



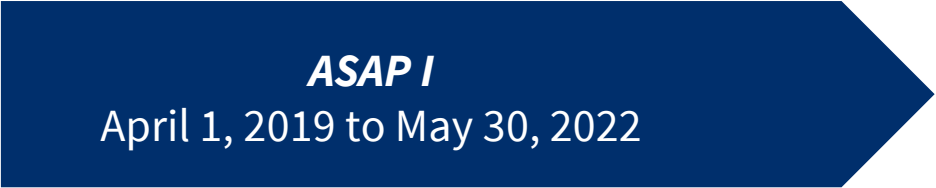
USAID/Accelerating Support to Advanced Local Partners

Institutionalizing Good Human Resources Practices

WEBINAR Meeting February 6, 2024

WELCOME ALL

1. Please let us know where you are from **in the chat**.
2. Please use the **Q&A box to ask questions** and the chat box for answering questions asked by the presenters.
3. The presentation for today's webinar will be saved on ASAP's website at **www.intrahealth.org/asap-resources**



PURPOSE

Rapidly prepare Local Partners to have the capabilities and resources to serve as Prime Partners for USAID/PEPFAR programming, in compliance with USAID and PEPFAR procedures, for PEPFAR program implementation.

70% of USAID PEPFAR funding to local prime partners.

STRATEGIC OBJECTIVES

1. Strengthen Local Partners as they transition to receive PEPFAR funding as a USAID Prime Partner to comply with regulations.
2. Prepare Local Partners to directly manage, implement, and monitor PEPFAR programs, and maintain consistent PEPFAR program achievement and quality.

ASAP II-SUPPORTED COUNTRIES

Angola

Cameroon

Côte d'Ivoire

DRC

eSwatini

Ethiopia

Lesotho

Malawi

Namibia

Nigeria

South Sudan

Uganda

Zimbabwe

ASAP I

**additional
countries:**

Kenya

Mozambique

South Africa

Tanzania

Zambia

**18 TOTAL
COUNTRIES**

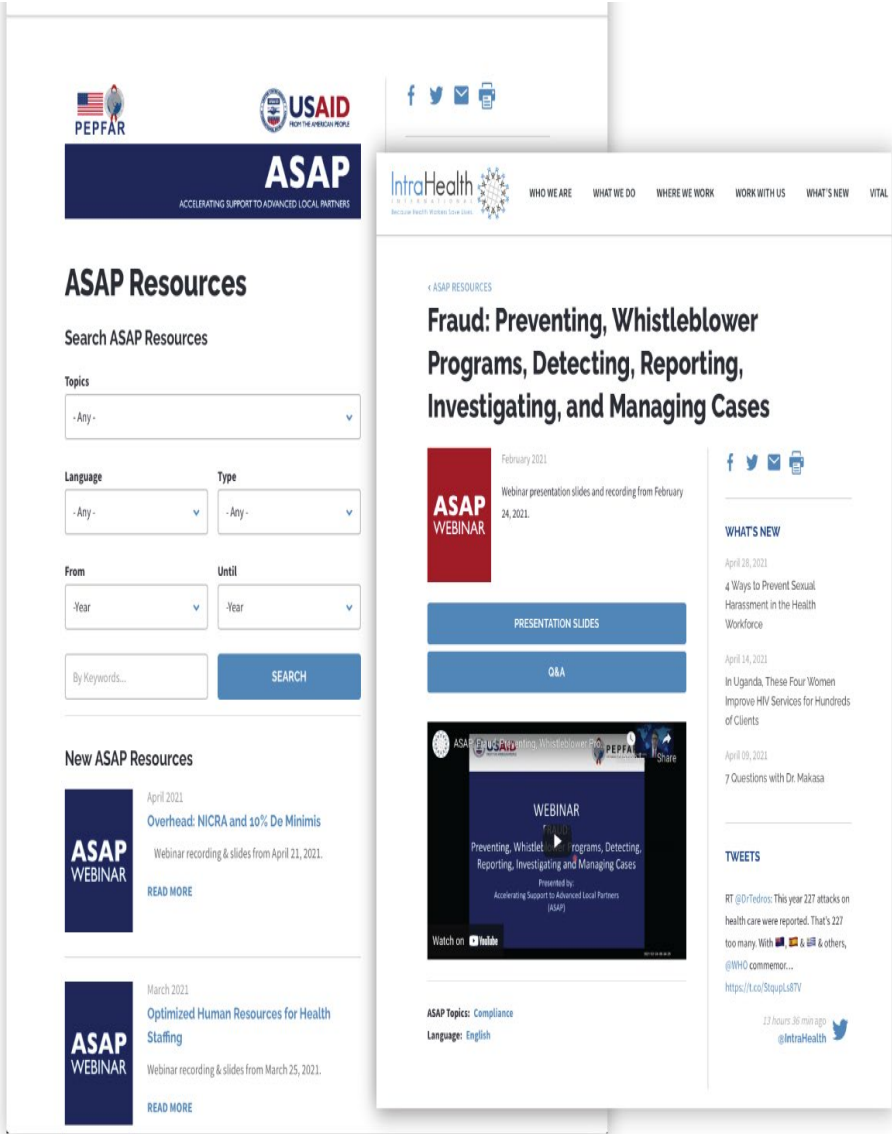
KEY RESULTS from ASAP I & II

ASAP has supported **126**
local organizations in **18**
countries

113 local partner organizations

13 local government partners





VISIT
www.intrahealth.org/asap-resources

USAID/ASAP has broadcasted **105 webinars** for more than **22,000 attendees** in **76 countries**.

Topics
- Any -

Language
- Any -

Type
- Any -

From
-Year

Until
-Year

By Keywords... **SEARCH**

AVAILABLE IN 3 LANGUAGES

UPCOMING WEBINARS

January 25:	Leadership Manual Part 1
January 30:	Leadership Manual Part 2
February 1:	USG Rules and Regulations: Cost Principles
February 6:	Institutionalizing Good Human Resource Practices
February 8:	Non-US Local Partners' Mandatory/Required as Applicable Standard Provisions
February 13:	Leadership and Governance: Best Practices: Session 1
February 15:	Organizational Capacity and Compliance Assessment NUPAS Plus 2.0
February 20:	Writing an Abstract
February 22:	Sustainability: Resource Mobilization and Social Marketing
February 28:	Procurement and Property Management Compliance Issues
March 5:	USAID Financial Policies, Internal Controls and Compliance
March 7:	Data for Decision Making

Outline

Human Resources Policies and Procedures

Recruitment

Importance of Market Value Salaries

Path to prime

People make an Organization

People are most valuable resource a nonprofit organization has.

Effectively managing people is critical to productivity and to the organization's success.

Each employee or volunteer brings skills, experiences, and core values to their work.

Effective organizations, develop staff and volunteers that embrace and support the organization's values, vision and mission and make deliberate effort to ensure that this employees are motivated to perform their duties.

Some organizations place people in positions that require skills they do not have and provide little opportunity for them to get the training and mentoring they need to develop the required skills.

Contents for HR Policies and Procedures

Recruitment

Background Screening Policy

Employment References

New Employee Orientation

Equal Employment Opportunity

Employee Classification

Per periods and pay days

Personnel Appraisal

Bonuses

Separations from Employment

Severance pay

Attendance and Punctuality

Relationship in the Workplace

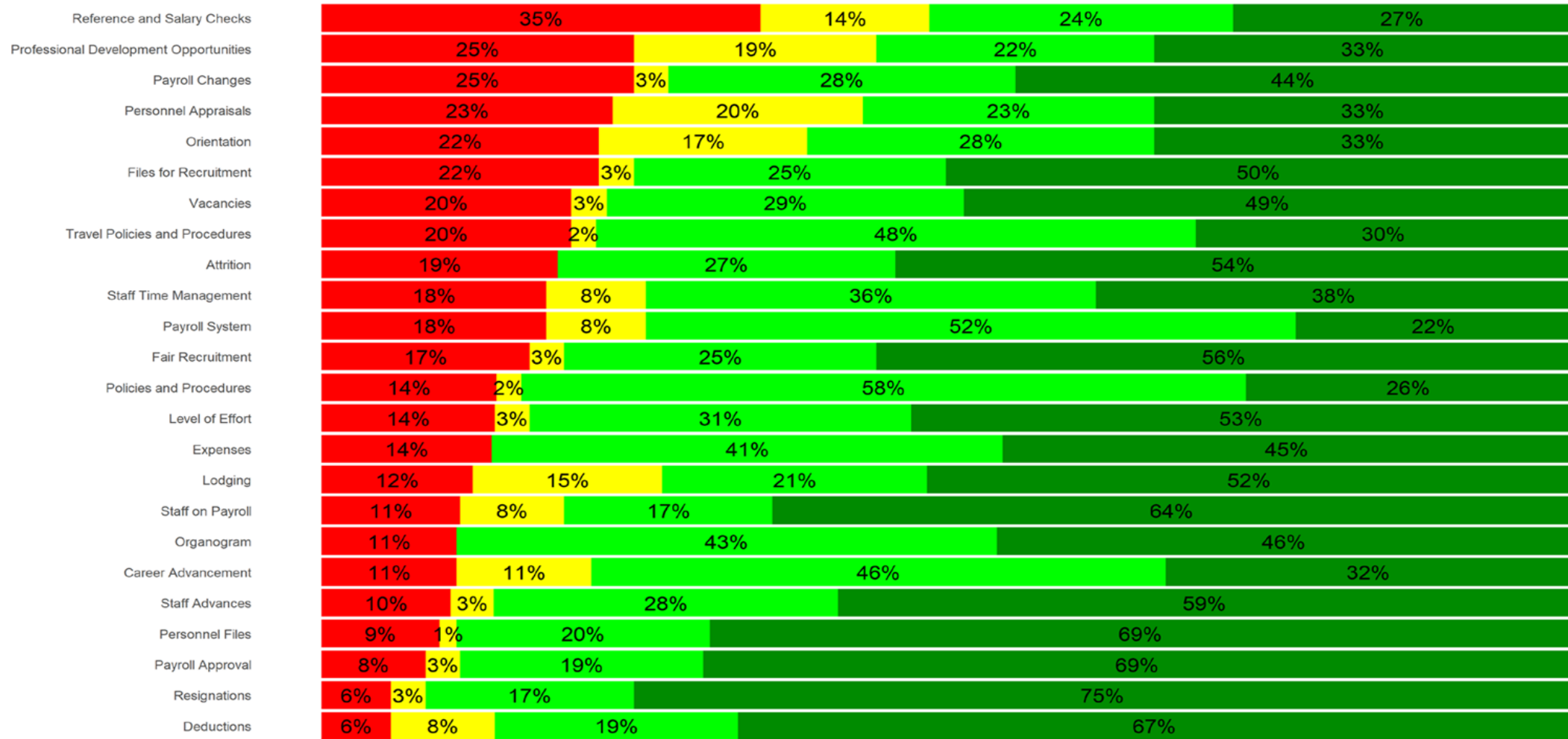
Professional Conduct

Timesheets

Leave

HUMAN RESOURCES SCORES

Human Resources - Relative Proportion of LIP Risk Category by Subdomain



ASAP II Observations

Organizations do not have comprehensive HR policies and documentation and tools for various HR procedures.

Some organizations do not have HR professionals to lead in this area.

Many organizations have challenges attracting and retaining key staff members

ASAP II Observations

Organizations may lack basic elements of sound personnel policies:

- Job descriptions
- Competitive salary and benefits structures
- Staff development
- Annual performance evaluations

Tight budgets and ambitious missions leave many NGOs with policies and an organizational culture that accepts low salaries.

Attracting and Keeping Staff Engaged

Treat them fairly, with respect and equitably

Be transparent

Offer fair compensation

Development opportunities

- Learning opportunities
- Career growth

Recognition

Listening partner

Recruitment

General recruitment and hiring processes

- Transparent and objective
- Comprehensive contracts
- Reference check & SAM.gov Check
- Onboarding process
 - Prior to start date, in first week, and first 3 months

Develop a Checklist for file documents

- Contract/ Employment Agreement
- Job descriptions
- Recruitment documents
- Resume/CV
- Documents required by law

Recruitment Facts

Hiring the right employee is a challenging process.

Hiring the wrong employee is

- Expensive
- Disrupts work environment
- Time consuming

Institute best practices for fair recruitment and documentation of process in:

- Recruitment planning
- Interviewing skills
- Reference checking
- Salary history check

Job Descriptions

1. Job Title and Pay Grade or Range

2. **Summary of the job.** List the general responsibilities and descriptions of key tasks and their purpose, relationships with customers, coworkers, and others, and the results expected of incumbent employees.

3. **Qualifications.** State the education, experience, training, and technical skills necessary for entry into this job.

5. **Job duties and responsibilities.** Only two features of job responsibility are important: identifying tasks that comprise about 90 to 95 percent of the work done and listing tasks in order of the time consumed (or, sometimes, in order of importance). a) The first task listed should be the most important or time-consuming one, and so on. b) Employers can cover 90 to 95 percent or more of most tasks and responsibilities in a few statements. c) It's more important to list what must be performed and accomplished than how, if there is more than one way to do it. Being too specific on how to accomplish a duty could lead to ADA issues when an employee asks for an accommodation.

4. **Special demands.** This should include any extraordinary conditions applicable to the job (for example, heavy lifting, exposure to temperature extremes, prolonged standing, or travel).

Terms & Conditions of Employment

Place and hours of work

Performance appraisal

Recordings of time Timesheet

Flexible work schedules

Working from home Telecommuting

Performance Management

Performance management strategy

Annual staff appraisals

Performance Improvement Plans

360-degree appraisal system

How to link appraisals with Training Needs Assessment (TNA)

Annual staff evaluation

An opportunity for the employer, represented here by the staff supervisor (ref approved Org chart), to go over the organization's expectations with the employee and, if possible, set new objectives.

Not all the objectives listed in the job description are always understood, even after completing an induction of the new employee.

=> The employer must listen to the employee

Annual staff evaluation (cont.)

CRITERIA TO BE ASSESSED

Job competency	Model of behavior
Quality of work	Communication
Responsibility and commitment	Personal development
Initiative	Planning and management
Dependency	Management
Flexibility	Work organization
Teamwork	Policy adherence
Problem solving	Staff appreciation

Learning & Development

Training develops an individual's skills, attitudes, abilities, knowledge, and competencies for them to function effectively in a job.

Training can also develop an individual's career goals.

Establish training needs assessment

Link performance management to training

“Train people well enough so they can leave, treat them well enough so they don't want to.”

Richard Branson

Career Pathing

Employees are more engaged when their employer is concerned about their career growth.

Employees can achieve career goals while fulfilling the company's mission.

HR to create career paths - mechanism to enhance employees' skills and knowledge, and lead to career growth (promotions, transfers, etc.)

These improve morale, career satisfaction, motivation, productivity, and responsiveness in meeting departmental and organizational objectives.

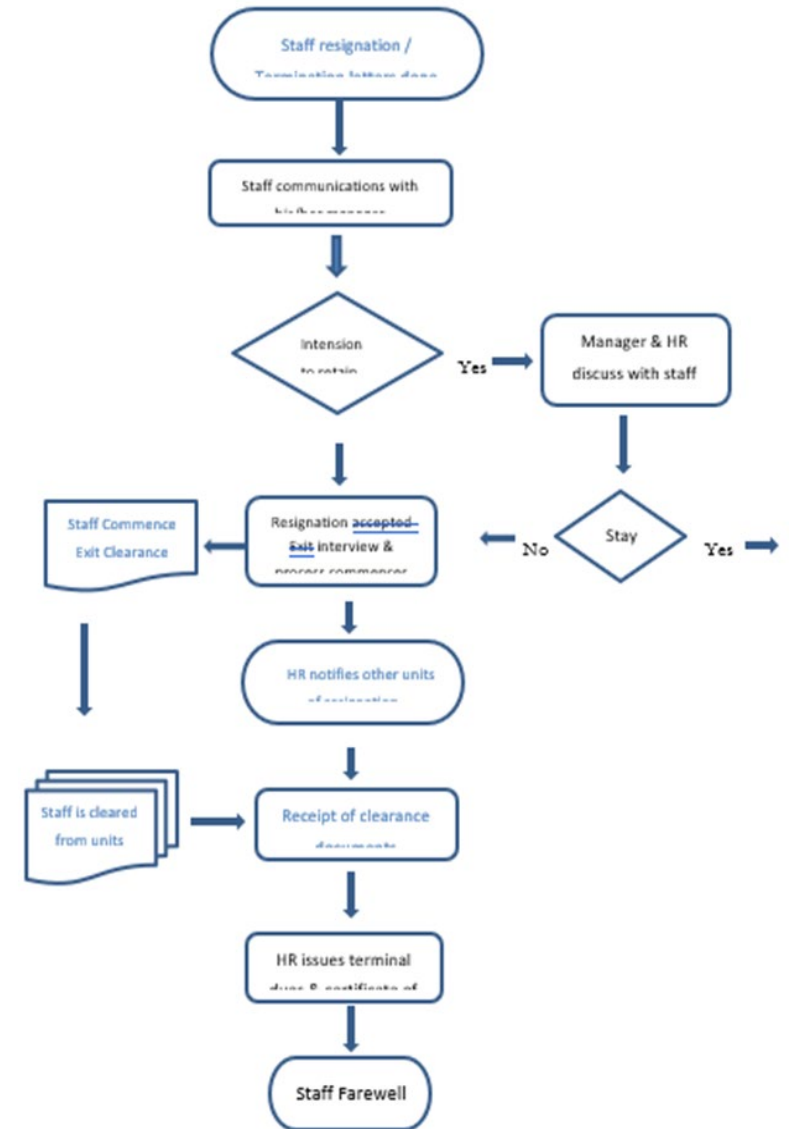


Code of Conduct

- Code of ethics
- Confidentiality and Confidentiality Declaration form
- Conflict of Interest and Conflict of interest Declaration form
- Anti-Fraud policy, Whistleblower, Staff Fraud Awareness, reporting and investigations
- Sexual harassment and anti-harassment
- Anti-violence and Bullying
- Gross misconduct

Separation

- Resignation
 - Termination from service
 - Dismissal for misconduct
 - Reduction in Force/Redundancy
 - Retirement
 - Incapacity
 - Death
-
- Prepare a checklist and exit flowchart
 - Separation Procedures
 - Exit Interviews



Grievance Procedure

Open door policy

Aim for informal resolution processes at staff/staff and staff/manager level

Formal process to kick off when informal processes fail

Escalation process

- Manager
- Departmental head
- HR
- Leadership

Progressive Disciplinary Process

Oral reprimand

Written Reprimands

- 1st
- 2nd
- Final

Suspension

Separation for Cause (Summary Dismissal)

Documentation is key

Process is as important as the outcome

Health & Safety

Injury on the-job employer liability

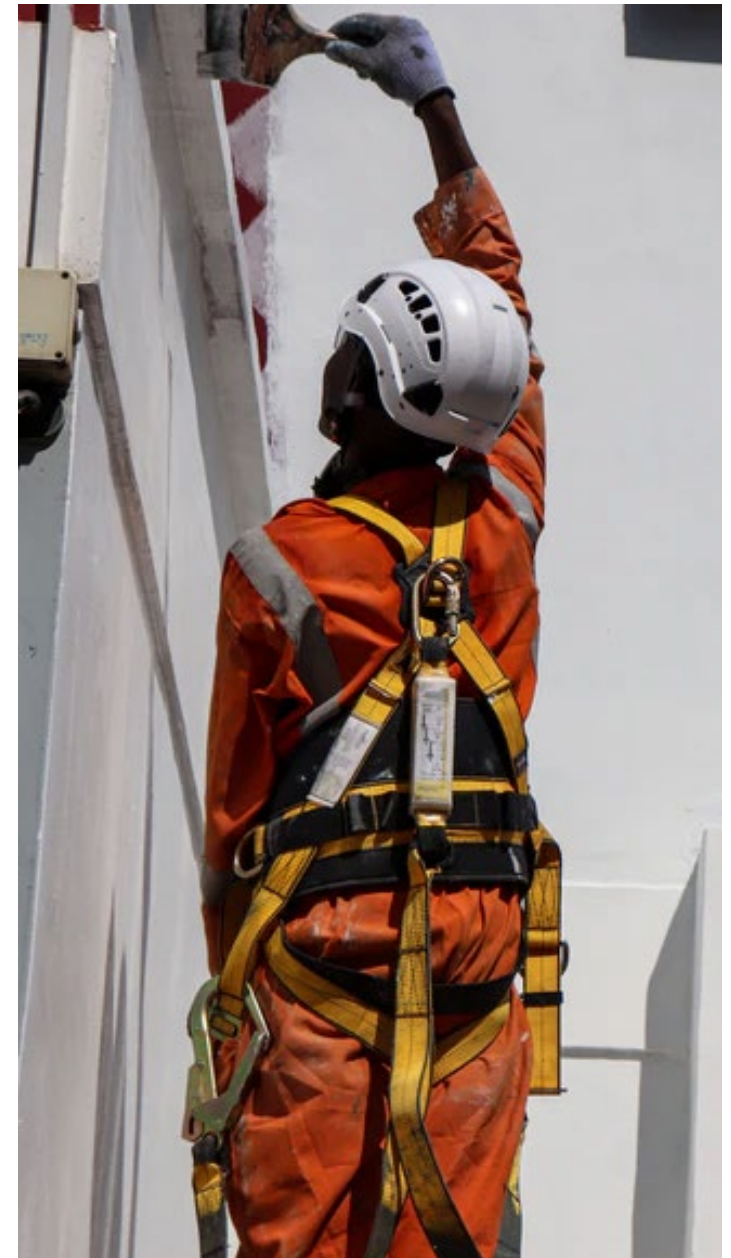
Medical insurance cover

Employee wellness programs
and duty of care

- Mental Health support initiatives
- Counselling services

Use of illegal drugs and alcohol

Anti-smoking environment



ASAP II SALARY SURVEY

Compensation and Benefits

Compensation philosophy

Basic pay

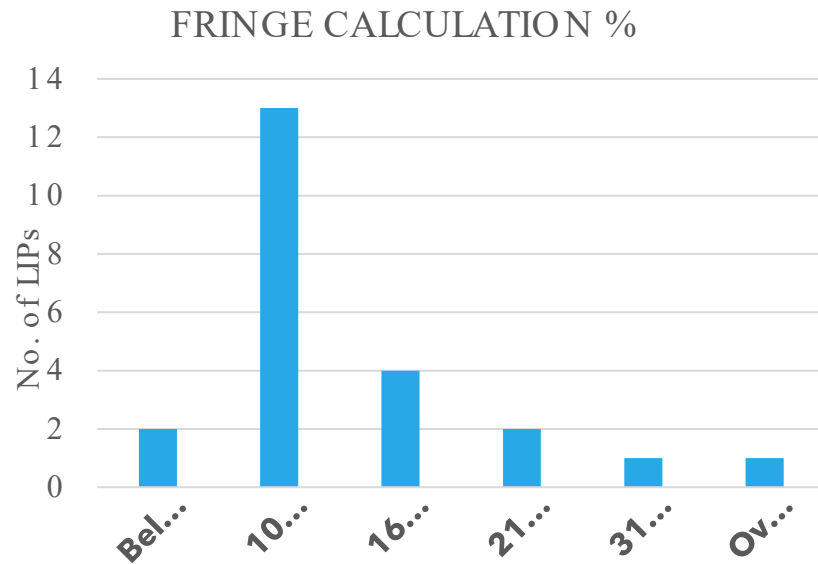
Allowances

Non-Cash Benefits

- Leave
- Medical insurance
- Pension plans, etc.

To remain competitive in the market, best practice is to have a salary survey done every two years and salary scales updated accordingly.

MAIN FRINGE BENEFITS PROVIDED



BENEFIT	NO. LP PROVIDING
Medical Cover for staff	20
Communication allowance	16
Medical cover for family members	14
Pension	13
Travel allowance	13
13 th Month cheque	12
Leave allowance	12
House Allowance	7
Meal allowance	5
Gratuity	4
Cost of Living Adjustment (COLA)	2
Death assurance for staff	1
Holiday Allowances	1
Severance pay	1
Transport allowance	1

ASAP Observation(cont.)

Some LPs have salary scales in place

Some LPs have Job Descriptions for each of the positions

Some LPs are providing the statutory allowances and common benefits to staff

Almost all LPs are below the market 25th percentile for majority of the positions.

High possibility of LPs unable to attract and retain key staff

High risk of staff attrition due to salaries especially amongst the senior and technical staff

LP performance may be stalled while recruiting to backfill positions

ASAP Observation(cont.)

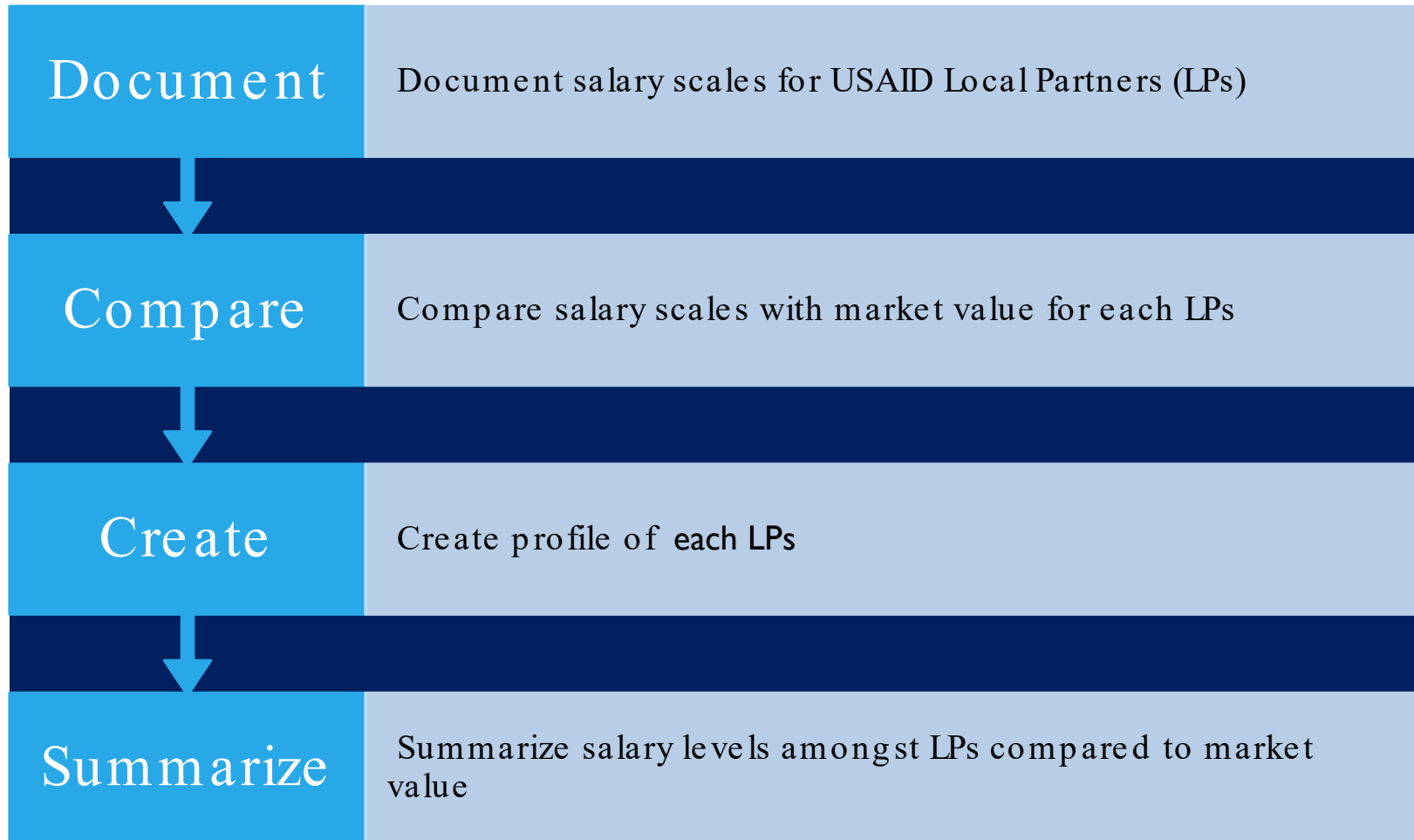
ASAP observed LPs had challenges to competitively attract and retain key staff members.

LPs compete for staff with international NGOs who pay better salaries and provide attractive benefits

This is risk to the LPs

ASAP carried out a salary survey to document the risk

ASAP SALARY SURVEY OBJECTIVES

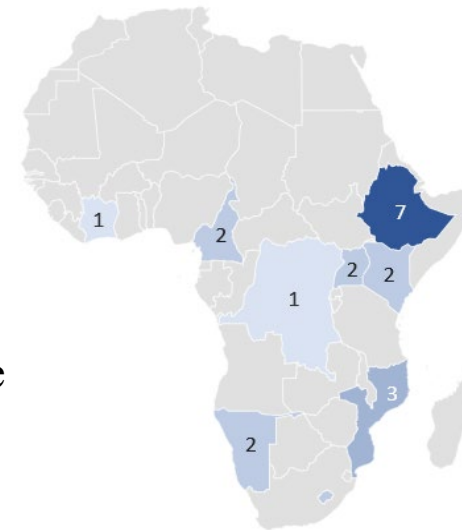


METHODOLOGY

- Online questionnaire used for profile information about each LP
- Salary Scales from LPs reviewed
- LP Salary Scales compared with latest Birches Group

SAMPLE SIZE

- 24 LPs from 10 countries participated in market salary survey in April 2021
- 16 LPs provided salary scales
- Unit of analysis organization not people



MARKET DATA – LIP 11 (Cote d'Ivoire)

Title	Monthly USD	Birches 25 th	Birches 50 th	LIP vs Market 25 th	LIP vs Market 50 th
Chief of party	3,287	3,367	5,619	-2%	-42%
Executive Director	2,176	4,384	5,509	-50%	-61%
Technical program director	2,053	3,367	5,619	-39%	-63%
Monitoring and evaluation advisor	1,863	2,422	4,399	-23%	-58%
Finance manager	1,320	2,508	3,433	-47%	-62%
Financial Assistant	981	953	1,122	3%	-13%
Monitoring evaluation assistant	981	1,146	1,797	-14%	-45%
Technical advisor care support	535	1,146	1,797	-53%	-70%
Senior technical advisor community	535	1,146	1,797	-53%	-70%
Technical officer testing and linkages	535	1,146	1,797	-53%	-70%
Data collector	506	679	1,212	-26%	-58%
Accountant	506	953	1,122	-47%	-55%
Administrative assistant	463	721	898	-36%	-48%
Driver	431	423	527	2%	-18%
Vigil	265	270	305	-2%	-13%
Surface technician	125	263	342	-52%	-64%

MARKET DATA – LIP 6 (Mozambique)

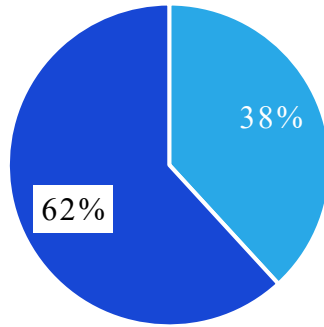
Current Position	Monthly USD	Birches USD		LIP 6 vs. Market	
		25 th	50 th	25 th	50 th
Executive Director	4,000	7,873	10,412	-49%	-62%
Technical Director	4,300	6,847	7,267	-37%	-41%
Admin and Fin Manager	3,000	3,452	4,292	-13%	-30%
Program Manager	3,000	3,282	4,249	-9%	-29%
M&E Manager	3,000	3,282	4,249	-9%	-29%
Gender Officer	1,500	1,303	2,106	15%	-29%
Technical Officer	1,500	1,303	2,106	15%	-29%
Field Officer	1,000	1,303	2,106	-23%	-53%
Technical Officer	2,000	3,364	3,981	-41%	-50%
M&E Officer	1,600	1,303	2,106	23%	-24%
Health and Liaison Officer	1,600	1,303	2,106	23%	-24%
HR Officer and Accountant	1,056	1,653	2,023	-36%	-48%
Subaward Officer	1,100	1,433	1,995	-23%	-45%
Logistic Officer	700	1,029	1,108	-32%	-37%
Office Assistant	185	472	720	-61%	-74%
Cleaner	185	231	316	-20%	-41%

MARKET DATA – LIP 10 (Kenya)

Grade	Salary USD			Birches USD		LIP vs. Market	
	Min	Mid	Max	25 th	50 th	25 th	Mid vs 50 th
1	341	410	540	250	474	64%	-13%
2	442	566	720	463	565	22%	0%
3	687	831	1,167	664	931	25%	-11%
4	851	1,152	1,515	864	1196	33%	-4%
5	1,310	1,562	2,001	1216	1592	28%	-2%
6	1,865	2,463	3,137	2285	2861	8%	-14%
7	2,436	3,244	4,060	2574	3454	26%	-6%
8	3,350	4,533	5,406	3524	4508	29%	1%
9	4,439	5,741	7,419	5039	6319	14%	-9%
10	5,955	8,288	10,171	5774	8520	44%	-3%
11	7,207	11,737	12,998	11459	12462	2%	-6%

BELOW MARKET AT 25TH PERCENTILE

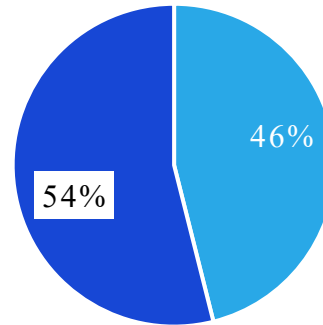
Group 1 (n=55)



Grades 1 - 4

- Cleaner
- Driver
- Maintenance
- Storekeeper
- Administrative Assistant
- Data Clerk

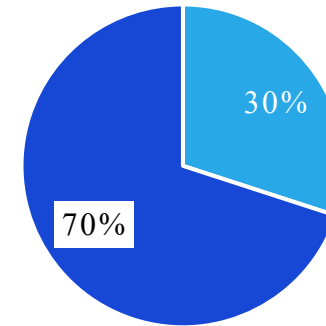
Group 2 (n=102)



Grades 5 - 8

- Accountant
- Finance Officer
- Procurement Officer
- Grants Officer
- Project Officer
- Field Manager
- Health Care Worker
- Lab Technicians
- M&E Officer
- Knowledge Management Officer
- QA Officers
- Health Care Specialists
- Midwives
- Project Coordinators
- Area Managers

Group 3 (n=20)



Grades 9 - 11

- Director of Programs
- Technical Director
- Director of Finance
- Director of HR
- Director of M&E
- Chief of Party
- Deputy Executive Director
- Executive Director

KEY TAKE HOME

Majority of International NGOs contribute to setting the higher percentiles and thus pay higher salaries at 50%

Salary scales are not routinely updated by LPs and should be every two years

There is a high risk of not attracting and retaining senior and technical staff

Related there is a performance risk while recruiting to backfill positions

USAID may consider a salary scale increase over three years for LPs to catch up to international NGOs.

The How

Best way to entrench and standardize these practices is through having a comprehensive HR policy document

Practice what you preach

Keep abreast of staff concerns

Keep abreast of market trends

HR Policy Manual – Key Clauses

Check for compliance with labor laws

Mission and Vision statements

Organizational values-Important because these can form part of the performance KPIs

Staffing Philosophy

General statement, frequency, and procedure for reviewing and amending policies

Staff acknowledgement form

PATH TO PRIME

ASAPII Observations

- The most valuable resource for critical to their productivity and to the organization's success
- Each employee or volunteer brings skills, experiences
- LPs hire staff in positions that require skills they do not have
- LPs provide little opportunity for them to get the training
- LPs Managers often untrained in HR but with responsibility of managing people
- Tight budgets and ambitious missions leave many LPs with policies and an organizational culture that accepts low salaries.
- Lack basic elements of sound personnel policies: (*job descriptions, competitive salary and benefits structures, staff development plans and budgets, and annual performance evaluations*) and risk of losing talent

ASAP support for LPs: HR training

Designed by IntraHealth International and its consortium partners to support the PEPFAR/USAID initiatives

Developed to assist LPs to comply with PEPFAR/USAID requirements

Can be adopted and adapted in accordance with the country-specific statutory requirements, best practices and LIP situation and priority

Possible assistance and online links to available resources that LIPs can further consult in developing their own systems

Target audience

1. HR managers and Officers
2. LIP Executive Directors
3. Program leaders and managers

Proposed Steps & Key areas

Human Resources Policy and Procedure Manual

Recruitment process & recording, Workforce planning, Equal opportunity and fair recruitment

Compensation and Benefits (Salary structure/scales, Time management & records, staff advances)

Payroll (changes, approval, deductions, level of effort)

Performance management (policy, improvement plans, personnel files, organizational chart)

HR Records and HR Information Systems (staff records)

Staff Development (Training Needs Assessment, Staff development plans, Talent management/Succession planning, Promotion)

Proposed Steps & Key areas (...)

Staff Engagement (Communication channels, Onboarding, Staff wellness, Engagement initiatives)

Separations (Different types of separation, Resignations, Exit interviews)

Data Protection (Policy, Compliance)

Diversity, Equality and Inclusion (Policy, Procedure and evaluating)

Travel Policy & Compliance

Useful resources

1. **Reference check form:** [Reference Check Template.docx](#)
2. **Sample employment contract:** [. Employment Agreement Template.doc](#)
3. **Onboarding checklist:** [Onboarding Checklist.docx](#)
4. **Sample leave request form:** [. Leave Application Form.docx](#)
5. **Appraisal form:** [. Performance Appraisal Form - Final.doc](#)
6. **Confidentiality and non-disclosure form:** .
7. **Disciplinary process guide:** .
8. **Staff exit interview form:** [Exit Interview Form.docx](#)
9. **Separation process flowchart:** [. Separation flowchart.docx](#)
10. **Salaries and benefits payment flowchart:** [. Salary & Benefits Flowchart.docx](#)

THANK YOU FOR YOUR
ATTENTION.



QUESTIONS?

