

Southern Cameroons European Women e.V.

Human Resource Manual

AWE e.V. HUMAN RESOURCE MANAGEMENT POLICY

1. PURPOSE OF THE MANUAL

This manual is intended to guide workers, members, representatives, Advisory board members and Volunteers regarding their rights and obligations.

These guidelines shall be followed by all workers, members, representatives, Advisory board members and Volunteers of SCEW e.V. and Associates including part time workers who may be employed by the firm from time to time.

2. HUMAN RESOURCE MANAGEMENT OBJECTIVES

The firm shall endeavour to achieve the following objectives;

- a) Appropriate remuneration for all staff for services rendered.
- b) Fair hearing for all staff as provided for in this manual.
- c) Equal employment opportunities.
- d) Provision of appropriate training and facilitation.

3. HUMAN RESOURCE MANAGEMENT STRATEGY

SCEW e.V. shall endeavour to attract, engage and retain high quality workers, volunteers, staff and optimally use their services.

4. RECRUITMENT AND APPOINTMENT

- a. Recruitment Policy SCEW e.V. and Associates shall not recruit volunteers and workers, other than support volunteers and workers, who do not have knowledge in accounting and audit unless the partners identify a strong will and potential from a given candidate in which case it shall be upon SCEW e.V. and Associates to ensure that such a candidate, if employed is enrolled for an accounting and Audit course. Preferably a professional accounting course recognized by the state.
- b. Positions in the firm will be filled transparently and on merit using open competition as the basis of selection.

5. RECRUITMENT PROCEDURES

The nature of audit and consultancy is such that all is dependent of the quality of worker or volunteer. SCEW e.V. and Associates shall strive to attract and retain the best talent within the organization's financial capacity.

6. JOB APPLICATION

- a. All candidates shall put their applications in writing. No worker or Volunteers shall be recruited through a "back door" approach.
- b. The partners reserve the right to headhunt or advertise in an effort to obtain the best affordable talent in the labour market –In this case no applications may be necessary.
- c. Selection Tests Candidates shall be subjected to relevant interviews and tests as determined by the Board.



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7. WORKER`s APPOINTMENT

- a. All workers and volunteers shall be employed on a permanent basis, subject to successful annual performance appraisals.
- b. SCEW e.V. and Associates shall not recruit any person who did not score at least a credit in English and Mathematics at O-Level and at least two principal passes at A-Level unless such a person is to be employed in other positions that are not technical.
- c. Technical positions in this context shall mean positions that shall require staff to offer audit, assurance, tax and any form of advisory services to clients.

8. ACCEPTANCE

- a. Appointees shall accept the offer of employment within 14 days from the date of offer by filling and signing the Appointment Acceptance Form.
- b. The appointee shall report for duty not later than one month from the date of acceptance.

9. INDUCTION

- a. All workers and Volunteers joining the organization shall be subjected to an induction to familiarise them with audit and consultancy operations. All workers including non-technical workers shall be required to gain at least the basic understanding of audit processes and general operations of an audit firm.

10. CONTINUOUS PROFESSIONAL DEVELOPMENT

- a. All Board members, Volunteers and workers shall be expected to undergo Continuous Professional Development (CPD) sessions organised by the NGO.
- b. The firm's management may from time to time change the mode of delivering CPD sessions to staff. This may involve having technical presentations at office, attending seminars and workshops organised by professional bodies.

11. CONDITIONS OF APPOINTMENT

a. Probation:

On appointment to the organization, volunteers and workers shall undergo a two months probationary period after which the appointment will be confirmed after a positive performance appraisal.

b. Termination:

AWE e.V. may at any time terminate the appointment of any Volunteers or worker on probation on account of unsatisfactory performance or conduct.

On the termination of the services of a worker or Volunteer, they shall be given one month's notice, or one month's pay in lieu of notice.

c. Confirmation:

Confirmation shall be subject to satisfactory performance reports from the immediate supervisor. The worker or Volunteers shall be notified of their confirmation in writing.

12. Use of Organization`s resources.

- a. Workers, Representatives and Volunteers will as much as possible exercise due responsibility while using the NGO's resources in the course of performing their duties.



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- b. The firm's assets and resources shall be used only to perform the firm's work. This may include computers, Laptops, printers, photocopier, stationery, telephone, internet connection, furniture etc.
- c. Unauthorised use of the firm's resources to gain personal benefit may result into a disciplinary action taken against the responsible Volunteer or worker.
- d. The SCEW e.V. Board shall put an effort in enforcing efficiency and effectiveness in usage of the firm's resources. However, workers, Representatives and Volunteer shall be expected to exercise natural judgment in ensuring their acts do not expose the organization to avoidable costs.

13. STAFF DEVELOPMENT

SCEW e.V. shall plan, develop, and implement human resource training and development programs in accordance with set guidelines.

14. STAFF CAREER DEVELOPMENT

In cases where a volunteer, Representative or worker is sponsored for training, such he/she will be required to sign a Bond committing them to serve the organization for such a period as may be determined by the Board.

15. PERFORMANCE EVALUATION

- a. The performance appraisal guidelines have been prepared to guide the organization in appraising her workers, Representatives, and volunteers to ensure that performance is appropriately measured against the set parameters.
- b. Its primary objective is to ensure that staff performance is improved at all times for the benefit of both the organization and the individual.
- c. The Performance Guide shall also form a key basis for establishing the appropriate level of compensation that is commensurate to performance.

16. PERFORMANCE REVIEWS

There shall be periodic performance reviews for the purpose of monitoring Workers, members, Advisory Board, Representative and Volunteers performance which will form the basis for "Staff Reward".

17. ANNUAL PERFORMANCE REVIEW CYCLE

The performance of all workers, members, Representatives, Advisory Board and Volunteers shall be appraised twice a year at an interval of six months.

The Appraisal exercise shall be carried out in the first week following that in which the appraisal cycle ends.

This shall therefore be the first week of January and the first week of July to appraise staff performance for the cycles ending 31st Dec and 30th June of every year respectively.

18. Mode of Appraisal Exercise

The exercise shall be performed in form of a peer review by way of a round-table discussion of each of the individual's performance for the cycle ended. Each appraisee shall be given the opportunity to present his argument if they think they have been given a lower score by the Peer Review Team (PRT). This implies that the appraisee shall also be part of the PRT.



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19. MANAGEMENT OF PERFORMANCE APPRAISAL RECOMMENDATIONS

The organization shall implement the appraisal recommendations with a view to recognise and reward worker's performance and address their development needs.

20. COMPENSATION PACKAGE

- a. Salary Payments and Deductions. Workers and Volunteers remunerations shall be determined by the General Assembly from time to time any may be revised upwards or down words depending on circumstances.
- b. Remuneration for a member of the Senior Management Team –SMT (e.g. a partner) shall not be raised basing on higher earnings for any period.
- c. If any SMT member draws more than their salary from the business, it shall be treated as an accountable advance from her/him and if not paid back will be offset from her/his salary.
- d. This is an effort to separate personal financial business from that of SCEW e.V. and Associates and to provide for proper planning of expansion.

21. OVERTIME ALLOWANCE

Where Volunteers or worker are required to do any work overtime in any month, they shall be entitled to an overtime allowance equivalent to one and half times the hourly salary for every hour spent on the job.

22. FACILITATION

The firm shall provide transport to workers, members, Representatives, Advisory board, and Volunteers on official duties.

Where transport is not provided, any delegated person using his private vehicle to go for official duties shall be paid mileage at approved rates.

23. DISCIPLINE

All workers, Volunteers and Associates shall be expected to exhibit the highest degree of discipline and courtesy while conducting the duty of the organization.

No worker, member, Representative, Advisory Board, or volunteer shall be expected to involve themselves in any acts that cast doubt on their integrity.

24. OFFENCES THAT WILL BE SANCTIONED

- a. Misdemeanours, misconduct, and gross misconduct such as: Drunkenness and drunken driving.
- b. Smoking; Use of narcotic drugs like marijuana.
- c. Stealing; Fighting in and/or outside office.
- d. Persistent late coming to meetings or office.
- e. Diverting the NGO's funds to personal use without authorisation.
- f. Using the NGO's stationery including headed paper, stamps, seals and emblems and such items without authorisation especially with an intent to gain personal gain.
- g. Forgery of documents including academic documents, accountability records.
- h. And any other acts that are contrary to the German-EU Professional Code of Conduct shall constitute offences and shall make the worker, member, Representative, Advisory board member and volunteer liable to disciplinary action as specified in section 26 of this manual.



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25. DISCIPLINARY PROCEDURES

Where performance of a Worker, member, Representative, Advisory Board member and a Volunteer is unsatisfactory, they will be given an opportunity to respond to the allegations.

The person alleged to have committed offenses categorized as gross misconduct shall be suspended on half pay, pending outcome of the investigations.

26. DISCIPLINARY ACTION

A worker, member, Representative, Advisory Board member and Volunteer found to have committed offences shall be subject to one of the following disciplinary actions:

Caution; written warning; suspension; loss of salary /stipend; demotion or dismissal or termination of contract.

27. LEAVE

Annual Leave. All workers and Volunteers shall be entitled to thirty working days.

Leave entitlement for workers and Volunteers leaving the organization shall be computed on prorate basis.

28. MATERNITY LEAVE

Female worker and Volunteer shall be entitled to maternity leave on full pay for a maximum period of sixty working days of which at least four weeks shall follow childbirth.

Male Worker and Volunteer shall be entitled to paternity leave of 5 working days once in every year.

29. SICK LEAVE

Staff shall be entitled to sick leave not exceeding one month, with full pay on presentation of an appropriate medical report from a qualified medical practitioner. 8.4 Compassionate leave. In cases of personal difficulty, staff shall apply and be granted leave not exceeding 5 working days.

30. TERMINATION OF SERVICE-Notice Periods

A one month written notice or payment in lieu of notice shall be given by worker, Volunteer, or the organization on termination of service. For Members, Representatives and Advisory Board members - see SCEW e.V. Bylaws.

31. HANDING OVER ON TERMINATION.

Before a worker, Member, Representative, Advisory Board member or volunteer leaves the organization, they shall be required to hand over all the organization's property and assignments in their possession to their immediate supervisor or to the Board.

32. SAFETY AND SECURITY

All members, workers, Representatives, Advisory Board and Volunteer are encouraged to be security cautious at all times whether at office or outside office.

They are advised to alert concerned authorities e.g. police promptly when in situations that jeopardize their security.

Such situations may include, identifying suspicious items especially those that are abandoned.

SCEW e.V. members, workers and Associates should always be cautious not to leave any electric gadgets on when leaving office.

Office lights, computers, printers, the Office TV and all electric appliances shall all be switched when leaving office.

The office assistant shall do cleaning works while putting on office gloves.



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33. COMPENSATION

Worker and Volunteers who suffer injury in the ordinary course of the organization's duty shall qualify for compensation in line with the Workers' compensation.

Duisburg 31st January 2021

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Chairlady

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Vice Chairlady