



**Accountable
Now**

GLOBAL STANDARDS LOCAL TRUST

Human Resource Policy



1. Introduction

Accountable Now is an organisation that is hosted by the International Civil Society Centre (the Centre). This means that the Centre employs Accountable Now's staff and for this reason Accountable Now's human resource policies are those of the Centre's. The Centre's human resource policies are established in their Office Handbook.

This policy is a compilation of those policies.

2. Working Hours

The regular working time for every employer working for the International Civil Society Centre on behalf of Accountable Now is based on a 40 hour per week, and the organisation offers flexible working hours to complete the 40 hours.

Core working hours: 9.00 – 16.00

Core working hours represent a seven-hour period each day (including one hour for lunch) when all staff are expected to be present in the office.

Flexi-time: 7.00 – 9.00 and 16.00 – 19.00

The additional ten working hours per week represent the flexible portion of the schedule. These ten hours can be worked over the course of the working week within the overall working hours of 7.00 to 19.00, as long as the total hours worked for the week amounts to 40.

These working hours apply to all full-time employees, trainees and interns. Part-time employees' schedules are negotiated individually.

Any arrangements to work from home may be agreed upon on a case-by-case basis.

Additional Flexi-time: 1 hour per day (either 9.00 – 10.00 or 15.00 – 16.00)

For family reasons, employees may apply for additional flexibility in their working time. Additional flexi-time is max. 1 hour/day and 5 hours/week. The additional flexi-time can be worked from home. Additional flexi-time can be granted by the Centre's Executive Director/Deputy Executive Director and Accountable Now's Executive Director for a limited period of time (max. 1 year) if the following conditions are met:

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- The employee is parent to a child under the age of 6 years or supports sick or disabled relatives.
- The employee does not hold a position which requires her/his presence at Accountable Now.

Employees using additional flexi-time must record their daily working hours and have their recording sheet signed off on a monthly basis by their line manager. However, if the employee uses additional flexi-time for more than two years, he/she can ask for approval to no longer having to record the daily working hours.

3. Working from home

An employee can request to work from home on occasion or on a frequent basis (fixed working day) if the following conditions are met:

- Reasonable grounds to work from home are given (family reasons, working on a specific task which needs high levels of concentration etc.)
- The employee does not hold a position which requires her/his presence at Accountable Now.
- The employee makes him/herself available if needed (telephone, Skype, email etc.)

The preferred weekday for employees to work from home is Friday. Working from home days need to be approved by the employee's line manager in advance.

4. Absence from work

Annual Leave

All holidays must be recorded in the employee holiday sheet and signed by the line manager and passed to the Office Coordinator Officer (OC). Additional days may be granted at the discretion of Accountable Now's Executive Director (i.e. for weekend travel, events).

The maximum number of carry-over days per year is five. In line with German law, any carry-over holidays must be taken within the first quarter of the following calendar year. Furthermore, every employee should finalize at least 2/3 of his/her annual leave by 31 January and have it signed by his/her line manager.

Substitutes have to be coordinated the workload of the absent employee and at least one team member should be at the office at all times.

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Sick Leave

In case of sickness, the employee is to inform his / her line manager the morning of the first day when they are unable to come to work. It is not enough to send an email to a colleague, as the colleague could also be potentially absent. A doctor's note certifying the sickness and stating the expected duration of inability to work has to be submitted after three consecutive days of absence.

The Centre may ask for the doctor's statement earlier. The Centre provides full pay for the first six weeks of absence in the case of a certified illness.

If an employee falls sick during a period of annual leave, and produces a doctor's statement to the effect that s/he is unfit for work, this period of sickness will be treated as sick leave, and not as annual leave.

Christmas Leave

Christmas Eve (24 December) and New Year's Eve (31 December) are treated as half working days at the Centre. At the discretion of the Centre's senior management, the Centre will grant up to three additional days to all staff between Christmas Eve and New Year's Eve to compensate for overtime worked throughout the year. The actual decision on the number of additional days to be granted will be announced by the end of August each year.

Compassionate Leave

In cases of personal tragedy, and following the death of immediate family members (partner, children, parents, grandparents or siblings), employees can be granted days to attend personal affairs. Extra days may be granted at the discretion of Accountable Now's Executive Director, in particular where travel abroad is required.

Child Sickness Leave

Parents to children up to the age of 12 years are entitled to 10 days per year (single parents 20 days/year) to take care of their children at home.

After two consecutive days of absence at the latest, a doctor's note certifying the child's sickness must be submitted.

5. Performance Management

Every person working for the International Civil Society Centre on behalf of Accountable Now,

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works on the basis of a personal development plan. Together with the line manager the employee agrees on a personal plan for one year.

After six months the line manager provides feedback on the employee's performance against the agreed targets and together they confirm or revise the plan for the remaining six months of the year in an appraisal session. The employee is also encouraged to give feedback about her/ his view on the line manager and the working environment.

The performance and development plan is to be renewed every year to ensure that all employees have a chance to perform and progress to the best of their abilities.

All documents relating to employees' performance are part of their personnel files and strictly confidential. They are stored in a locked cabinet by the Centre's Office Coordinator (OC) and may only be viewed by the concerned members of staff, their line manager, the Executive Director and Deputy Executive Director.

6. Professional development

According to German law, every employee may take up to ten days "Bildungsurlaub" within the course of 24 months. This rule only applies to seminars and workshops, formally approved as "Bildungsurlaub" under German law.

For learning opportunities that do not fall under this rule, and as part of developing a working environment that encourages continuous learning and development, the International Civil Society Centre offers its employees the option to take part in professional development opportunities by providing up to three paid working days annually for training.

Requirements

The professional development opportunity has to have a direct connection and relevance to the person's current job responsibilities and/or personal career development.

The applicant will submit a request using the required form and must provide a justification and supporting documents.

The applicant's immediate supervisor will review and recommend the application and ensure that there is sufficient coverage during the time the applicant will be out of the office. The final approval lies with the Deputy Executive Director.

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Please note the following

Any costs relating to the professional development (course fees, accommodation, transportation etc.) will be assumed by the applicant.

All Centre staff are eligible to apply for this benefit at the following levels:

- Full-time/ part-time employees and trainees – 3 days per year

7. Leave Coverage

| Executive | | |
|--------------------------|---|--------------------------------|
| Executive Director (WJ) | █ | Deputy Executive Director (HW) |
| Administration | | |
| Finance Officer (MD) | ▢ | Executive Assistant (OR) |
| Office Coordinator (TG) | ▢ | Finance Officer (MD) |
| Executive Assistant (OR) | ▢ | Office Coordinator (TG) |
| Accountable Now | | |
| Executive Director (RM) | █ | Programme Manager (EA) |
| Programme Officer (IB) | █ | Programme Manager (EA) |
| Programme Officer (IB) | █ | Communication Officer (BS) |
| | | |

Please find below a table showing who is to act as a substitute when people are out of the office. In some cases the coverage includes the full range of responsibilities (marked green), in others the coverage mainly refers to the monitoring of emails and forwarding of relevant information to colleagues as necessary (marked yellow).

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8. HR Recruitment

Job Announcement:

When a vacancy at Accountable Now opens up, a job announcement and a job description are formulated by the Accountable Now's Executive Director and reviewed by the Centre's Deputy Executive Director.

Along with the job announcement, a timeline including application deadline, interview period and starting date is to be agreed upon.

The determination of the salary range is decided upon by Accountable Now's Executive Director, based on the job description and requirements.

For all job announcements, applications are to be sent to the Centre's website.

The Centre's Deputy Executive Director and Office Coordinator and Accountable Now's Executive Director have access to the Recruitment inbox.

Job Advertising:

The Centre's Office Coordinator advertises the job opening on Accountable Now and the Centre website as well as on different career portals and partner organisations' websites.

The job opening should be advertised online for about 4 weeks. Applications that are received past the application deadline cannot be considered.

Assessment of Applications:

After the expiration of the application period, the Office Coordinator (OC) presorts all applications in regard to completeness, formalities and general suitability. If the OC is asked to do the initial screening, he/she should be provided with a set of categories on which to judge upon by the hiring manager.

If someone else is assigned to the initial screening the OC will make sure that the applications will be sent to that individual by the end of the deadline or at previously agreed intervals. After the

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recruitment process has been closed, all applications (hard and soft copy) have to be promptly deleted and removed from the “Deleted Items” folder.

All applications that are preselected are printed once and handed to Accountable Now’s Executive Director. The Centre’s Deputy Executive Director further evaluates the applications and hands a selection of promising applications to the respective line manager. The line manager then selects a number of four to six shortlisted candidates and hands their CVs back to the OC. In some cases it is up to the DED’s discretion to assign someone else to perform the preselection (e.g. the hiring manager).

Interviews:

The Centre’s Office Coordinator contacts the shortlisted candidates and arranges appointments for an interview.

Candidates, who are not shortlisted will not be contacted. In case of queries, candidates are informed about this norm.

The interviews should always be held by Accountable Now’s Executive Director and the Centre’s Deputy Executive Director.

Each interview takes approximately 90 minutes, beginning with a test for the applicants and a one hour interview. The test will be prepared by the line manager. Should the interview be conducted via Skype, a 15 minute buffer should be planned between the test and the interview.

A range of interview questions can be selected from a list on the server.

A decision is made after all interviews are conducted. All shortlisted candidates are to be contacted within one week after their interview.

The applications are to be treated as strictly confidential during the recruitment process.

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