## **Civil Society Organization Hiring, Onboarding, and Management Templates**

**Hiring Template:**

**Job Posting:**

* **Position Title:** Clearly and concisely state the position title.
* **Location:** Specify the work location (remote, office, hybrid).
* **Job Description:** Provide a detailed description of the position, including:
	+ Key responsibilities and duties.
	+ Desired qualifications and skills.
	+ Required experience and knowledge.
	+ Benefits and compensation package.
	+ Organization culture and values.
* **Application Process:** Outline the steps applicants must follow to apply, including:
	+ Application materials (resume, cover letter, references).
	+ Submission method (email, online portal).
	+ Application deadline.
* **Equal Opportunity Statement:** Clearly state your commitment to equal opportunity hiring practices.

**Applicant Screening:**

* **Screening Criteria:** Establish clear criteria for evaluating applicants, such as:
	+ Minimum qualifications and experience.
	+ Relevant skills and knowledge.
	+ Cultural fit and alignment with organizational values.
* **Shortlisting Process:** Outline the process for identifying the most qualified candidates for interviews.

**Interview Process:**

* **Interview Panel Members:** Define the composition of the interview panel, including roles and responsibilities.
* **Interview Questions:** Prepare a set of structured and open-ended questions to assess the candidate's:
	+ Knowledge and skills relevant to the position.
	+ Problem-solving and critical thinking abilities.
	+ Communication and interpersonal skills.
	+ Cultural fit and alignment with organizational values.
* **Candidate Evaluation Criteria:** Establish clear criteria for evaluating candidates during the interview, ensuring a consistent and objective assessment.

**Selection and Offer:**

* **Final Selection Criteria:** Clarify the factors used to select the final candidate.
* **Offer Letter:** Include the following essential components:
	+ Job title and position details.
	+ Salary and benefits package.
	+ Start date and work hours.
	+ Job duties and responsibilities.
	+ Terms and conditions of employment.
* **Onboarding Schedule:** Develop a well-structured onboarding plan for the new hire, including:
	+ Pre-arrival preparation (workspace setup, access to systems, welcome package).
	+ First day agenda (orientation, introductions, HR policies briefing).
	+ First week plan (training sessions, project briefings, meetings with key personnel).

**Onboarding Template:**

**Pre-Arrival Preparation:**

* **Workspace Setup:** Ensure the new employee's workspace is ready for their arrival, including equipment, supplies, and software.
* **Access to Systems and Tools:** Arrange access to necessary technology, software, and online platforms.
* **Welcome Package:** Prepare a package containing organizational information, employee handbook, welcome message, and other relevant materials.

**First Day Agenda:**

* **Orientation Schedule:** Plan a comprehensive schedule covering:
	+ Organizational overview and mission.
	+ Introduction to key personnel and team members.
	+ HR policies and procedures briefing.
	+ Benefits and compensation information.
* **Team Introductions:** Arrange individual or group introductions with colleagues and team members.
* **HR Policies Briefing:** Provide comprehensive information on company policies, benefits, and expectations.

**First Week Plan:**

* **Training Sessions:** Schedule any necessary training sessions to familiarize the new hire with their role and responsibilities.
* **Project Briefings:** Provide an overview of current projects and the new hire's specific role.
* **Meetings with Key Personnel:** Set up meetings with department heads, supervisors, and other key personnel.

**Ongoing Support:**

* **Mentor/Peer Assignment:** Assign a mentor or peer to assist the new hire with onboarding and integration.
* **Regular Check-ins:** Schedule regular meetings to provide feedback, address concerns, and track progress.
* **Performance Review Milestones:** Establish dates for future performance reviews to assess progress and provide feedback.

**Management Template:**

**Performance Management:**

* **Performance Review Process:** Define a clear and consistent process for conducting performance reviews, including:
	+ Setting SMART goals and objectives.
	+ Providing regular feedback and coaching.
	+ Conducting formal performance reviews at established intervals.
	+ Utilizing a standardized performance review form.
* **Goal Setting and Evaluation:** Establish a systematic approach for setting goals and evaluating progress, ensuring alignment with organizational objectives.
* **Feedback Mechanisms:** Implement various channels for providing constructive feedback, including:
	+ One-on-one meetings.
	+ Performance reviews.
	+ Peer feedback.
	+ 360-degree feedback.

**Professional Development:**

* **Training Opportunities:** Provide access to training and development programs to enhance employees' skills and knowledge.
* **Career Pathing:** Establish clear career paths and development opportunities for employees within the organization.
* Skill Development Programs:

**Employee Relations:**

* Conflict Resolution Procedures: Establish clear and fair procedures for addressing conflicts and grievances in the workplace.
* Team Building Activities: Encourage teamwork and collaboration through engaging and purposeful activities.
* Employee Recognition Programs: Implement programs to recognize and reward employees for their contributions and achievements.
* Open Communication: Foster open communication and transparency between management and employees.

**Exit Management:**

* Exit Interview Process: Conduct exit interviews to gather valuable feedback from departing employees and identify areas for improvement.
* Knowledge Transfer Procedures: Establish clear procedures for transferring knowledge and responsibilities from outgoing employees to ensure continuity.
* Final Settlement and Documentation: Ensure all necessary paperwork is completed and final payments are processed promptly.

**Additional Considerations:**

* **Accessibility**: All aspects of the hiring, onboarding, and management process should be accessible to individuals with disabilities.
* **Diversity and Inclusion**: Promote a diverse and inclusive workplace culture that values all employees.
* **Compliance**: Ensure compliance with all relevant labor laws and regulations.

**HR Compliance Checklist**

*Organization Name:* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Checklist Creation Date:* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Checklist Review & Update Schedule:* Every [6 months/1 year/etc.]

**Section 1: Recruitment Compliance**

* Job descriptions are clear and non-discriminatory.
* Recruitment processes are transparent and merit-based.
* Equal opportunity employer statement is included in job postings.
* Background checks are conducted in accordance with local laws.
* Recruitment records are maintained for at least [X years].

**Section 2: Employment Contracts**

* Contracts clearly outline terms and conditions of employment.
* Employee receives a copy of their contract.
* Contracts include confidentiality and non-disclosure agreements where applicable.
* Contracts comply with minimum wage laws.
* Contracts are reviewed by legal counsel for compliance.

**Section 3: Working Conditions**

* Working hours comply with national labor laws.
* Overtime policies are in line with legal requirements.
* Safe working conditions are provided.
* Emergency and evacuation procedures are in place.
* Adequate breaks and time off are provided.

**Section 4: Employee Welfare and Benefits**

* Employees are enrolled in social security and health insurance schemes.
* Employee benefits are clearly communicated.
* Leave policies (sick, maternity/paternity, vacation) comply with local laws.
* Grievance mechanisms are established and known to all employees.
* Employee assistance programs are available.

**Section 5: Anti-discrimination and Harassment**

* Anti-discrimination policies are established.
* Harassment prevention policies are in place and communicated.
* Training on harassment prevention is provided regularly.
* Procedures for reporting and handling claims are clear and confidential.

**Section 6: Training and Development**

* Mandatory HR law and compliance training for managers.
* Regular professional development opportunities are provided.
* Performance review processes are standardized and fair.
* Documentation of all training and development activities is kept.

**Section 7: Record Keeping and Data Protection**

* Personal employee data is securely stored.
* Privacy policies comply with data protection laws.
* Employee records are complete and up-to-date.
* Retention schedules for HR records comply with local laws.

**Section 8: Termination and End of Service**

* Termination procedures comply with local labor laws.
* Final pay calculations include all legally required components.
* Exit interviews are conducted to gather feedback.
* Employees receive all necessary documents upon termination.

**Section 9: Compliance with International Standards**

* Policies align with international human rights standards.
* Forced labor and child labor are strictly prohibited.
* Wages meet or exceed the local living wage standards.
* Support for freedom of association and the right to collective bargaining.

**Section 10: Continuous Compliance Monitoring**

* Regular internal audits of HR practices.
* External audits or certifications (if applicable).
* Updates to HR policies are made in response to changes in laws.
* Continuous training on new laws and regulations for HR staff.

**Approval and Verification**

*This checklist has been reviewed and verified by:*

* Name:
* Title:
* Signature:
* Date:

*Note: This HR Compliance Checklist is a basic framework and should be adapted to reflect the specific legal context of Afghanistan and the standards upheld by the organization. It is important to ensure that all practices are also culturally sensitive and translated into Dari and Pashto to maintain local relevance and understanding.*

## **Incident Report Form for Civil Society Organizations**

**1. Organization Name:** [Name of the CSO]

**2. Incident Details:**

* **Date of Incident:** [DD/MM/YYYY]
* **Time of Incident:** [HH:MM]
* **Location of Incident:** [Specific location within the organization (e.g., office building, field location)]

**3. Reporting Party:**

* **Name:** [Full name of person reporting the incident]
* **Position:** [Job title of the reporting party]
* **Contact Information:** [Phone number and email address]

**4. Incident Type:**

* Select the most appropriate category from the following:
	+ Workplace Injury
	+ Security Breach
	+ Harassment (verbal, physical, sexual)
	+ Discrimination
	+ Bullying
	+ Theft
	+ Property Damage
	+ Data Breach
	+ Other (please specify)

**5. Involved Parties:**

* **Names and positions of all individuals involved in the incident (including the reporting party)**
* **Relationship to the incident (e.g., victim, witness, perpetrator)**

**6. Witness Information:**

* **Name(s):** [Full names of any witnesses]
* **Contact Information:** [Phone number and email address for each witness]
* **Relationship to the Incident:** [How the witness is related to the incident]

**7. Description of the Incident:**

* **A detailed account of what happened, including:**
	+ The sequence of events leading up to the incident.
	+ The actions and behaviors of all parties involved.
	+ Any specific details or observations related to the incident.
* **Be as objective and factual as possible.**

**8. Injuries/Damages Reported:**

* **Describe any injuries sustained by any individuals involved.**
* **Report any damage to property or equipment.**
* **Include details of any medical attention provided.**

**9. Immediate Action Taken:**

* **Describe any immediate actions taken in response to the incident, such as:**
	+ First aid or medical attention for injured individuals.
	+ Securing the scene of the incident.
	+ Separating involved parties.
	+ Reporting the incident to relevant authorities.
* **Include the names of individuals who took action.**

**10. Reporting to Authorities:**

* **Indicate if the incident was reported to any external authorities, such as police, medical professionals, or government agencies.**
* **If so, provide details of the authorities contacted and the date and time of the report.**

**11. Follow-up Actions Required:**

* **List any follow-up actions or investigations that are required as a result of the incident, such as:**
	+ Internal investigations.
	+ Disciplinary action against involved parties.
	+ Reporting to regulatory bodies.
	+ Implementation of corrective measures to prevent future incidents.
* **Assign responsibility for each follow-up action to specific individuals or teams.**

**12. Additional Comments:**

* **Use this space for any additional information not covered elsewhere in the form.**
* **Include any concerns or recommendations you may have.**

**13. Signature of Reporter:**

* **Signature:** [Signed by the reporting party]
* **Date:** [Date of signature]

**14. Received by (Supervisor/Manager):**

* **Name:** [Printed name of supervisor/manager]
* **Position:** [Job title of supervisor/manager]
* **Signature:** [Signed by the supervisor/manager]
* **Date:** [Date of signature]

**Please note:**

* This form is a guide and may need to be adapted to meet the specific needs and policies of your organization.
* It is important to submit completed incident reports promptly to ensure effective investigation and resolution.
* All information provided on this form will be kept confidential to the extent permitted by law.

**Remote Work Policy and Procedure Template**

**Effective Date: [Insert Date]**

**1. Policy Statement**

This document outlines the terms and conditions for remote work arrangements at [Organization Name]. We aim to empower employees with the flexibility to work remotely while ensuring continued productivity, performance, and adherence to organizational policies and regulations.

**2. Eligibility and Approval**

**2.1 Eligibility:**

**To be eligible for remote work, employees must:**

* [List eligibility criteria, such as job type, performance record, and tenure]
* [Specify any departmental or role-specific requirements]

**2.2 Approval Process:**

**Employees interested in remote work must:**

1. Submit a formal request to their supervisor, outlining the desired work schedule and location.
2. Discuss the request with their supervisor and reach a mutually agreeable arrangement.
3. Obtain written approval from their supervisor and department head.
4. Complete any required training related to remote work protocols and technology.

**3. Work Arrangements**

**3.1 Work Hours:**

* Employees working remotely are expected to be available and responsive during core business hours.
* Specific work hours may vary depending on individual roles and project requirements.
* Flexible work arrangements may be considered based on individual needs and departmental approval.

**3.2 Communication:**

* Remote employees must be readily available for communication via phone, email, and instant messaging.
* They are expected to participate actively in online meetings and team collaborations.
* Regular communication channels will be established to ensure clear information sharing and feedback.

**4. Equipment and Technology**

**4.1 Provision of Equipment:**

* The organization will provide essential equipment, such as laptops and software licenses, as needed for remote work.
* Employees are responsible for ensuring they have a reliable internet connection and a suitable workspace.

**4.2 IT Support:**

* Dedicated IT support will be available to assist remote employees with technical issues and troubleshooting.
* Remote access solutions will be provided to facilitate access to necessary company resources.

**4.3 Data Security:**

* All employees must adhere to strict data security policies and protocols.
* Training will be provided on data security best practices for remote work.
* The use of personal devices for work purposes may require additional security measures.

**5. Performance Management**

**5.1 Productivity Expectations:**

* Remote employees are expected to maintain high levels of productivity and meet established performance goals.
* Clear deliverables and expectations will be defined for each employee.
* Regular performance evaluations will be conducted to track progress and address any concerns.

**5.2 Monitoring and Evaluation:**

* The organization may utilize various tools and methods to monitor remote work performance, such as time tracking software or project management platforms.
* Regular progress reports and feedback sessions will be conducted to ensure project goals are achieved.

**6. Health and Safety**

**6.1 Safe Work Environment:**

* Employees are responsible for creating a safe and ergonomic workspace at home.
* The organization will provide resources and guidance on setting up a healthy and safe work environment.

**6.2 Reporting Injuries:**

* Any work-related injuries or illnesses sustained while working remotely must be reported to the supervisor immediately.
* The organization will follow established procedures for handling and reporting workplace accidents.

**7. Expenses and Reimbursements**

**7.1 Eligible Expenses:**

* Certain expenses incurred due to remote work, such as internet and phone bills, may be eligible for reimbursement upon approval.
* Clear guidelines and procedures will be established for expense claims.

**7.2 Reimbursement Process:**

* Employees must submit detailed expense reports with supporting documentation for reimbursement.
* Reimbursement will be processed in accordance with established financial policies.

**8. Remote Work Agreement:**

* All employees approved for remote work must sign a Remote Work Agreement acknowledging their understanding and agreement to comply with this policy.

**9. Policy Review and Modification**

This policy may be reviewed and modified periodically to reflect changes in business needs, regulations, or technology. Employees will be notified of any revisions.

**10. Acknowledgement**

By signing below, the employee acknowledges that they have read and understood this Remote Work Policy and agree to abide by its terms and conditions.

**Employee Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Supervisor Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Additional Notes:**

* This template is a general framework and can be customized to fit the specific needs and culture of your organization.
* Ensure clear communication and ongoing support for employees working remotely.
* Regularly review and update your Remote Work Policy to reflect changing circumstances and best practices.

**Staff Training and Development Plan Template**

**Organization: [Your Organization Name]**

**Date: [Current Date]**

**1. Introduction:**

This Staff Training and Development Plan outlines a comprehensive approach to equip our employees with the necessary skills and knowledge to excel in their roles and contribute to the organization's overall success. The plan emphasizes continuous learning, skill development, and career advancement opportunities for all staff members.

**2. Goals and Objectives:**

* Goal 1: Enhance employee skills and knowledge to meet the evolving demands of their roles.
* Goal 2: Foster a culture of continuous learning and development within the organization.
* Goal 3: Increase employee engagement, satisfaction, and retention.
* Goal 4: Align training programs with organizational strategic objectives.

**3. Training Needs Assessment:**

* 3.1 Individual Needs:
	+ Conduct performance reviews and identify individual skill gaps.
	+ Encourage open communication and solicit feedback from employees regarding their training needs.
* 3.2 Organizational Needs:
	+ Analyze current and future organizational goals and identify required skill sets.
	+ Assess industry trends and emerging technologies to equip employees with relevant knowledge.

**4. Training Programs:**

* 4.1 Program Format:
	+ Choose appropriate training formats based on needs and resources, such as:
		- In-house workshops and seminars
		- Online courses and e-learning modules
		- External training programs and conferences
		- Mentorship and coaching programs
		- On-the-job training and job shadowing
* 4.2 Program Topics:
	+ Develop a comprehensive training curriculum based on identified needs, including:
		- Technical skills development specific to roles and departments
		- Soft skills development such as leadership, communication, and teamwork
		- Compliance training on legal, ethical, and safety regulations
		- Personal and professional development programs
* 4.3 Schedule and Duration:
	+ Create a training calendar with specific dates, times, and locations for each program.
	+ Consider offering flexible training options to accommodate diverse needs and schedules.

**5. Evaluation and Monitoring:**

* 5.1 Pre-training Evaluation:
	+ Assess baseline knowledge and skills of participants before training begins.
	+ Set clear and measurable learning objectives for each program.
* 5.2 Training Evaluation:
	+ Conduct formative assessments during training to measure knowledge acquisition and skill development.
	+ Gather feedback from participants on the effectiveness of the training program.
* 5.3 Post-training Evaluation:
	+ Evaluate the impact of training on employee performance and skill application.
	+ Track improvements in productivity, efficiency, and employee satisfaction.
	+ Conduct long-term assessments to measure the sustainability of training outcomes.

**6. Resources and Budget:**

* Allocate a dedicated budget for staff training and development.
* Identify and leverage internal resources such as subject matter experts and experienced employees.
* Explore partnerships with external training providers and educational institutions.

**7. Communication and Reporting:**

* Communicate the training plan to all staff members and ensure transparency.
* Provide regular updates on training program progress and outcomes.
* Encourage open dialogue and feedback from employees throughout the process.

**8. Continuous Improvement:**

* Regularly review and update the training plan based on changing needs and feedback.
* Incorporate best practices and new learning technologies.
* Foster a culture of continuous learning and encourage employees to take ownership of their development.

**9. Conclusion:**

Investing in staff training and development is crucial for maintaining a competitive edge, achieving organizational goals, and fostering a high-performing and engaged workforce. This plan provides a comprehensive framework for developing and implementing effective training programs that empower employees and contribute to the long-term success of the organization.

**Attachment:**

* Training Needs Assessment Matrix
* Training Program Schedule
* Evaluation Forms and Templates

**Additional Notes:**

* This template is a starting point and can be customized to fit the specific needs and context of your organization.
* Encourage active participation from all stakeholders, including employees, managers, and HR professionals.
* Regularly evaluate and adapt the training plan to ensure its effectiveness and relevance.

**Staff Well-being and Mental Health Support Plan**

**Effective Date: [Insert Date]**

**Executive Summary:**

[Organization Name] recognizes the critical importance of promoting staff well-being and addressing mental health needs as fundamental to individual and organizational success. This plan outlines comprehensive strategies and resources to foster a healthy and supportive work environment, enhance well-being, and provide accessible support for our valued employees.

**Vision:**

To cultivate a thriving and resilient workforce where staff members feel empowered to prioritize their mental health and well-being, leading to increased satisfaction, engagement, and productivity.

**Mission:**

**[Organization Name] is committed to providing the following:**

* Comprehensive education and awareness initiatives: Cultivating a deeper understanding of mental health through interactive training sessions and readily available resources.
* Accessible and confidential support services: Ensuring immediate access to qualified counseling services, peer support networks, and confidential guidance.
* Supportive work environment: Promoting flexible work arrangements, healthy work-life balance, and open communication channels to address staff concerns.
* Proactive and evidence-based interventions: Implementing effective stress management techniques, mindfulness practices, and comprehensive support programs demonstrably improving well-being.
* Continuous monitoring and improvement: Employing data-driven approaches to regularly assess the effectiveness of well-being initiatives and adapt them to evolving needs and best practices.

**Key Initiatives:**

* Mental Health Awareness Training: Regular interactive training sessions will educate staff on recognizing mental health issues, managing stress, and accessing available resources.
* Counseling Services: Confidential counseling services will be readily available, either through in-house professionals or partnerships with external providers.
* Flexible Work Arrangements: We will provide options for flexible schedules, remote work opportunities, and compressed workweeks to promote healthy work-life balance.
* Stress Management Programs: Workshops and sessions will offer diverse stress management techniques, including mindfulness, meditation, and relaxation exercises.
* Peer Support Systems: We will develop and support employee assistance programs and peer support networks to foster informal support and mentorship.
* Well-being Check-ins: Regular individual meetings and anonymous surveys will monitor well-being, identify concerns, and provide personalized support.
* Mental Health Days: Separate from sick leave, designated mental health days will allow staff to prioritize their well-being without impacting their leave accrual.
* Emergency Support Protocol: A clear and accessible protocol will be established to address emergency mental health situations with trained personnel and immediate access to resources.

**Evaluation and Continuous Improvement:**

We will regularly assess the effectiveness of our well-being initiatives through data analysis, staff feedback, and surveys. We will continuously strive to improve and adapt our programs based on the latest evidence-based practices and evolving staff needs.

**Commitment to Well-being:**

[Organization Name] is committed to creating a workplace that prioritizes staff well-being and fosters a culture of open communication, support, and inclusivity. We believe that by investing in our people, we invest in the overall success and long-term sustainability of our organization.

**Approval:**

This plan is subject to ongoing review and modifications based on the changing needs of our staff and organization.

**Signature [HR Manager/Director]: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Additional Notes:**

* This template can be further tailored to reflect specific organizational policies, resources, and priorities.
* Ongoing communication and engagement with staff are crucial to the success of this plan.
* We encourage staff to actively participate in shaping and utilizing well-being initiatives.
* By prioritizing and continually improving well-being support, [Organization Name] seeks to create a thriving and resilient workforce, fostering individual and organizational excellence.