee must also read, understand and sign a copy of the association HR Manual and requirements within.

2.4. Employee files

Each employee file will have the following:

- CV
- Interview notes
- Copy of approved ERF
- References
- Probation Form
- Signed approval of employee handbook document
- Social security registration document
- Copy of bank details and other relevant information for payment
- Copy of academic/educational certificates
- Copy of national ID card or passport
- Anti-terrorist/security check
- Copy of the association ID card
- Job Description
- Signed Contract of Employment
- Emergency Contact Details/ RED Form
- Medical clearance and vaccinations records
- Induction schedule/ briefings completed
- Leave records
- Disciplinary and grievance records
- Copies of signed performance reviews/ appraisals
- Copy of the person's resignation or termination details along exit interview notes

Note: These documents will be kept on file as per our Donor requirements after which time the documents will be destroyed.

2.5. Probation

Each new employee is obliged to undergo a probationary period of 2 (two) months. During this probationary period, their immediate supervisor will work closely with the new hire, to ensure an objective and well-informed evaluation of his/her performance. The appointment will not be made until a formal evaluation is satisfactorily completed through the Probation Review Form. If, during the probationary period, the new hire has not shown himself/herself to be sufficiently suitable for appointment, then the employment will be terminated.

During the probationary period the contract of employment may be terminated in writing by either party without notice.

2.6. Induction

An Induction is designed to provide new staff with practical information on how the organisation operates and is a vital process to ensure new staff will be productive from the get go. It is important that

all new employees receive induction training at the beginning of their employment and that they are provided with all the equipment and information necessary to carry out their jobs effectively

3. WORKING HOURS AND ATTENDANCE

3.1. Working Hours

The normal weekly work schedule of any employee is 45 hours/week. Working hours and days for office staff are between 08:00 to 17:00 with one hour lunch break, Monday through Friday. Nevertheless, due to the nature of responsibilities of some employees, some employees are expected to work the hours that are determined by their job description and/or their working shift that is assigned to them, as specified in their contracts. Management has the right to change working time, needless to say, in accordance with the regulations determined by the labour law.

3.2. Attendance, Punctuality and Dependability

The immediate supervisor is responsible to monitor staff attendance. Dependability, attendance, punctuality, and a commitment to do the job right are required attributes of all employees. As such, all employees must work on all scheduled workdays and during all scheduled work hours and report to work on time. Regular attendance and punctuality should be every employee's goal. Repeated or excessive full or partial day absences, arriving late or leaving early, for any reason without approval, may result in disciplinary action, up to and including termination. If you are unable to report for work on time, regardless of the reason, you must personally report the nature of the absence to the management board before 10:30am on the same day. You must give the reason for the absence and indicate when you expect to return to work. You must call in each day you are absent or tardy, unless otherwise authorized by the management board. If you must leave work before the end of the work day, you must also personally report the nature of the absence to the management board as far in advance as possible, giving the reason for leaving early and securing definite permission to leave early. If you expect to be absent the following day, you should inform the management board of that fact at the same time.

If you are absent from work due to illness or injury, you are required to provide a statement from your doctor verifying the need for the absence and your ability to return to work. Such information is required regardless of the length of the absence. Absences due to causes other than illness or injury also require sufficient verification of the need for the absence. Failure to report absences properly will result in giving the employee a written warning.

3.3. Time Off in Lieu (TOIL)

Employees who regularly work in addition to their normal working week may receive compensatory time off (or TOIL), with prior approval from their Head of Department. A claim for TOIL should be made by submitting a Leave Request Form to their Head of Department who will consider whether to approve the request. The Head of Department should document clearly on the Leave Request Form the reasons for approving TOIL. The signed application form is given to administration/finance for recording and filing purposes.

TOIL should be taken shortly after the extra hours are worked and within the same calendar month. If a programme requirement prevents TOIL being taken within the same month, the Head of Department can approve TOIL to be carried forward into a second month. It is the management board's responsibility to ensure that all TOIL is approved in writing and forwarded to HR.

The HRO in each site is then responsible for recording the TOIL accrued and liaising with the programme managers before TOIL is taken.

3.4. Timesheets

The association's donors require that staff complete timesheets. An up-to-date copy of the timesheet template can be obtained from the HR department. The HR department completes timesheets on behalf of national staff.

All staff must complete their timesheets, pass to the management board for authorisation, and then to the HR department for filing. Timesheets must be completed on a monthly basis.

4. SALARIES

4.1. Payment of Salaries

Salaries and any relevant allowances are paid monthly in arrears after all relevant deductions from the gross salary. The association aims to have the majority of salaries paid at the end of the month. Where it is possible, salaries are paid by bank transfer. Only where this is not possible will salaries be paid in cash. Relevant bank details should be provided to the management board.

4.2. Salary Advances

It is our policy not to pay salary advances.

4.3. Annual Salary Review

All salaries are reviewed annually by the management board. The salary scales are reviewed with respect to inflation, availability of funds, budgets and in comparison, with government and other NGO salaries. Staff grades will be reviewed with reference to experience and performance.

4.4. Salary Increase Outside of Annual Review

Salaries are ordinarily reviewed only annually or on promotion. Only in exceptional circumstances outside of this, we may conduct additional salary reviews to individual employees at its discretion. Eligible employees are those with highly commended performances in accordance with the result of their on-the-job performance or ongoing informal review by their managers. Staff taking on additional duties/responsibilities may be eligible for a salary increase to compensate for the addition duties/responsibility.

All salary increases outside the annual review, either for commendable performance or for staff taking on additional duties/responsibility must be pre-approved by the management board in writing.

4.5. Temporary Position Cover Salary Increase

Staff may be requested to temporarily stand in for a more senior member of staff. In the first 3 months this will not be considered as a change in contract or job description. However, if the staff member is asked to continue to stand in for a senior staff member after 3 months has elapsed then the staff member will be paid the extra difference in salary for those subsequent months. The employee will not be back paid the extra difference in salary for the first three months. This arrangement does not apply to short term holiday or sick leave cover. The person standing in must be formally requested to accept this as a temporary position and the related temporary salary increase is subject to the management board's approval.

5. OTHER PAYMENTS, ALLOWANCES & BENEFITS

5.1. Bonuses

The association does not pay staff bonuses.

5.2. Transport & Accommodation Allowances

Transport allowances, where applicable, are paid in line with the “Per Diem, Transport & Accommodation Allowance Procedure”

5.3. Phone

See “Communication Equipment Policy”

5.4. Per Diems

Per diems, where applicable, are paid in line with the “Per Diem & Transport Allowance & Accommodation Procedure”

5.5. Insurance/Accident Cover

In the case of an accident at work, where the injury is directly related to the staff’s employment, the association will cover all reasonable related medical care available through the state hospital, the association will not cover private medical treatment.

Where an injury or illness has occurred and the employee is found to have been deliberately reckless in their actions which resulted in the accident, the association reserves the right to refuse payment of medical expenses and where payment has already been made, recovery action can and may be taken. The association reserves the right to arrange for an independent medical opinion to assess the level of medical attention required. The association will not provide any compensation for any medical costs related to illness and injury which occurred outside of the association working hours or through non-official duty. Sick leave pay is outlined in the leave procedure.

6. TRAINING & DEVELOPMENT

All staff must take part in the compliance training (covering Anti-Fraud, Conflict of Interest, Whistle-blowing and Code of Conflict policies) during induction and then refresher training afterwards.

6.1. Performance Appraisal

The performance appraisal process allows the line manager and the employee to reflect on the employee’s work, to set objectives, to highlight areas that need improvement, to acknowledge areas of good performance, and to devise strategies for enhancing the employee’s professional development.

When a new employee starts, the line manager must sit with the employee to review the job description and expectations. A first appraisal must take place before the end of the probation period (i.e. within 2 months of the employee joining). During this appraisal, the management board and employee should set objectives for the remainder of the year. Thereafter each employee must be appraised a minimum of every twelve months. Additional appraisals will be performed if the management board deems necessary, or at the request of the employee.

6.2. Training Needs

In identifying training needs, the following factors are taken into account:

- A. Organization’s needs
- B. Performance appraisal system
- C. Career plans of employees
- D. Financial resources

A) Each year during September to input into the annual budget work, HR carries out training needs analysis with asking the following questions:

- Are we at where we want to be with our projects and processes?
- What are the areas where we have obstacles / difficulties?
- What are the reasons for those difficulties?
- What are the obstacles / difficulties awaiting us ahead?
- Will there be any changes of doing business in the future?
- How can we improve loyalty / culture?

B) The performance appraisal system, referred to in this document, should be used as an opportunity to review an employee's training and developmental needs. However, it is also advised to informally discuss training and development throughout the year rather than wait for the bi-annual appraisal. This will ensure the ongoing vetting of each employee's training and development requirements.

C) Career plans that are made with employees are also a source for training needs. The gap between the employee's level of current position and that of planned positions can be closed through training initiatives.

D) The organization will take every opportunity to ensure that all employees, regardless of position, have an opportunity to avail themselves of training opportunities supported by the association. However, due to limited financial resources, the organization will not always be able to support the training that the individual may choose for himself/herself.

6.3. Training Plan

HR will gather all the data collected from steps 1, 2 and 3 outlined above and prepare the organization's annual training plan. The plan should include various training and development solutions such as:

- On the job training
- Coaching
- Job enrichment
- Rotation
- Cross-functional projects
- Online training
- Classroom training

6.4. Implementation

It is the responsibility of line managers to implement their departmental training programs. Furthermore, it is also the responsibility of line managers to ensure that their employees apply the skills gained from training. For this purpose, each time an employee would like attend a training program, his/her line manager should complete the Training Request Form indicating what is expected from training, and how performance will be monitored after training.

In order to assess the training program and the vendor, employees will be asked to complete the Training Evaluation Form after they have attended the program.

HR will prepare three-monthly periodic reports on training activities, measuring metrics such as training cost and time per employee.

6.5. Funding

Approved training courses or seminars will be funded by GOAL in accordance with the annual training plan and subject to budget availability.

6.6. Study and Examination Leave

In the normal course of events, staff will be expected to study in their own time and any study leave must be taken from within the staff member's annual leave entitlement. As with all other annual leave, such leave must be approved by the management board prior to the commencement date. The association will attempt to be as flexible as possible towards staff that are studying, and is prepared to accommodate minor adjustments to the staff member's working hours where this is approved by the management board. However, any such adjustments are always made subject to the operational requirements of the job.

7. INTERNAL TRANSFER AND PROMOTIONS

7.1. Vacancies

HR will announce any vacancy to all employees by email and on the internal notice-boards in each office. Employees who would like to apply to the announced positions can do so. Every internal applicant will follow the same process and will be dealt with in the same manner as outlined in the recruitment chapter of this manual. Needless to say, internal transfers will be finalized by measuring the level of need in the positions in question; nevertheless, as a principle, internal transfers will be finalized once the positions of internally transferring employees are also filled.

7.2. Transfers

Any internal transfer will be done in coordination with HR. Noone will approach an employee in another department for transfer purposes. Such demands should first be discussed with HR and management board.

8. LEAVE

8.1. Annual Leave

Leave entitlements calculated in accordance with length of service are as follows:

Up to: 15 years (Including 15th year) 20 working days

16 years upwards 26 working days

Annual leave is prorated, e.g., a six-month contract is entitled to 10 working days. Leave runs for the calendar year 1st January – 31st December. Leave must be taken prior to 31st December each year, and it is advised that employees use their annual leaves in the assigned period. No money will be paid in lieu of untaken leave.

8.2. Public holidays

Public holidays are as follows:

- New Year's Day: January 1st (1 day)
- National Sovereignty and Children's Day: April 23rd (1 day)
- Labour and Solidarity Day: May 1st (1 day)
- Commemoration of Atatürk, Youth and Sports Day: May 19th (1 day)
- Victory Day: August 30th (1 day)26
- Republic Day: October 29th (1 day)
- Ramadan Feast: Starting the day before at noon time (3,5 days)
- Sacrifice Feast: Starting the day before at noon time (4,5 days)

Any other holidays which staff members wish to take will be counted as annual leave and therefore the staff member should submit a Leave Application Form. If a member of staff takes leave around the time of these holidays, then the public holiday days are not included as annual leave taken.

8.3. Sick leave

In the event of requiring sick leave, a medical certificate stating the nature of the illness and the recommended period of recuperation must be submitted to HR. Paid sick leave is covered only upon following this procedure. Failure to report absences properly may result in the employee having some of their salary deducted and giving the employee a written warning.

8.4. Maternity and Paternity Leaves

Female employees are entitled to sixteen weeks paid maternity leave in total (Eight weeks before birth and eight weeks after birth). In the interest of the health of the expecting mother and the child, maternity leave must be scheduled at least three weeks before the expected birth. Mother employees are also entitled for six months of unpaid leave after the completion of their 8-week maternity leave.

The association will provide male employees the opportunity to assist in the nursing of both a new born baby and the mother. Five working days paid paternity leave will therefore be available to all male employees immediately following the birth of their child. The association requires the production of a birth certificate or other proof of delivery of the said child, formally mentioning that the male employee recognizes the new born as his child.

Furthermore, mother employees are also entitled for one and a half hours daily leave to nurse their new born babies until they reach one year of age. Depending on the nature and requirements of their position and the approval of their line manager, mother employees may use their leave either one day a week or as lump sum added to their maternity leave.

8.5. Other Leaves

- Marriage leave: Five working days
- Compassionate leave: Three working days for a brother, sister or parent; Five working days for a spouse or child
- Change of residence leave: One working day (Once a year only)

The association requires that the employee submit documentation certifying the events outlined above.

9. TRAVEL AND RELOCATION

9.1. Business Trips

Employees who are required to make trips for work purposes outside their place of assignment or operational coverage areas will fill out the Travel Request Form.

9.2. Other Travel Expenses

Employees may be entitled to claim reimbursement from the association for actual travel-related expenses that are incurred for official work purposes. All such expenses must be claimed in line with the association finance manual, the latest per diem policy, corroborated by proof of purchase/official receipt; and they must be authorized in advance by the employee's line manager, in consultation with HR/Finance. Examples may include food or extra transport expenses incurred by the employee for work purposes.

9.3. Transfers

The association reserves the right to transfer any employee to a different location within the same country where the association is operational, based on the needs of the program and operations. Where such transfers are contemplated or planned, the association shall give the employee six weeks' notice, except in cases of emergency. Transfers between programs will be determined in consultation with HR and the management board.

Staff travelling for work related purposes across international borders are required to have the appropriate documentation. It is the staff member's responsibility to ensure that they have the correct documentation and that the documentation is valid for the length of their travel. The association will meet the cost of obtaining other documentation such as visa, travel insurance, excluding passport of staff members.

10. DISCIPLINARY AND GRIEVANCE

10.1. Principles of disciplinary procedures

- Ensuring uniformity, documentation (adequate and appropriate record keeping) and objectivity as far as possible in the handling of all disciplinary issues.
- Ensuring that both management and the employee know, understand and utilize the prescribed rules and procedure in dispute settling and that allegations of an offence committed are thoroughly investigated before any proceedings are commenced against an employee.
- Ensuring that disciplinary action should be progressively educational, corrective, rehabilitative and punitive except where the nature of the offence is so serious as to warrant a more severe penalty.
- Allowing the employee to be assisted in his/her defence by representative of his/her choice in accordance with the Labour laws.

10.2. Misconduct warranting disciplinary action

Where the services of the employee have not proved satisfactory or where the employee commits a serious offence, gross negligence or gross misconduct, the association will affect summary dismissal following the regulations in accordance with the labour law. Offences that merit summary dismissal include, but are not limited to, the following:

- Wilful disobedience to a lawful order given by the employer
- Wilful and unlawful destruction of the employer's property
- Theft or fraud
- Breach of Code of Conduct
- Absence from work up to a maximum of 2 days without leave for reasonable cause
- Habitual and substantial neglect of duty
- Gross incompetence
- Any act conducts or omission inconsistent with the fulfilment of the express or implied conditions of the employee's contract
- Lack of skill or qualification that the employee expressly or impliedly held themselves out to possess
- Gross misconduct or immoral behaviour during working hours, including sexual harassment
- Carrying firearms or weapons while on duty, bringing firearms onto the association premises or vehicles (or knowingly allowing same)
- Fighting or violent behaviour during working hours
- Any culpable action or omission of a criminal nature, such as theft injury or acts which cause material or other damage to the association or the association's employees
- Being under the influence of alcohol or narcotics while on duty
- Serious neglect leading to endanger other people's lives or health
- Fraud, forgery or falsification of documents, including knowingly presenting false documentation for sick or compassionate leave or false Per Diem claims
- Abandonment of Post

- Sleeping during working hours
- Misappropriation of funds, commodities, materials, equipment or other assets
- Serious negligence, which jeopardises the implementation of the programme or the safety of staff or beneficiaries
- Accepting bribes to give assistance to any individual or association
- Misuse of confidential the association information
- Participating or leading an attack against the organisation's image, including communicating to any third party about the association and its work without the knowledge of the management board
- Distributing religious or political literature and influencing and/or inciting staff or beneficiaries towards a religious or political group during working hours
- Dangerous driving

The above list is not exhaustive and serves as a guide of events leading to disciplinary action. The above serious offences allow the association to terminate the employee's contract without notice.

10.3. Forms of disciplinary action

Where minor offences occur outside major offences the following penalties will be imposed:

- a. Verbal warnings
- b. Deduction of salary (only in the case of absenteeism)
- c. Written warnings
- d. Dismissal

A verbal warning with a note to the offender's personnel file is the least penalty, which may be imposed by a supervisor. The supervisor needs to inform HR of the verbal warning in writing, explaining why and when it was given.

Staff absent from work without proper authorisation will not be paid for the days they are absent. If the issue of unauthorised absenteeism continues the staff member will be subject to additional disciplinary action, including if appropriate termination of contract.

Written warning consists of a formal letter containing a brief description of the offence and of the corrective action expected of the employee. If a further offence occurs another warning may be issued, which is the final warning and a dismissal notice may be issued. The employee will be notified of the action being taken in the second letter. Depending on the nature of the offense, Management has the right not to follow these steps automatically.

All disciplinary actions must be discussed with HR prior to taking effect. HR will conduct an investigation of the situation and will advise the appropriate type of disciplinary action to take in consultation with the management board.

10.4. Grievances

While most grievances and disputes will be settled informally, circumstances may arise where a staff member feels that there is no alternative but to use an established formal procedure. Any complaint should be made where possible within two working days to the management board.

11. CESSATION OF EMPLOYMENT

The employee or the employer may terminate the contract of employment in accordance with the provisions stipulated in the labour law.

11.1. Categories of Cessation of Employment

Cessation of employment may be the result of:

- Cessation of employment during probationary period
- Completion of a contract with a definite duration
- Resignation of employee
- Dismissal

Either party can terminate the contract without notice during the probationary period.

If an employment contract has a specified time duration, either party can terminate the contract at the end of its duration without notice.

Any staff member may resign at any time by providing the necessary notice period (listed below) in writing. The employee is obliged to provide written notification to his/ her supervisor, with a copy to HR. The period of notice commences the day following receipt by the supervisor (or HR) of the employee's resignation letter. Failure to provide notice, or failure to work the due notice, will likewise result in the automatic forfeit of equivalent salary in lieu of notice. The notice period is will be as stipulated in the labour law (These are the minimum periods of time that both the employee and the employer will need to follow).

Length of Service Notice Period

- 0 - 6 months 2 weeks
- 6 - 18 months 4 weeks
- 18 - 36 months 6 weeks
- 36 months and over 8 weeks

Termination of a contract of employment may be necessary for a number of reasons such as a change in the program strategy, available donor funding, misperformance of the employee or disciplinary reasons in accordance with the Disciplinary and Grievance Procedure. Prior to any termination, HR must be consulted. A contract of employment may only be terminated by the association when proper notice is given that must be in writing. In this case, the period of notice will be the same as stated above. The organization reserves the right to pay staff in lieu of notice along with the severance stipulated in the labour law.

In order to terminate a staff member during the period of their contract, whether definite or indefinite, a justification must be submitted. Where the employee commits a serious offence, gross negligence, or gross misconduct, the association shall effect summary dismissal without any prior notice. Summary dismissal automatically revokes the employee's right to receive any benefits or payments, including any terminal benefits that have been accrued on behalf of the employee for past years of service. Offences that can merit immediate dismissal from GOAL include the following:

- Gross misconduct or immoral behaviour during working hours, including sexual harassment
- Misappropriation or theft of funds, commodities, materials, equipment or other assets, or an individual's property
- Being under the influence of alcohol or illegal drugs/substances while on duty
- Fraud, forgery or falsification of documents, including knowingly presenting false documentation for sick, compassionate, or UPA leave, or during recruitment
- Accepting bribes
- Misuse of and/or sharing confidential information
- Participating in or leading an attack against the organisation's image; this includes communicating to a third party about the association and its work, without the knowledge and approval of the management board.

This list is not exhaustive. Termination of any staff may only be approved by the management board.

11.2. Severance Pay

Severance pay is paid only on termination in cases of redundancy or poor performance. It is not payable for terminations arising out of gross misconduct. The severance amount is equal to one month's salary for each year worked after the first year of service. The severance amount is set twice a year by the state. This amount is the ceiling that if the employee's salary is more than the set amount, then the payment is made by taking the amount set by the state.

11.3. Certificate of Work/Service

Every employee is entitled to receive a Certificate of Service when he/she leaves the association, with the exception of cases of summary dismissal. The Certificate of Service will be prepared by HR. The Certificate of Service simply states the employee's dates of service with the association and his/her position during that service.

11.4. Letter of Reference

On leaving the association employment, all employees may request a letter of reference, except in the case of dismissal. Reference letters are prepared by the employee's direct line manager, and must be countersigned by HR. Reference letters should include, at a minimum the following:

- Employee name and length of service
- Engagement date and end of contract
- Position held and duties performed
- Job title of the person that is writing the letter of reference
- Comments on performance
- Reasons for cessation of employment

11.5. Exit Procedure

An exit interview must be held with the employee before s/he leaves the association. The interview will be recorded on the Exit Interview Form. After completion, the Form will be shared with the management board. Furthermore, the Employee Clearance Form will be used by the HR department during any exit procedure to ensure that the employee returns any equipment or materials issued by the association to the employee. Failure to provide such items will result in a delay in the disbursement of the employee's final salary payment.

12. OTHER ITEMS

12.1. Media

Employees are not authorized to make any declaration to the press or media. Any enquiries from the press or media must be referred to the management board.

12.2. Respect for the association property

All employees are to keep any materials entrusted to them for work purposes in good condition. Items which go missing or damaged must be reported immediately to management board.

12.3. Internet

Internet use, as well as computer use, should be strictly for work purposes during work hours. A department head may authorize the use of a computer to do personal work or view personal emails outside of work hours. However no personal data should be stored on the association's computer systems and all data viewed or downloaded should comply with state law and the association's organisational

principles. Before using any computer and internet connection, all staff are required to read, understand, sign and adhere to the association's Internet and Email Policy.

13. MAINSTREAMING

The association has 3 elements which are mainstreamed through all operations and programmes listed below. All staff are expected to read the policies and understand what the commitment means to the association and them as an employee.

13.1. Child Protection Policy

The association recognises the rights of all children within our care to be protected from harm in accordance with the United Nations Convention on the Rights of the Child (CRC). The association takes seriously its duty of care and it undertakes to create an organisation that is safe for children where all efforts are made to prevent abuse. The association sees the best interests of the child as paramount.

As an organisation working with children, both directly or indirectly, the association has a moral and legal responsibility and a duty to protect children within our care from both intentional and unintentional harm. The association believes that all staff need to be aware of our policy and commitments in relation to child protection even though the majority of staff may never have unaccompanied contact with children or young people through their work.

The association staff are bound to the commitment not only to abide by, but also to understand and promote the policies, guidelines, principles and practice of child protection in a child rights context. It is crucial that the staff uphold the highest standards of professional and ethical behaviour while working with the association. All staff are required to adhere to and sign the association's Child Protection Statement of Commitment and Code of Behaviour.

13.2. Gender Policy

The association is committed to gender equality throughout the organization and in addressing the basic rights and needs of vulnerable populations throughout the developing world by focusing on gender issues across the full range of sectors within existing policies, development strategies and priorities. The association understands that women and men, boys and girls experience poverty differently, and that in order to address the basic rights and needs of vulnerable populations, it must systematically consider how the context (including but not limited to: the economic situation, culture, religion, politics, etc.) and programme implementation strategy affects its target beneficiaries.

In this manner, the association's programmes and internal systems will continue to advance gender equality, and therefore effective humanitarian assistance and sustainable development. The staff are bound to the commitment not only to abide by, but also to understand and promote the policies, guidelines, principles and practice of gender equality in the working context.

13.3. Environmental Policy

The association recognises the importance of minimizing the organization's negative impact on the environment in order to adequately address our mission. The Environmental policy and the associated strategy seek to minimize our organizational impact on the fragile environments in which we work and contribute to reduction of risks associated with climate change. Our understanding that careful consideration must be given to environment, society and the economy in sustainable development approaches means that mainstreaming of the environment with consideration of the links to poverty is central to this policy/strategy and the achievement of our mission. The environmental policy outlines critical issues related to the environment in which the association operates and how the organization will address them.

The policy contains four key elements of our approach:

1. It outlines the importance of the association's understanding of and integration with the local environmental contexts in which we work, including consideration of: local socio-economic forces; the condition of the physical environment in our areas of operation; and the existing policies and strategies of host governments.
2. It considers both climate change mitigation and adaptation. On mitigation, we believe that it is important to minimize the carbon output of our organization and of our partners while also considering the costs versus benefits of mitigating actions. On adaptation, we outline a more systematic approach to consideration of environmental hazards through Disaster Risk Reduction (DRR) programming.
3. It outlines a specific goal and objectives and a mainstreaming methodology that will allow us to achieve them
4. It addresses the linkages between environment and the association's other key cross-cutting issues: gender, HIV/AIDS, and child protection.