



HUMAN RESOURCES POLICY

A. POLICY STATEMENT

Lydia Action adapts to a diverse and ever-changing work environment by continuously developing organizational capability, improving performance by empowering staff, stimulating their innovation and creativity, and investing in continuous improvement through in-house knowledge sharing and by providing external learning opportunities. This Human Resources Policy provides guiding principles of the various human resources management processes, in accordance with the relevant laws of Malawi.

THIS POLICY IS PART OF LYDIA ACTION'S ORGANISATIONAL FRAMEWORK IN WHICH THE PRINCIPLES OF OPENNESS, TRANSPARENCY AND ACCOUNTABILITY ARE IMBEDDED IN THE CULTURE OF LYDIA ACTION AND WHERE PERFORMANCE IS DRIVEN BY VALUES.

The policy reflects a human resources management system, which is based on competencies, values, and also recognizes people as Lydia Action's most important asset, acknowledging the link between good human resources management and delivery of programme results.

This policy focuses on emphasizing Lydia Action as a continuously learning organization; and further sets out the conditions of service and the basic rights, duties and obligations of all staff of Lydia Action. It is designed to be fair to all those concerned and creates the foundation of support that will enable staff to take a sincere interest and pride in Lydia Action and effectively achieve objectives, while responding to the needs of Lydia Action's beneficiaries.

B. LYDIA ACTION'S HUMAN RESOURCE PRINCIPLES

This policy is guided by the following set of principles:

- ① People are the most valuable asset of Lydia Action.
- ② People should be supported to do a good job.
- ③ People deserve to be treated with dignity and respected as humans
- ④ People need a work/life balance.
- ⑤ People need to be recognized and compensated appropriately.
- ⑥ People should be provided with opportunities to grow professionally, personally, and spiritually.
- ⑦ Diverse people who come together in community create strong, vital organizations that benefits all.
- ⑧ Human Resource must strive for equally in policy implementation regardless of staff seniority.

C. INTERPRETATION AND APPLICATION

Article 1 - Classification of Staff

- **Regular:** Person appointed in a permanent vacancy and whose appointment has been confirmed in writing by the appointing authority.
- **Temporary:** Appointed for a fixed period or a specified purpose to work - which is essentially of a temporary nature – unless extended for a further specified period by mutual consent.
- **Contract:** The one who is employed due to his/her experience and expertise on a contract for a stipulated time or for a specific task, assignment or a project after which the contract shall be terminated following completion. However, it may be renewed on the same or such other terms mutually agreed upon depending on the needs of the organization.
- **Consultant:** The one who provides professional or expert advice in a particular programmatic field to Lydia Action.

Article 2 - Scope of the Human Resources Policy

- a. This policy covers all appointments of Lydia Action personal other than the Executive Director
- b. This also covers appointments for the project related positions in any part of the area of operation of Lydia Action if the staff is a part of a Lydia Action project
- c. The consultants hired for evaluations trainings etc. also are covered under this policy.

Article 3 - Employment Process

The following hiring procedures apply for all positions at Lydia Action.

- a.** The minimum age for recruitment is 18 years.
- b.** The grade level and job classification be determined by the Executive Director in conjunction with the Office of Human Resources.
- c.** No interview be administered by any department without prior approval and coordination with the Office of Human Resources.
- d.** All interviews shall be focussed at assessing the knowledge, skills and other competences that objectively and reasonably demonstrate suitability and capability to performance on the job.
- e.** In selecting a candidate for a position, factors used in evaluating a candidate must be job related and non-discriminatory. Examples of job-related criteria shall include but not be limited to: candidate's experience, education, skills, abilities and knowledge.

- f.** Statements that a candidate is "overqualified" or "not a good fit" will not be accepted as job-related criteria. Examples of discriminatory factors include race, color, creed, religion, ancestry, national or ethnic origin, sex/gender, sexual orientation, gender identity, age, familial status, or disability.
- g.** A supervisor shall consult with the Office of Human Resources when they believe that age or sex may constitute a bona fide occupational qualification for a position.
- h.** Reference checks shall be completed on the final successful candidate(s).
- i.** Supervisors must never contact the candidate's current employer/supervisor unless permission is obtained from the candidate.
- j.** The Office of Human Resources shall perform a pre-employment criminal conviction history investigation (background check) on all new hires and rehires who have been gone 90 days or longer.
- k.** Position openings must be posted for a minimum of ten working days.

Article 4 - Interview Process

- a.** The Office of Human Resources has the responsibility of reviewing all applications and/or resumes received during the application process in conjunction with the hiring office.
- b.** If the diversity of the applicant pool for a particular position does not reflect the availability of persons within the reasonable recruitment area, the Office Human Resources may contact the Executive Director to discuss the next steps.

- c.** Interview questions must be designed to provide fair and objective evaluation of each candidate and should be developed in advance of interviews with candidates.
- d.** A set of identical questions should be asked to all candidates.

Article 5 – Terms of Reference

For each position there shall be “Terms of Reference” (TOR), which shall contain the job description, required educational qualification experience and defined operational structure etc.

Article 6 – Remuneration

Lydia Action’s shall provide competitive salaries and benefits based on available funding to attract, retain, motivate and reward the best possible workforce in ways that are cost effective, bearing in mind Lydia Action’s responsibility to its beneficiaries.

To meet this objective, Lydia Action uses a salary programme that:

- a.** pays each staff member a salary;
- b.** rewards an individual’s performance with performance-based increases; and
- c.** is clear and easy to administer.

Article 7 - Hours of Work, Official Holidays and Leave

Staff shall devote all time and energy during office hours to fulfilling the requirements of their appointment. To this end, rules and procedures regarding working hours, overtime, official holidays and leave (vacation, compensatory, sick, maternity and paternity) shall be established.

Article 8 - Performance Evaluation System

A Performance Evaluation System (PES) shall be implemented as one of the management systems for planning, developing and evaluating staff performance. The PES will be used to promote a culture in which managers, individuals and groups take responsibility for continuous improvement.

Through performance management, Lydia Action will:

- a.** Provide greater clarity of job/role requirements to holders;
- b.** Encourage dialogue through self-evaluation and by offering regular feedback to individuals for their encouragement, improvement and personal recognition;
- c.** Identify competency-development needs;
- d.** Establish a proper basis for making promotion and performance-based salary increase decisions;
- e.** Strengthen managerial capabilities;
- f.** Continuously improve the working culture of Lydia Action; and
- g.** Ensure that supervisors are accountable for their decisions.

Article 9 - Career Development

Where possible, staff will be provided with opportunities for professional growth and advancement as driven by the organizational capacity needs of the organisation and contributing to the achievement of Lydia Action’s strategic objectives.

Article 10 - Alternative Work

- a. Alternative work arrangements shall be utilized to allow Lydia Action to develop a strong, flexible, more viable workforce and a workplace with productive and committed staff. These work options will help meet staff needs and promote staff commitment by helping them balance work and personal responsibilities. At the same time, they will foster better staffing levels to meet Lydia Action objectives.

b. Such alternative work arrangements may include, but are not limited to: flexi time, teleworking and part-time schedules.

c. Appropriate rules, procedures and systems concerning these alternative work arrangements shall be applied to ensure systematic approaches for staff applications and performance monitoring by supervisors and the office of human resources

Article 13 - Grievance Resolution

a. Lydia Action staff shall be treated fairly and equitably.

b. Occasions where staff feel that they have not received treatment or obtained the satisfaction expected either from Lydia Action, their supervisor or a colleague, safe and secure grievance opportunities shall be provided to them for voicing out their dissatisfaction and to seek redress.

c. Systematic grievance and disciplinary procedures shall be used by Lydia Action and disseminated to all staff.

d. Should a matter affecting an individual not be resolved as a result of representation under this procedure, staff may refer the matter for final determination to the relevant legal authorities.

Article 11 - Personal Conduct

A Code of Conduct that regulates the conduct of staff, aligning it with the interests of Lydia Action shall be implemented.

Article 12 - Harassment and Discrimination

a. Lydia Action does not tolerate any form of harassment, within the workplace or associated with the work performed on behalf of the organization at the office or in the field.

b. No staff shall be harassed or intimidated, nor discriminated against because of ethnic, social or political background, color, nationality, religion, age, sex, disability, marital status, family size or sexual orientation.

c. No staff shall be subject to any abuse of power due to a supervisor/supervisee relationship.

d. Procedures to report and address harassment and discrimination shall be implemented

D. IMPLEMENTATION

Article 14 – Changes

- a. The Executive Board shall approve changes to theis Human Resources Policy, as deemed necessary.
- b. In proposing changes to the Human Resources Policy, the office of Human Resource shall consult with relevant staff and give due consideration to their comments and advice.

c. Changes approved by the Executive Board will be reported promptly to staff and the Human Resources Policy updated.

Article 15 – Linkage and relevance

- Malawi Employment Act No. 27 of 2010

Article 16 – Entry into force

This Human Resource Policy comes into effect after approval by the Chairperson of the board of trustees of Lydia Action on 21 day of 09 20 21

Chairperson:

Samuel S. Mbiri

Signature:

