

## **Preface**

Whereas, the Society recognizes that the achievement of its Mission and Vision mainly depends on the competence and commitment of its staff;

Whereas, the Society commits itself to continually invest in the development of its staff to meet both the requirements of jobs and their career aspirations;

Whereas, it is necessary to align human resources planning and development activities of the Society with that of the corporate strategies;

Whereas, it is important to handle training and development activities uniformly and consistently throughout the Society;

Now, therefore, this Human Resources planning and Development Policy and Procedure Manual is issued.

### **1. Short Title**

This manual may be cited as the “Human Resources Planning and Development Policy & Procedure Manual” of the Ethiopian Red Cross Society.

### **2. Definitions**

In this manual:

- 2.1. **‘Society’** means the Ethiopian Red Cross Society.
- 2.2. **‘Board’** means the National Board of the Society.
- 2.3. **‘Management Committee’** means the committee comprising the Secretary General, D/Secretary General(S), Department Heads, Service Heads and Committee members at Regional, Zonal, and Worde levels.
- 2.4. **‘Secretary General or D/Secretary General’** means the Secretary General or the D/Secretary General of the Society.
- 2.5. **‘Department’** means Human Resources Department of the Society.
- 2.6. **‘Division’** means Human Resources Development and Systems Improvement Division under the Human Resources Department.
- 2.7. **‘Officer’** means Senior Human Resources Officer or Human Resources Officer.
- 2.8. **‘Education’** means formal education given at primary, secondary and tertiary levels.
- 2.9. **‘Training’** means on-the-job or off the job technical or management development courses given to employees for a specific period of time.

- 2.10. **‘Short- term Training’** is off-the- job training program for the period of not more than three months.
- 2.11. **‘Long-term Training’** is off-the- job training program for the period of more than three months.
- 2.12. **‘Employee/staff’** means permanent or temporary management or non-management employees/staff of the Ethiopian Red Cross Society.
- 2.13. **‘Volunteer’** means any person with his/her own free will accepted the cause of Red Cross/Crescent Societies and avail himself for any morale /material /financial/ professional...etc. support without any remuneration or partial remuneration.
- 2.14. **‘Branch Head’** means the person assigned at regional, zonal and woreda branches of the Ethiopian Red Cross Society to lead and manage the branch’s activities.

### **3. Scope and use of the Manual**

Policies and procedures mentioned in this Manual shall apply to all permanent staff of the Society and may apply to temporary staff members of the Society if specified in their contractual agreement.

The Manual shall always be used in conjunction with the Ethiopian Labor Law, the Society’s collective agreement and other rules and regulations of the Society.

## **4. Human Resources Planning**

### **4.1. Policy**

- (a) The Society attaches great importance to effective human resource planning in order to ensure sustainable and efficient staffing organization-wide and achieve its objectives and corporate plan.
- (b) The Society shall prepare Corporate Human Resources Plan annually and employ a bottom-up approach whereby requests of each work unit are duly considered in order to achieve congruence to the Society’s corporate needs and objectives.
- (c) The Department shall be responsible for the preparation and execution of the Society’s Corporate Human Resources Plan.

## **4.2. Objectives**

The objectives of the Society's corporate human resources planning are to:

- (a) identify the Society's short- and long-term needs of human resources;
- (b) obtain and retain the required number of staff and the desired skill in line with its corporate plan;
- (c) make the best use of the available human resources;
- (d) maintain a well-trained and flexible work force, and thereby contribute to the Society's capacity to prepare itself for an uncertain and changing environment;
- (e) avoid redundancy through planned use of available human resource;
- (f) keep abreast of succession gaps that may arise as a result of promotion, separation, introduction of new technology or expansion and take remedial actions;
- (g) identify training and development needs timely and arrange for same;
- (h) enhance the capacity of employees at all level and prepare them for jobs requiring more responsibility.

## **4.3. Plan Preparation**

- (a) Every year in the first week of April, the Department issues Human Resources Plan Call to all work units requesting them to prepare and forward their annual human resources plan based on assessment of their respective needs.
- (b) Work units shall prepare their respective annual human resources plan based on assessment of business needs and submit their plan to the Department in the last week of April.
- (c) The Department shall assess human resources implications of corporate strategic business plan of the Society and analyze human resources needs (plan) of respective work units (including volunteers) vs. movement of staff: transfer, retirement, attrition, promotion.
- (d) The Department shall forecast demand for human resources based on assessment of existing business requirements (plan), new developments and expansion, attrition forecast, retirement plan and promotion plan.

- (e) The Department also forecasts supply of human resources by identifying internal supply of employees including volunteers and taking skill inventory by education, experience, training, special skill, etc.
- (f) Based on resource gap analysis, the Department formulates Corporate Human Resources Plan consisting of recruitment plan, promotion plan, and training and development plan.
- (g) The Department finally submits the Corporate Human Resource Plan to the Plan Team, comprising the following members, for review and comments by 1<sup>st</sup> week of May.
  - Head- Human Resources Department
  - Head- HR Administration Division
  - Head- Planning and Monitoring Service.
  - A representative from Deputy Secretary General, programs.
  - A representative from Regional Branches.
- (h) The Plan Team critically reviews the Plan and submits refined and consolidated Corporate Human Resources Plan to the D/Secretary General for Support Services in the 3<sup>rd</sup> week of May.
- (i) The D/ Secretary General for Support Services reviews the Plan and forwards it with his/her comments to Planning and Monitoring Service on the 3<sup>rd</sup> week of May.

#### **4.4. Plan Approval**

- (a) The Planning and Monitoring Service shall incorporate the Plan into the Society's Annual Corporate Plan and forwards it to the Secretary General for Management Committee review 4<sup>th</sup> week of May.
- (b) The Management Committee reviews the Corporate Human Resource Plan, makes sure that it is in line with the corporate strategy of the Society and then forwards it to the Board for deliberation and approval through the Secretary General by the 2<sup>nd</sup> week of June.
- (c) The plan shall be approved by the Board by the 2<sup>nd</sup> week of June.

#### **4.5. Plan Implementation**

- (a) The Secretary General forwards the approved **Corporate Human Resource Plan** to Planning and Monitoring Service for implementation.
- (b) Planning and Monitoring Service communicates the approved Corporate Human Resources Plan to the Departments and the respective organs for follow up and implementation by the 4<sup>th</sup> week of June.

#### **4.6. Plan Implementation Progress Report**

- (a) Work units prepare progress report quarterly on implementation of their respective plan and send it to the Department.
- (b) The Department carries out detail analysis on the reports of the work units, prepares the overall progress report and presents to the D/Secretary General for Support Services.
- (c) The D/Secretary General for Support Services reviews the quarterly progress report and forwards it with comments to Planning and Monitoring Service.
- (d) The Planning and Monitoring Service prepares quarterly progress report and submits it to the Management Committee for review through the Secretary General.
- (e) The Management Committee reviews the quarterly human resources plan implementation progress report and submits it to the Board through the Secretary General.
- (f) The Board reviews and decides on the quarterly human resource plan implementation progress report.

## **5. Training and Development**

### **5.1. Policy**

- (a) The Society recognizes human resources training and development as one of its most important organizational activities to bring about a desirable change in employees' behavior, knowledge, skill, and attitude and attain organizational effectiveness and efficiency.
- (b) The Society commits itself to providing full support to the development of its employees and realization of their hopes for self-development based on the available financial resources and its need.
- (c) The Society supports educations and training relevant to its sphere of operation based on its yearly education and training plan.
- (d) The Society provides education and training opportunities to its employees fairly and equitably.
- (e) Employees provided with education and/or training should serve the Society for a specified period of time or else must refund the related cost. He/she has to enter in to a written contractual agreement to this effect.
- (f) Training and development activities will be oriented towards meeting objectives, and will be conducted in a transparent, planned and consistent manner.
- (g) The Deputy Secretary General for Support Services and the Department are responsible for the preparation, implementation and evaluation of the Society's Corporate Training and Development Plan.
- (h) The work units of the Society are responsible for developing employees under supervision through on- the- job training, coaching and mentoring. They are also responsible for identifying performance gaps of employees and initiating an off- the- job training to fill the gap.
- (i) Employees on their part are very much responsible for fully participating in the training programs organized by the Society and bring about changes in their efficiency and effectiveness.

## **5.2. Objectives**

The objectives of the Corporate Training and Development Plan are to:

- (a) achieve maximum organizational effectiveness and efficiency;
- (b) develop a multi-skilled workforce capable of operating flexibly and responding rapidly to changes in organizational needs;
- (c) improve performance quality of employees jobs;
- (d) ensure the optimum use of the natural abilities of employees by developing their skills and capabilities for mutual benefit;
- (e) familiarize new employees with the overall objectives and activities of the Society;
- (f) assist employees perform up to their caliber in their current jobs;
- (g) develop employees for future career;
- (h) strengthen the performance norm and culture of the Society;
- (i) fill skill gaps between the qualifications of the job incumbent and the specific requirements of the job;
- (j) create sense of professionalism by introducing employees to new technology, process and systems for better productivity and efficiency;
- (i) introduce the Society's vision, mission, values, policies, procedures, rules, regulations and fundamental principles to new employees and volunteers;
- (j) upgrade employee's knowledge and capability to handle their job effectively and efficiently;
- (k) inculcate and maintain a good working culture and a positive team spirit among employees of the Society;
- (l) introduce employees to new technologies for effective and efficient performance result and creativity;
- (k) create a learning organization by enabling employees to be creative and innovative towards fulfilling standards of job requirements; and
- (m) create a sense of ownership by developing employees' commitment to the Society;

### **5.3. General Guidelines**

- (a) The training and development programs offered by the Society shall focus on short-term proficiency and skill training, workshops, and seminars.
- (b) Line managers are responsible for on-the-job development of employees under their supervision.
- (c) The Society may require trainees to sign undertakings for participation in training programs. If an employee fails to perform his/her obligation as per the undertaking, the Society shall take administrative and/or legal measures.
- (d) The Society awards certificate of participation for training participants. However, a trainee should at least attend 80% of the program in order to qualify for certificate of participation.
- (e) Training and Development expenditures shall be charged to the training and development budget of the Human Resources Department.
- (f) Trainees must fully attend training programs.

### **5.4. Training Need Assessment**

The training need assessment is made for the identification of the gap between the skill and knowledge of an employee and the one the job requires. This task involves:

- identification of task specific training needs;
- identification of employees who have the potential and interest in self development.

### **5.5. Training Plan Preparation**

- (a) Every year in the 1<sup>st</sup> week of April, the Department distributes Training Needs Assessment Form to all work units to gather training needs of work units.
- (b) The Department identifies the Society's corporate and job level training needs based on analysis of the Society's strategies, changes and growth and job's competency requirements.
- (c) Work units, in consultation with the Department, identify individual training needs based on individual performance and work units' annual business plan.

- (d) Work units, in close consultation with their respective employees, compile type of training needs, list of participants, and preferable time of training etc. and submit their annual training plan to the Department in the month of April.
- (e) The Department prepares Corporate Training and Development Plan based on:
  - 1) assessment of corporate strategies with respect to human resources development;
  - 2) training and development needs identified by work units;
  - 3) management succession plan;
  - 4) productivity and trends in employees' turnover;
  - 5) employee performance evaluations;
  - 6) new methods, technologies and business environment;
  - 7) new developments in the Red Cross/Crescent Movements;
  - 8) jobs competency analysis, etc.
- (f) The Plan should comprise type of training programs and number of target participants as well as a detailed implementation plan.
- (g) The Corporate Training and Development Plan accompanied by the required budget shall be forwarded to the D/Secretary General for Support Services for review and endorsement on the 2<sup>nd</sup> week of May.
- (h) The D/Secretary General for Support Services reviews the Plan and forwards it with his/her comments to on the 3<sup>rd</sup> week of June to the Planning and Monitoring Service.

### **5.6. Plan Approval**

- (a) The Planning and Monitoring Service incorporates the Corporate Training and Development Plan into the Society's Annual Corporate Plan and forwards it to the Management Committee for review through the Secretary General.
- (b) The Management Committee reviews the Plan, makes sure that it is in line with the Corporate Strategy of the Society and forwards it to the Board for deliberation and approval through the Secretary General.
- (c) The Board shall review and approve the Plan.

### **5.7. Plan Implementation**

- (a) The Secretary General forwards the approved Corporate Training and Development Plan to the Planning and Monitoring Service for implementation.
- (b) The Planning and Monitoring Service communicates the approved Plan to the Department.
- (c) The Department communicates the approved Plan with time table to the respective work units for follow-up and implementation.

### **5.8. Plan Implementation Progress Report**

- (a) Work units prepare progress report quarterly on implementation of their respective plan and send it to the Department.
- (b) The Department carries out detail analysis on the reports of the work units, prepares the overall progress report and Presents to the D/Secretary General for Support Services.
- (c) The D/Secretary General for Support Services reviews the Quarterly progress report and forwards it with comments to Planning and Monitoring Service.
- (d) The Planning and Monitoring Service prepares quarterly progress report and submits it to the Management Committee for review through the Secretary General.
- (e) The Management Committee reviews the quarterly training and development plan implementation progress report and submits it to the Board through the Secretary General.
- (f) The Board reviews and decides on the quarterly training and development plan implementation progress report.

### **5.9. Course Design**

- (a) The Department, in collaboration with line managers and trainers, shall develop learning objectives for each course.
- (b) The Department, in collaboration with line managers and trainers, shall identify and list the learning steps required to perform the task.
- (c) Trainers, in collaboration with the Department, develop performance tests to ensure mastery of tasks to be learned.

- (d) The Department, in collaboration with trainers, lists the entry behaviors (existing level of performance) that learners demonstrate prior to training.

## **5.10. Training Methods and Approval of Programs**

The training methods used by the Society are broadly divided into **on-the-job** and **off-the-job training**. On-the-job-training is a type of training which is provided while doing the actual job; this involves job rotation, lateral transfer, and project and committee assignment, staff meetings, planned career progression, interaction with mentor, coaching and understudy assignments ... etc. Off- the –job training is a type of training provided in class rooms or other places separated from the actual job for a specific period of time.

### **5.10.1. On-the-job training (OJT)**

- (a) The Society provides on-the-job training to acquaint employees with practical aspects of the job for which the training is sought. Such training may sometimes be an extension of the classroom training depending on the identified need.
- (b) Based on the training and development need assessment conducted by the Department and in close consultation with line managers, the Department shall identify and prepare list of participants for the training.
- (c) The Department, in collaboration with the work units concerned, outlines contents of the training to be given, prepares training schedule and assign trainees to work areas.
- (d) Work units are responsible to ensure that the training is conducted as per the training program prepared by the Department, evaluate performance of the trainee as per the evaluation schedule and report performance evaluation of trainees to the Department.
- (e) Performance evaluation reports of work units shall be reviewed by the Department in order to assess the outcome of the training.
- (f) Based on assessment of the performance evaluation report, the Department keeps on the program or makes the necessary improvement in the future programs as per the feedbacks obtained.

## **5.10.2. Off-the-job training**

### **5.10.2.1. In-house Classroom Training**

In-house classroom training is given to employees in the form of Orientation, Technical/ Managerial Training and Seminar/ Workshops.

#### **5.10.2.1.1. Induction/Orientation**

- (a) The Department arranges orientation session for new employees in order to familiarize them with history of the Society, the Society's vision and mission, fundamental principles and the movement, employees' rights and obligation, benefits, etc.
- (b) The Department prepares topics to be covered in the session, arranges venue, sets date and time of the training, selects trainer, prepare teaching materials & communicates the trainer, participants and work units concerned.
- (c) The Division Head shall ensure that the training is conducted in accordance with the program, monitors attendance of participants, and prepares report.
- (d) The Department head reviews the report and takes subsequent action as appropriate.

#### **5.10.2.1.2. Managerial & Technical Training Programs, Workshops and Seminars.**

Based on the approved Corporate Training & Development Plan and in consultation with work units, the Department arranges for training program, identifies list of potential trainees, updates/ prepares course materials, arranges for venue and date of the training, and forwards a report with recommendations for review and endorsement by the Department head.

- (a) The Department head reviews the report and forwards it with his/her recommendation to the D/Secretary General for Support Services for approval.
- (b) After the program is approved by the D/Secretary General for Support Services, the Department head shall sign contract with the trainer and communicate in writing trainees/ trainer/work units about the program. The letter of invitation should reach trainees/ trainer/work units at least a week before the start of the program.
- (c) The Department head makes sure that the necessary training materials are ready to conduct the training program and that the training is attended by all invited trainees and prepares end-of-course report.
- (d) In case of trainings, workshops and seminars for Regional & Zonal Management members, the initiators shall communicate their quarterly program to the Department and the Department in consultation with the Deputy Secretary General for Support Services will facilitate accordingly.

#### **5.10.2.2. External Training**

- (a) External training refers to training programs given to employees by training institutions locally or abroad, including work visits arranged by sister societies or other institutions.
- (b) External training can be initiated either by the Society as well as work units and training institutions. But, only training programs that cannot be provided by the Society will be conducted by external training institutions.

#### **5.10.2.2.1. Training Institutions (Local)**

- (a) Based on the approved Corporate Training and Development Plan, the Department identifies training programs to be catered by external training institutions, short-lists prospective training providers (institutions) as well as trainees, assesses training schedule, evaluates course objectives, content, cost and duration of the program and forwards proposal to the D/Secretary General for Support Services for approval.
- (b) The D/Secretary General for Support Services reviews and approves the selected training institution/s and/or the trainer/s.
- (c) The Department head shall ensure that the selected training institution and trainees are communicated, and the necessary service contract or payment arrangement is made with the training institution.
- (d) The Department may, as appropriate, request participants to present report on the training program.

#### **5.10.2.2.2. Training abroad**

- (a) Training abroad programs may be initiated by the Society or external organizations, including donors and collaborators.
- (b) Short-term training program shall be awarded to employees through competition which shall be administered by the Department, concurred by DSG for Support Services and approved by the Secretary General.
- (c) Candidates selection for long term training shall be carried out through virtual committee or permanent committee to be formed by the Secretary General which shall compose concerned work units such as HRM and Finance

departments and others. Similar committees may also be formed at Regional and Zonal branches.

(d) The selection criteria shall be the following :

<b><u>Selection Criteria</u></b>	<b><u>Points</u></b>
Performance evaluation result.....	30%
Relevance of education to the Society's sphere of work.....	30%
Work experience .....	20%
Grade points in previous education.....	10%
Employee's track record .....	10%

In case of equal points, the candidates will be given priority in accordance with the following priority order:

- ✓ Female candidates will be given priority;
- ✓ Performance evaluation result will be given next priority;
- ✓ Experience in the Society comes next;

(e) However, in case of apparent time constraint, the Secretary General or the D/Secretary General for Support Services, in consultation with heads of concerned units, may nominate candidates for short-term training.

(f) The Department ensures that the training program is in line with the Society's training needs and forwards its recommendation to the Secretary General through the DSG –Support Services for approval before processing.

(g) Upon approval, the program will be announced to all employees of the Society stating type of the program, venue and duration of the program, requirements of the program, number of required candidates and deadline for application.

(h) The Committee or the Department, as the case may be, shall screen, evaluate and recommend prospective participants in the program on the bases of the evaluation criteria mentioned under (d) above.

- (i) The Secretary General shall make the final decision.
- (j) The Society may cover related costs such as medical, passport, visa, transport and all other benefits due to the employee.

### **5.11. Selection of Trainers**

- (a) The Department shall prepare and update list of potential trainers, both from within and outside the Society, based on availability of internal trainers, experience of similar institutions, requests of external trainers, etc.
- (b) The Society shall engage external trainers only if there is no in-house qualified trainer. Appropriate remunerations shall be set by the Department to be paid to the in house trainers.
- (c) The Department shall negotiate trainers' fee with prospective external trainers by conducting prior market assessment.
- (d) The D/Secretary General for Support Services approves the engagement of external trainer recommended by the Department.
- (e) The Department processes the service contract to be signed with the selected
- (f) trainer and ensures its implementation.

### **5.12. Delivery of Training Programs**

- (a) Trainers, in collaboration with the Department, prepare training materials in advance and the training schedule will be communicated to the trainees ahead of time.
- (b) The Deputy Secretary General for Support Services, the Department head or any delegated official delivers welcoming speech at launching ceremony.
- (c) The Department head introduces objective of the training program and the trainer to the participants.
- (d) The assigned officer coordinates and facilitates the course, particularly when the venue of the training is the Society's own campus or the one arranged by the Society itself.

### **5.13. Evaluation of Training Programs**

Training evaluation shall be conducted in two ways: end-of-course evaluation and post-training evaluation.

#### **5.13.1. End-of-Course Evaluation**

- (a) End-of-course evaluation shall be done with the aim of ensuring that the training program conducted has achieved its objectives and is up to the expected standard.
- (b) The Department designs the evaluation format and distribute to the training participants.
- (c) Evaluation shall be done at a closing session or last day of each training program.
- (d) The evaluation shall focus on assessment of the learning process viz. course materials coverage, adequacy of training duration, training methodology and instructors' performance.
- (e) The end of course evaluation may employ the following methods:
  - 1) **Reaction:** the interaction of trainees to the training experience: i.e. how useful the training is; what they think of individual sessions and resource persons; what they would like to be included or excluded.
  - 2) **Learning:** measurement of what trainees have learned as the result of the training in question.
  - 3) **Objective Test:** used in early diagnostic stage of a course to identify the personality trait of participants to adjust the training needs accordingly.
  - 4) **Attitude scale:** a range of subjects covered in training courses and ask trainees to answer "yes" or "No" questions to evaluate how much learning has taken place and to reinforce points that did not seem to have got across.
- (f) The Officer in collaboration with trainers conduct end of course evaluation.

### **5.13.2. Post-training Evaluation**

- (a) Post-training evaluation is conducted to measure the impact and the value of the training in changing and improving capacities of the trainees which is the main training objective.
- (b) Post-training evaluation shall be carried out after lapse of six months from end of the training program.
- (c) The Department designs appropriate formats to assess performance of trainees by supervisors and trainers, as appropriate.
- (d) The Division head delivers post-training evaluation reports to the head of the Department after carrying out due analysis.
- (e) The post-training evaluation may employ the following methods:
  - 1) **Job Behavior:** measures the extent to which trainees have applied their learning on the job; assessment of the amount of transfer of learning that has taken place from off- the -job training course to the job itself.
  - 2) **Organization:** measuring the effect of change in the behavior of trainees on the functioning of the organization in which they are employed.
  - 3) **Ultimate Value:** measures how the organization as whole has benefited from, the training in terms of growth.

## **6. Education Programs**

**6.1. The Society will not reimburse any tuition and registration fees for employee education.**

### **6.2. Scholarship**

- (a) The Society may offer scholarship to employees who have served the Society for a minimum of two years and have demonstrated good performance.
- (b) Scholarship shall be awarded on competitive basis through recommendation of appropriate committee and approval of the Secretary General. The Committee composition shall include representatives from concerned work units, such as Human Resource and Finance departments and from other work units to be decided by the Secretary General.

(c) The selection criteria will be the following:

<b><u>Selection Criteria</u></b>	<b><u>Points</u></b>
• Performance evaluation result.....	25%
• Relevance of education to the Society's sphere of work.....	35%
• Work experience .....	15%
• Grade points in previous education.....	15%
• Employee's track record.....	10%

In case of equal points, the candidates will be given priority in accordance with the following priority order:

- ✓ Female candidates will be given priority;
- ✓ Performance evaluation result will be given next priority;
- ✓ Experience in the Society comes next;

(d) The procedures used for short-term training abroad shall apply here too.

**(e) The Society will not pay salary for a staff awarded scholarship.**

(f) The staff would sign written agreement to serve the required number of years as follows or else to reimburse the proportionate amount and shall provide guarantee for it.

- two years for first degree;
- three years for second degree;
- five years for PhD.

### **6.3. Duties and responsibilities of the Education Support & Scholarship Committee**

The Committee's duties and responsibilities are the Following;

1. Collecting signed applicants profile from HR department;
2. Evaluating applicants using the selection criteria provided in this manual or other relevant criteria.
3. Recommending the selected candidate(s) to the D/Secretary General for Support Services through minutes.

### **7. Effective Date:**

This manual shall become effective from the date it is approved by the Board.