



THE ORGANIZATION for CHILDREN HARMONY-TOCH

STAFF DEVELOPMENT AND RETENTION POLICY

Drafted by:

SYNERGY SQUARE CONSULTANCY LIMITED

P.O.BOX 24612, KAMPALA

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List of Abbreviations

ED	Executive Director
HR	Human Resource
NGO	Non-Government Organization
SMT	Senior Management Team
TNAP	Training Needs Analysis Policy
TOCH	The Organization for Children Harmony

1.0 Introduction

TOCH staff retention policy has been developed and to be implemented primarily to enable TOCH to recruit, develop and retain an adequate and highly skilled workforce for improved service delivery. This policy is also aligned to the growth of the organization and improved service delivery.

Finding and keeping staff is important to TOCH, hence the implementation, monitoring and evaluation of this policy remains critical. Without staff, it will not be possible to provide the services the organization is meant to provide to the people in South Sudan. As a result, this policy has been developed to guide line administrators and the HR department in attracting and retaining key staff.

2.0 Background.

TOCH as a Non-Government Organization (NGO) depends on its staff to provide service to the community that it set out to serve. In the past we as an organization have lost staff to other organizations and to ensure reduced staff turnover we commit to recruit, capacity build and ensure a safe environment in which we operate so that we retain the staff that have been recruited.

3.0 Definition

Staff retention policy here is defined as an employer's strategy to manage staff turnover and retain their valuable employees. This policy sets down the different ways in which an employer might seek to minimize staff turnover.

TOCH developed a retention policy to ensure maximum return and realization of the organization goals.

4.0 Basis of the policy

This policy shall be guided by the labor laws as provided by the government of the Republic of South Sudan.

5.0 Purpose of the policy

This policy was designed to assist TOCH administrators and Human Resource department in retaining employees, particularly with regard to those with valuable and scarce skills. It aims at ensuring that the organization always has the best, most well trained and suitable employees with right attitudes, skills and competencies.

The policy also provides a framework within which the retention of TOCH staff members is undertaken. TOCH will take all procedures and processes of the staff retention in a best practice and evidenced.

6.0 Scope of policy applicability

The policy does not exclude any TOCH official, it applies to all TOCH employees regardless of their posts/ offices and it will also involve volunteer and associated workers.

7.0 Principles

To ensure productive and effective employees, TOCH will make sure that issues concerned with the well-being of the employees are handled with extra care; employees are to be motivated with things like timely payments and rewarding best performers and at the same time encourage those that are weak but willing. Employees will be treated with just and fairness.

Although all employees are valuable, some employees have skills that are of importance to TOCH without which service delivery by the organization will be greatly jeopardized.

Succession in the different organizational departments will be effectively planned and managed to allow a fair and open competition within the organization, this shall be guided by an individual's performance and attributes, in some instances there are employees with skills that are on high demand by other service providers like in government and other NGOs.

The interventions to retain specific skilled staff will be based on the individual's performance, and his or her specific job responsibilities. This will be done by applying a scheduled performance appraisal.

8.0 Strategy

Employees sometimes have abruptly left the organization which has affected the organization and finding replacements has always been costly in terms of time and money. To avoid future occurrences of this therefore, the following strategies will be adopted by TOCH HR department to create a positive work environment and ensure the employees' commitments to the organization.

8.1 **Selective hiring:** TOCH will make sure that it hires selectively from the beginning and a number of things will be considered including;

8.1.1 **Due diligence:** for new employees, we shall consider back checking with their former employers, to get information in regards to employees' track record especially in terms of integrity, academic qualification, skills and experience.

8.2 **Induction training:** After recruiting new staff, TOCH, through the Human Resource Officer will organize induction training for the staff. A training needs assessment will always be conducted prior to the training.

8.3 **Staff capacity building:** For staff who have worked with TOCH for a period exceeding a year, TOCH shall sponsor them for identified courses/capacity building needs outside its ordinary mentorship program as long as the program is identified to build directly into Staff capacity and adds value to TOCH work.

8.4 **Study leave:** TOCH shall grant study leave for the staff doing long term courses such as degree and Diploma depending on the requirement of the course one is pursuing. Subject to availability of funds, Staff who have served TOCH for more than one year shall be supported with half of the required fees (depending on the availability of funds), however for Staff who benefit from this shall be required to serve the Organization for a period not

less than two (2) years after which they shall be free to either continue with TOCH or take up any other opportunity even outside TOCH.

8.5 **Staff remuneration:** In relationship with the financial policy, TOCH will ensure timely and attractive remunerations to all organization staff, also considering the market rates and other organizations that are offering similar service such as those offered to the same category of staff.

8.6 **Rewards and gifts:** Employees may be appreciated with a token of appreciation and rewards given to the best performers subject to availability of funds.

8.7 **Flexibility:** TOCH will ensure a flexible working environment to ensure employees are well prepared to do what their job requires based on very clear job descriptions. TOCH will also give flexible working days like day offs, career breaks among others. These should be offered to any staff member if requested.

8.8 **Job appraisals:** Through the HR department TOCH shall have very clear and timely job appraisals with clear set goals. End of year appraisals shall be conducted as planned in the HR manual after which clear feedback will be given to the staff being appraised, with clear strategies of improving in the identified weak areas.

8.9 **Staff placements:** All staff are allowed to request for any changes in their working patterns through the proper channels such as requesting formally through the HR department. A

staff member won't have a right to make any change as he/she wishes but they will make his or her request formerly known. In response to this request the HR in consultation with the ED shall make consideration as soon as an opportunity presents itself. These requests shall be formerly presented and discussed by the SMT for consideration of flexible time, open and favorable working environment.

8.10 **Mentorship and skills development:** TOCH will provide a comfortable working environment that promotes learning among its staff, some of the strategies shall include delegation of duties from the senior members to the juniors for purposes of building capacity.

8.11 **Safety at work:** TOCH has a mandate to ensure that its entire staff is working in a safe environment and they are enrolled on risk management programs like insurance. Before reaching out to the communities (field), a risk assessment should be made, first to ensure safety of the workers. In high risk places (counties), staff members should be accompanied with security or program suspended until security is guaranteed.

8.12 **Succession and Acting Up:** In TOCH there will always be opportunities to succeed someone who may have retired, or whose contract expired and not renewed. Additionally, an office that may become temporarily vacant due to leave, long sickness like maternity leave and career break, suitable people within the organization will be selected through asking them to express interest and qualified people will be placed into the positions.

- 8.13 **Remuneration of staff in acting capacity.** Employees working in acting capacity will be paid salaries or allowances for the post that they are acting up and not their original post held in the organization. Time for acting up will be determined by the agreed duration of the leave which the employee sought and when he/she comes back to work, the acting period will be concluded and the person goes back to his/her original post.
- 8.14 **Staff care:** TOCH subject to availability of funds shall provide medical insurance to its staff and at least their spouses in addition to the insurance cover provided while on duty.
- 8.15 **Employees with disabilities:** TOCH HR department shall ensure that employees with disability are not excluded when considering opportunities. Staff in this category shall not be undermined and they will be treated like any other employee in the organization.
- 8.16 **Communication:** Proper and efficient channels of communication should be put in place to allow orderly and systematic flow of information within the organization. Monthly briefs will be made to the staff from the executive and notice boards will be used to pass on memos making specific communications to the staff in the different parts of the Organization throughout South Sudan.
- 8.17 **Staff meetings:** TOCH staff shall have an opportunity to express their views in well planned staff meetings, these meetings shall be held on a monthly basis as much as possible.
- 8.18 **Appraisal:** All staff must be appraised annually, as a minimum. Appraisal forms must be distributed to the respective staff at least one month prior to the incremental date in order

to address any possible shortcomings prior to the due date. Appraisals will be made to assess the achievements, strength and areas for development and to enable TOCH staff to set personal goals for the year ahead.

9.0 Monitoring and Evaluation

This policy will be monitored on a quarterly basis by the SMT as presented by the HR or his/her designee, the HR shall submit a report to the SMT which shall take action on the basis of the report depending on the opportunities available, and the committee will additionally, analyze the internal staff performance and service delivery.

10.0 Policy Implementation and Review

This policy is effective from the time of approval and it will be reviewed every year and whenever need may arise to ensure its continued relevance.

11.0 Conclusion

TOCH believes that the implementation of the Staff Retention Policy will greatly improve on the staff performance and it will attract effectiveness and efficiency in service delivery as it targets motivation and the well-being of both the employees and the organization.