

SOCDA | ORGANIZATIONAL POLICY & PROCEDURES



SOMALI COMMUNITY DEVELOPMENT ASSOCIATION (SOCDA)

Empower • Engage • Develop

HUMAN RESOURCES MANUAL

People management, recruitment, performance, conduct
and staff welfare

SOCDA-HR-MAN-001

PART I – HR GOVERNANCE

1. PURPOSE

The purpose of this Manual is to establish a fair, transparent, professional and accountable human resources system for SOCDA.

It provides procedures for:

- Workforce planning
- Recruitment
- Selection
- Employment contracts
- Induction
- Probation
- Performance management
- Leave
- Staff conduct
- Learning and development
- Grievances
- Disciplinary procedures
- Staff separation
- Personnel records
- Staff welfare
- Equal opportunity
- Prevention of harassment and abuse

SOCDA's objective is to ensure that the organization has:

The right people, with the right competencies, in the right roles, supported by the right systems.

2. SCOPE

This Manual applies to:

- Permanent employees
- Fixed-term employees
- Temporary employees
- Project staff
- Consultants where applicable

- Interns
- Volunteers
- National staff
- International staff where applicable

Specific contractual arrangements may be governed by separate agreements.

3. HR PRINCIPLES

SOCDA shall manage its people based on:

1. Merit
2. Fairness
3. Transparency
4. Equal opportunity
5. Professionalism
6. Accountability
7. Respect
8. Non-discrimination
9. Safeguarding
10. Confidentiality
11. Staff development
12. Performance

4. ORGANISATIONAL STRUCTURE

SOCDA shall maintain an approved organizational structure.

A typical structure may include:

GOVERNING BOARD

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EXECUTIVE DIRECTOR

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├── PROGRAMMES

- └─ FINANCE
- └─ ADMINISTRATION / HR
- └─ MEAL
- └─ PARTNERSHIPS & RESOURCE MOBILIZATION
- └─ COMMUNICATIONS
- └─ FIELD OPERATIONS

The actual structure shall be adapted to SOCDA's size and Programme portfolio.

5. WORKFORCE PLANNING

Management shall periodically assess:

- Current staffing.
- Programme requirements.
- Funding availability.
- Skills gaps.
- Succession needs.
- Nationalisation/local capacity.
- Organisational growth.

Recruitment must be linked to an approved staffing plan and budget.

6. STAFFING PLAN

SOCDA should maintain:

Position	Department	Location	FTE	Funding	Status
Executive Director	Management		1	Core	
Finance Officer	Finance		1	Project/Core	
Programme Manager	Programmes		1	Project	
MEAL Officer	MEAL		1	Project	

PART II – JOB DESIGN

7. JOB DESCRIPTIONS

Every established position shall have a Job Description containing:

- Job title.
- Department.
- Duty station.
- Reports to.
- Supervises.
- Job purpose.
- Key responsibilities.
- Key performance indicators.
- Required qualifications.
- Experience.
- Competencies.

8. JOB GRADING

As SOCDA grows, positions should be organised into appropriate grades based on:

- Responsibility.
- Complexity.
- Required qualifications.
- Supervisory responsibility.
- Market considerations.
- Organisational structure.

9. ORGANISATIONAL POSITIONS

SOCDA should distinguish between:

Governance Positions

Board/Trustee roles.

Management Positions

Executive Director and senior managers.

Technical Positions

Programme, MEAL, Finance, HR, etc.

Support Positions

Administration, logistics, drivers, assistants, etc.

PART III – RECRUITMENT

10. RECRUITMENT PRINCIPLE

SOCDA shall recruit based on:

Competence, merit, integrity and organisational need.

Recruitment shall not be based on:

- Nepotism
- Political influence
- Personal favouritism
- Unlawful discrimination
- Unauthorised personal relationships

11. RECRUITMENT REQUEST

Before recruitment begins, the requesting manager shall submit:

- Position.
- Justification.
- Job description.
- Budget.
- Contract duration.
- Funding source.
- Proposed recruitment timeline.

12. APPROVAL TO RECRUIT

Recruitment should be approved by the appropriate authority before advertisement.

Finance must confirm budget availability for funded positions.

13. VACANCY ANNOUNCEMENT

Vacancies should include:

- Position title.
- Location.
- Contract type.
- Main responsibilities.
- Qualifications.
- Experience.
- Application instructions.
- Deadline.
- Equal opportunity statement.

14. RECRUITMENT CHANNELS

SOCDA may advertise through:

- Organisational website.
- Professional networks.
- Appropriate online platforms.
- Universities.
- Community networks.
- Partner networks.
- Other appropriate channels.

The recruitment method should be proportionate to the position.

15. APPLICATION SCREENING

Applications should be assessed against pre-established criteria.

A shortlist should be documented.

16. SHORTLISTING MATRIX

Candidate	Education	Experience	Technical Skills	Language	Overall
Candidate A					

Candidate Education Experience Technical Skills Language Overall
Candidate B
Candidate C

17. INTERVIEW PANEL

Interview panels should normally include at least two people for substantive positions.

The panel should:

- Use consistent questions.
- Score candidates objectively.
- Document decisions.
- Declare conflicts of interest.

18. INTERVIEW SCORING

Criterion	Weight
Technical knowledge	30%
Relevant experience	25%
Competencies	20%
Problem solving	15%
Communication	10%
Total	100%

The weighting should be adapted to the position.

19. REFERENCE CHECKS

Before appointment to relevant positions, SOCDA should conduct reference checks.

At least two professional references may be requested for senior or sensitive roles.

20. BACKGROUND CHECKS

Where proportionate and legally appropriate, SOCDA may conduct:

- Qualification verification.
- Employment verification.
- Reference checks.
- Identity verification.
- Other appropriate screening.

Sensitive screening must be handled confidentially and lawfully.

21. CONFLICT OF INTEREST IN RECRUITMENT

Panel members must declare conflicts.

A person should not participate in recruitment involving:

- Close relatives.
- Significant personal relationships.
- Financial interests.
- Other material conflicts.

22. SELECTION DECISION

The panel shall prepare a documented recommendation.

The final appointment must follow the approved Delegation of Authority.

PART IV – EMPLOYMENT

23. EMPLOYMENT CONTRACT

Every employee should receive a written contract containing:

- Position.
- Start date.
- Contract duration.
- Duty station.
- Salary.
- Working hours.
- Leave.

- Responsibilities.
- Confidentiality.
- Code of Conduct.
- Safeguarding obligations.
- Termination provisions.
- Applicable policies.

24. CONTRACT TYPES

SOCDA may use:

- Permanent/open-ended employment where appropriate.
- Fixed-term contracts.
- Temporary contracts.
- Part-time arrangements.
- Consultancy agreements.
- Intern/volunteer agreements.

25. PROBATION

New employees may be subject to probation as defined in their contract and applicable employment requirements.

Probation should include:

- Clear expectations.
- Regular feedback.
- Performance assessment.
- Confirmation, extension or termination decision.

26. EMPLOYEE FILE

Each employee file should contain, as appropriate:

- Application.
- CV.
- Interview assessment.
- References.
- Identification documentation.
- Qualifications.
- Contract.

- Job description.
- Emergency contact.
- Bank/payroll information.
- Performance reviews.
- Leave records.
- Training records.
- Disciplinary records where applicable.
- Exit documentation.

27. PERSONNEL FILE CONFIDENTIALITY

Personnel files shall be restricted to authorised HR/management personnel.

PART V – INDUCTION

28. STAFF INDUCTION

New employees should receive induction covering:

- SOCDA mission and values.
- Organisational structure.
- Job responsibilities.
- Policies.
- Code of Conduct.
- Anti-fraud.
- Safeguarding.
- PSEA.
- Security.
- Finance procedures.
- Procurement.
- Reporting lines.
- Complaint mechanisms.

29. INDUCTION CHECKLIST

Topic	Completed
Contract	☐
Job description	☐
Organisational orientation	☐
Code of Conduct	☐
Anti-fraud	☐
Safeguarding	☐
PSEA	☐
Security briefing	☐
Finance/procurement	☐
Reporting mechanisms	☐

PART VI – WORKING CONDITIONS

30. WORKING HOURS

Working hours shall be defined in:

- Employment contracts.
- Staff regulations.
- Applicable law.

Field operations may require flexible arrangements.

31. ATTENDANCE

SOCDA shall maintain reasonable attendance controls appropriate to the duty station and role.

These may include:

- Attendance registers.
- Timesheets.
- Digital systems.
- Supervisor verification.

32. REMOTE/FLEXIBLE WORK

Where operationally feasible, management may approve flexible or remote working arrangements.

Approval must consider:

- Programme requirements.
- Security.
- Data protection.
- Performance.
- Accountability.

PART VII – LEAVE

33. ANNUAL LEAVE

Employees shall receive annual leave in accordance with their contract and applicable employment requirements.

Leave must be:

- Requested in advance.
- Approved.
- Recorded.

34. SICK LEAVE

Sick leave shall be managed according to applicable employment requirements and SOCDA procedures.

35. MATERNITY/PATERNITY AND FAMILY LEAVE

SOCDA shall provide applicable leave entitlements consistent with relevant legal and contractual requirements.

36. COMPASSIONATE LEAVE

Appropriate compassionate leave may be provided for significant family circumstances in accordance with SOCDA policy.

37. LEAVE REGISTER

Employee Leave Type From To Days Approved By

PART VIII – PERFORMANCE MANAGEMENT

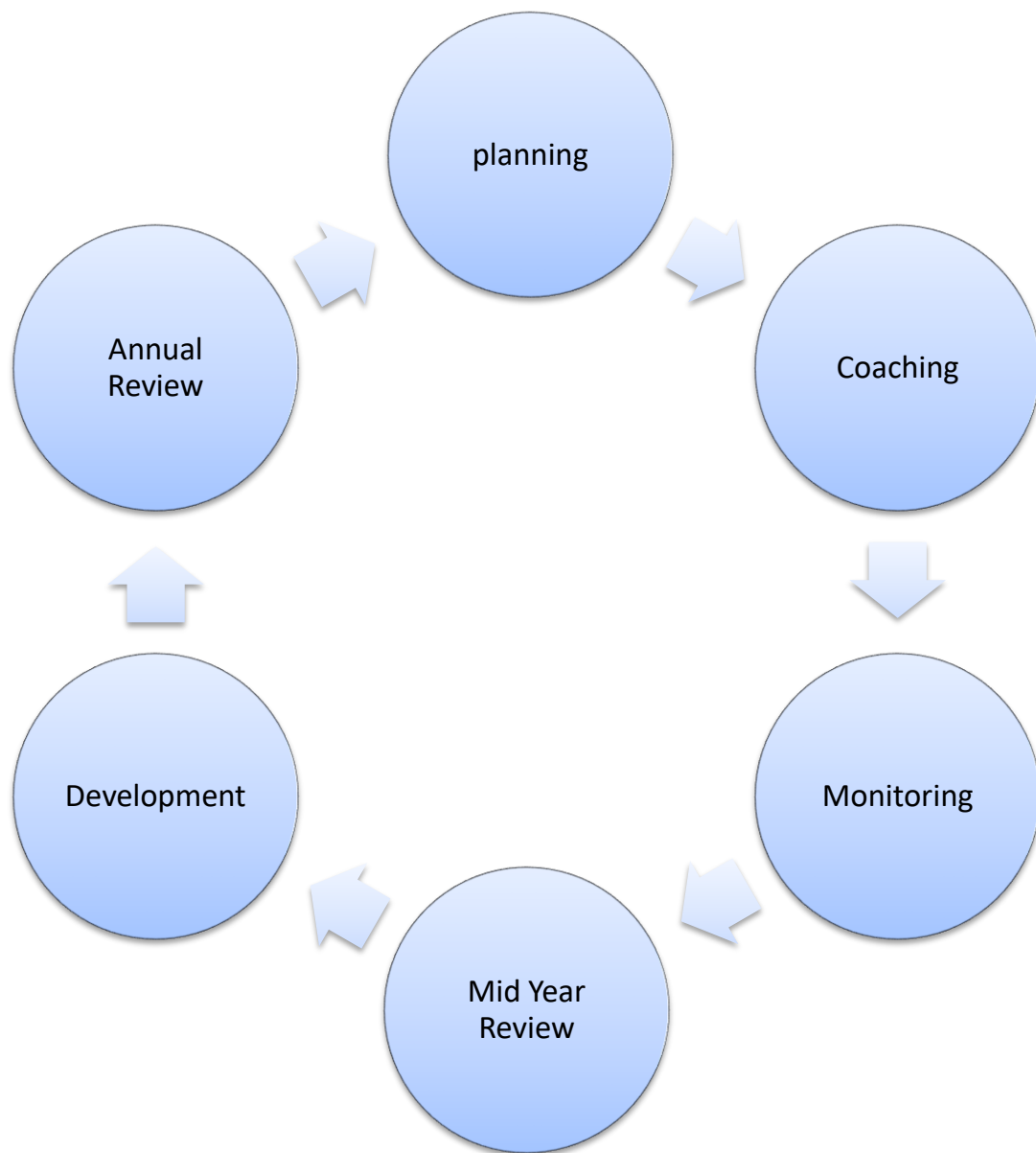
38. PERFORMANCE PRINCIPLE

Performance management shall be:

- Fair.
- Objective.
- Continuous.
- Evidence-based.
- Development-oriented.

It should not be limited to an annual appraisal.

39. PERFORMANCE CYCLE



40. PERFORMANCE OBJECTIVES

Each employee should have clear objectives aligned with:

- SOCDA strategy.
- Department workplan.
- Project objectives.
- Job description.

41. KEY PERFORMANCE INDICATORS

Example:

Objective	KPI	Target	Result	Rating
Programme delivery	Activities completed	90%		
Reporting	Reports submitted on time	100%		
Budget management	Variance within threshold	≤10%		

42. PERFORMANCE REVIEW

Performance discussions should cover:

- Achievements.
- Challenges.
- Behaviour.
- Competencies.
- Targets.
- Development needs.
- Support required.

43. PERFORMANCE IMPROVEMENT PLAN

Where performance is below expectations, SOCDA may establish a Performance Improvement Plan.

It should specify:

- Performance gap.
- Expected standard.
- Support provided.
- Timeline.
- Review dates.
- Consequences if improvement does not occur.

PART IX – TRAINING & DEVELOPMENT

44. STAFF DEVELOPMENT

SOCDA shall encourage continuous professional development.

Training may cover:

- Technical skills.
- Leadership.
- Project management.
- MEAL.
- Finance.
- Procurement.
- Safeguarding.
- Security.
- Compliance.

45. TRAINING NEEDS ASSESSMENT

Managers should periodically identify:

- Skills gaps.
- Mandatory training.
- Professional development.
- Project-specific competencies.

46. TRAINING PLAN

PART X – COMPENSATION

47. SALARY MANAGEMENT

SOCDA shall establish salary levels based on:

- Role responsibility.
- Qualifications.
- Experience.
- Market considerations.
- Funding availability.
- Internal equity.

48. SALARY APPROVAL

Salary changes require appropriate approval.

No manager may independently change their own salary.

49. PAYROLL INTERFACE

HR shall maintain accurate employee records.

Finance shall process payroll based on authorised HR information.

Changes must be documented.

PART XI – STAFF CONDUCT

50. CODE OF CONDUCT

All employees must comply with SOCDA's Code of Conduct.

Expected behaviours include:

- Integrity.
- Respect.
- Professionalism.
- Accountability.
- Confidentiality.
- Responsible use of resources.

51. PROHIBITED CONDUCT

SOCDA prohibits:

- Fraud.
- Corruption.
- Harassment.
- Sexual exploitation and abuse.
- Sexual harassment.
- Discrimination.
- Theft.
- Abuse of authority.
- Retaliation.
- Misuse of organisational property.

PART XII – HARASSMENT AND DISCRIMINATION

52. ZERO TOLERANCE

SOCDA will not tolerate:

- Bullying.
- Harassment.
- Sexual harassment.
- Discrimination.
- Intimidation.
- Retaliation.

Complaints should be handled confidentially and fairly.

53. WORKPLACE RESPECT

All staff should contribute to a workplace that is:

- Safe.
- Inclusive.
- Professional.
- Respectful.

PART XIII – GRIEVANCES

54. GRIEVANCE PRINCIPLE

Employees have the right to raise legitimate workplace concerns without retaliation.

55. GRIEVANCE PROCEDURE



GRIEVANCE PROCEDURE



56. GRIEVANCE FORM



GRIEVANCE FORM



Employee: _____



Position: _____



Date: _____

1 Nature of grievance:



2 Supporting information:



3 Requested resolution:





Employee Signature: _____

Date: _____



Received by (Name/Position): _____

Signature: _____

Date: _____

PART XIV – DISCIPLINARY PROCEDURES

57. DISCIPLINARY PRINCIPLES

Disciplinary action shall be:

- Fair.
- Proportionate.
- Consistent.
- Documented.
- Based on evidence.

58. POSSIBLE DISCIPLINARY ACTION

Depending on severity:

1. Informal counselling.
2. Verbal warning where appropriate.
3. Written warning.
4. Final warning.
5. Suspension where justified.
6. Termination in accordance with contract and applicable requirements.

Serious misconduct may warrant accelerated procedures.

59. DISCIPLINARY PROCESS

DISCIPLINARY PROCESS

Fair. Transparent. Consistent.



60. EMPLOYEE RIGHT TO RESPOND

Before significant disciplinary action, the employee should normally have an opportunity to respond to the allegation.

PART XV – SAFEGUARDING

61. SAFEGUARDING RESPONSIBILITY

All employees must comply with SOCDA's Safeguarding and PSEA policies.

Recruitment and induction shall ensure staff understand their responsibilities.

62. SAFEGUARDING REPORTING

Concerns involving:

- Sexual exploitation.
- Sexual abuse.
- Child protection.
- Sexual harassment.
- Abuse of beneficiaries.

must be reported through approved safeguarding channels.

PART XVI – STAFF SAFETY & SECURITY

63. SECURITY RESPONSIBILITY

Employees must comply with SOCDA's Security Management Policy and applicable security instructions.

Managers have a duty to communicate significant security risks.

64. SECURITY BRIEFING

Personnel working in field locations should receive:

- Context briefing.
- Movement procedures.
- Communication procedures.
- Incident reporting.
- Emergency contacts.
- Evacuation procedures where applicable.

PART XVII – DATA & CONFIDENTIALITY

65. PERSONNEL DATA

SOCDA shall protect staff personal information.

Access shall be restricted to authorised personnel.

66. CONFIDENTIAL INFORMATION

Employees must protect confidential information relating to:

- Staff.
- Beneficiaries.
- Donors.
- Suppliers.
- Partners.
- Programmes.

PART XVIII – STAFF WELFARE

67. STAFF WELLBEING

SOCDA should promote reasonable staff wellbeing through:

- Respectful management.
- Reasonable workload.
- Supportive supervision.

- Safe working conditions.
- Rest and leave.
- Appropriate referral mechanisms.

68. FIELD STAFF SUPPORT

Field staff should receive appropriate:

- Security support.
- Operational guidance.
- Accommodation arrangements where applicable.
- Communication mechanisms.
- Emergency procedures.

PART XIX – SEPARATION

69. TYPES OF SEPARATION

Separation may occur through:

- Resignation.
- End of contract.
- Retirement.
- Redundancy.
- Termination.
- Mutual agreement.

70. NOTICE

Notice requirements shall follow:

- Employment contract.
- Applicable employment requirements.
- Relevant organisational policy.

71. EXIT INTERVIEW

Where practical, HR should conduct an exit interview covering:

- Reason for leaving.
- Management.
- Work environment.
- Compensation.
- Programme systems.
- Suggestions for improvement.

72. EXIT CLEARANCE

Before final settlement, employees should complete:

- Asset return.
- ID return.
- Keys.
- Documents.
- Advances.
- Equipment.
- Outstanding obligations.

73. EXIT CLEARANCE FORM

Item	Returned/Cleared Responsible
Laptop	☐
Phone	☐
ID card	☐
Keys	☐
Cash advance	☐
Documents	☐
Vehicle/equipment	☐

PART XX – HR RECORDS

74. HR INFORMATION SYSTEM

SOCDA should maintain a secure HR information system or personnel register containing:

- Staff details.
- Contracts.
- Leave.
- Performance.
- Training.
- Payroll information.
- Separation.

75. HR MASTER STAFF LIST

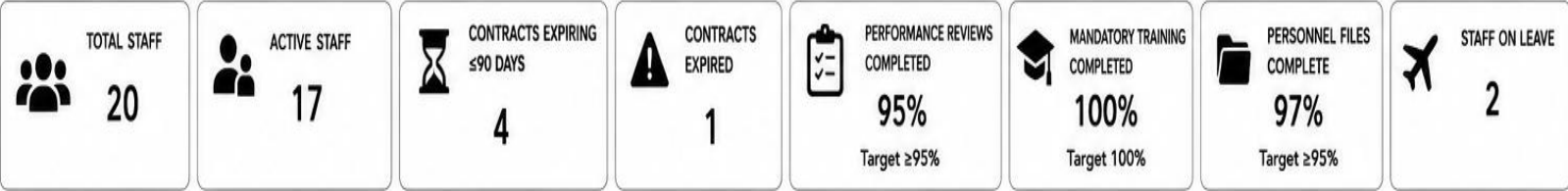


HR MASTER STAFF LIST

One Team. One Goal. Stronger Together.

Report Date: _____

A HR DASHBOARD – WORKFORCE OVERVIEW



B MASTER STAFF REGISTER

Staff ID	Staff Name	Position	Department	Location	Contract Type	Contract Start	Contract End	Days Remaining	Status	HR Risk (Automatic)	Supervisor
SCD-001	Staff A	Position 1	Department A	Location A	Fixed Term	01 Jan 2025	31 Dec 2026	125	Active	🟢 Normal	Supervisor 1
SCD-002	Staff B	Position 2	Department B	Location B	Fixed Term	15 Jan 2025	15 Nov 2026	79	Active	🟢 Normal	Supervisor 2
SCD-003	Staff C	Position 3	Department C	Location C	Fixed Term	20 Feb 2025	30 Sep 2026	33	Active	🟡 Expiring Soon	Supervisor 3
SCD-004	Staff D	Position 4	Department D	Location D	Fixed Term	01 Mar 2025	28 Feb 2026	184	Active	🟢 Normal	Supervisor 4
SCD-005	Staff E	Position 5	Department E	Location E	Fixed Term	10 Mar 2025	10 Oct 2025	13	Active	🟡 Expiring Soon	Supervisor 5
SCD-006	Staff F	Position 6	Department F	Location F	Fixed Term	01 Apr 2025	31 Jan 2026	122	Active	🟢 Normal	Supervisor 6
SCD-007	Staff G	Position 7	Department G	Location G	Fixed Term	01 Feb 2025	15 Aug 2025	-13	Inactive	🔴 Contract Expired	Supervisor 7
SCD-008	Staff H	Position 8	Department H	Location H	Fixed Term	01 Jan 2025	30 Jun 2025	-59	Inactive	🔴 Contract Expired	Supervisor 8

C HR COMPLIANCE & ACTION TRACKER

Staff ID	Personnel File Complete	Induction Completed	Mandatory Training	Performance Review (2026)	Leave Records Updated	Contract Monitoring (Alerts)	Required Action	Responsible Person	Due Date	Status
SCD-001	🟢	🟢	🟢	🟢	🟢	✓ No Alert	-	HR Officer	-	On Track
SCD-002	🟢	🟢	🟢	🟢	🟢	✓ No Alert	-	HR Officer	-	On Track
SCD-003	🟢	🟢	🟢	🟡	🟢	🟡 ≤90 days left	Start renewal process	HR Manager	-	In Progress
SCD-004	🟢	🟢	🟢	🟢	🟢	✓ No Alert	-	HR Officer	-	On Track
SCD-005	🟢	🟢	🟢	🟡	🟢	🟡 ≤90 days left	Start renewal process	Operations Manager	-	In Progress
SCD-006	🟢	🟢	🟢	🟢	🟢	✓ No Alert	-	HR Officer	-	On Track
SCD-007	🔴	🟢	🟢	🔴	🟢	🔴 Expired	Contract expired – decision required	HR Manager	-	Action Required
SCD-008	🔴	🟢	🟢	🔴	🟢	🔴 Expired	Contract expired – decision required	HR Manager	-	Action Required

HR RISK LEGEND

🟢 Normal
No action required

🟡 Expiring Soon
30–90 days remaining

🔴 Contract Expired
Immediate action

STATUS LEGEND

🟢 On Track
No action required

🟡 In Progress
Action in progress

🔴 Action Required
Immediate action

KEY OUTCOMES

🎯 Proactive contract management

• Strong compliance with HR policies

• Accurate workforce information

• Reduced risk and interruptions

• Better planning and decision making

• Timely HR actions and renewals

NOTE:

This master list is dynamic. Update regularly to ensure accuracy and informed management decisions.

76. HR DASHBOARD

Management should monitor:

- Headcount.
- Vacancy rate.
- Staff turnover.
- Contract expiries.
- Gender balance where appropriate.
- Training completion.
- Performance reviews.
- Leave balances.
- Recruitment pipeline.

PART XXI – HR RISK MANAGEMENT

77. HR RISK REGISTER

Risk	Likelihood	Impact	Rating	Mitigation	Owner
High turnover					
Recruitment delays					
Payroll errors					
Conflict of interest					
Safeguarding risk					
Skills gaps					

PART XXII – KEY HR FORMS

SOCDA should maintain standard forms for:

1. Recruitment Request
2. Interview Assessment
3. Reference Check
4. Employment Contract
5. Staff Induction Checklist
6. Leave Request
7. Performance Review
8. Performance Improvement Plan
9. Training Request
10. Grievance Form
11. Disciplinary Notice
12. Exit Interview
13. Exit Clearance
14. Staff Information Form
15. Conflict of Interest Declaration

PART XXIII – HR PERFORMANCE INDICATORS

HR PERFORMANCE INDICATORS

Measuring Excellence. Driving People Success.



KPI	TARGET	OUTCOME & IMPACT
 Personnel files complete	 ≥95%	 Stronger Compliance Well-organized records ensure legal compliance and reduced risk.
 New staff receiving induction	 100%	 Faster Integration New hires are engaged, confident and productive from day one.
 Contracts issued before start	 100%	 Professional & Reliable Timely contracts build trust and ensure smooth onboarding.
 Mandatory training completed	 100%	 Skilled & Compliant Team A well-trained team delivers higher quality and safer operations.
 Annual performance reviews completed	 ≥95%	 Performance Culture Regular feedback drives growth, accountability and recognition.
 Leave records updated	 100%	 Accurate & Transparent Up-to-date records ensure fairness and workplace balance.
 Contract expiries identified in advance	 100%	 Proactive & Prepared Advance planning avoids disruptions and ensures continuity.
 Recruitment decisions documented	 100%	 Fair & Defensible Clear documentation ensures transparency and equal opportunity.



Strong HR Processes. Stronger Organization.

Achieving these targets builds a motivated team, reduces risk, and drives the success of our mission.



Engaged
People



Lower
Risk



Higher
Performance



Better
Outcomes

PART XXIV – MANAGEMENT RESPONSIBILITIES

MANAGEMENT RESPONSIBILITIES



ROLE	RESPONSIBILITIES	KEY FOCUS
 Governing Board	Approves senior positions and HR governance.	 Oversight, approval and governance assurance.
 Executive Director	Provides overall leadership and ensures implementation.	 Strategic leadership and accountability.
 HR / Administration	Manages HR systems, records and procedures.	 HR systems, compliance and documentation.
 Managers	Manage staff performance and wellbeing.	 Performance management and team wellbeing.
 Finance	Processes authorised payroll and staff-related financial transactions.	 Accurate processing and financial integrity.
 Employees	Comply with policies and professional standards.	 Compliance, ethics and professional conduct.

PART XXV – HR IMPLEMENTATION CHECKLIST

Before implementation:

- Approve HR Manual.
- Approve organizational structure.
- Establish staffing plan.
- Standardize Job Descriptions.
- Establish recruitment templates.
- Establish personnel files.
- Establish leave register.
- Establish HR master list.
- Establish performance management system.
- Establish training plan.
- Establish grievance mechanism.
- Establish disciplinary procedure.
- Integrate safeguarding into recruitment.
- Integrate payroll controls with Finance.
- Train managers.

77. APPROVAL

Approved by: SOCDA Governing Board

Board Resolution No.: _____

Chairperson: _____

Signature: _____

Date: _____

Effective Date: _____

Next Review Date: _____