Human Resources Manual

Recruitment, employment and people management

Document ID	**RYO/POL/09/2026**
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Board approval	02 November 2026
Custodian	President / Head of Administration and Operations / Relevant function

This policy was approved by the Board of Directors of Rawdah Youth Organization on 02 November 2026 and is in force from that date.

1. Purpose and coverage

This manual applies to hiring, contracting, induction, supervision, performance, conduct, welfare and departure of RYO staff, consultants, interns and volunteers. The Organization shall comply with applicable Somali employment law, contractual commitments and donor obligations; legal requirements must be confirmed for each engagement.

2. Workforce planning and recruitment

All positions should have an approved need, budget, job description and reporting line. Advertise opportunities fairly when practicable, use job-related criteria, record selection decisions and check conflict disclosures. Recruitment and reference checks must respect data protection and safeguarding duties.

3. Employment contracts and personnel records

Before starting work, personnel receive written terms covering role, work location, remuneration if any, supervisor, leave and expected conduct. Maintain restricted personnel files with identity, contract, qualifications, training, leave, performance and disciplinary records. Avoid collecting unnecessary sensitive information.

4. Induction and mandatory training

All new personnel must be informed of RYO's mission, Code of Conduct, safeguarding, PSEA, conflicts of interest, anti-fraud, data protection, complaints channels and emergency procedures. People with contact with children or vulnerable participants need role-appropriate safeguarding training.

5. Reporting lines and operational supervision

The President provides strategic direction; Mustaf Ali Osman coordinates administrative and daily operations; Najada Kurti leads the teaching and training function. A fundraising and partnership coordinator may be established by a documented appointment. None of these assignments substitutes automatically for the currently unfilled Executive Director office.

6. Performance and development

Supervisors should set clear objectives, hold periodic check-ins and document performance reviews. Training needs, professional development opportunities and corrective support should be recorded proportionately. Managers should not be sole reviewers where their own interests are affected.

7. Attendance, working time, leave and compensation

Apply the terms of the individual contract and applicable law. Record attendance and approved leave for paid staff; keep transparent payroll and expense reimbursement records. Avoid informal promises that may create unbudgeted obligations.

8. Respectful workplace and protection

Discrimination, bullying, harassment, sexual exploitation, sexual abuse and retaliation are prohibited. Reports may bypass direct managers and must be handled impartially, securely and with appropriate protection of complainants and witnesses.

9. Disciplinary process and grievance

Allegations should be assessed fairly, with written notice, opportunity to respond, proportionate action and an appeal or second-level review when feasible. Serious safeguarding or criminal concerns may require immediate protective measures and referral to relevant competent authorities.

10. Exit, handover and confidentiality

On separation, complete final entitlements as required, collect property, revoke digital and physical access, transfer project files and protect confidential data. Keep records according to approved retention and lawful requirements.

11. Review and ownership

The designated HR/operations custodian monitors implementation. The Board reviews significant staffing risks and approves revisions through the proper procedure; a yearly review is recommended.

Operational control table

Document / record	Responsible custodian	Frequency or trigger
Approved job description	Operations / HR	Before advertisement
Conflict of interest declaration	Governance custodian	Appointment and annual update
Signed terms / contract	HR	Before or upon commencement
Induction checklist	Direct supervisor	At onboarding
Training and safeguarding acknowledgement	HR / Safeguarding lead	At onboarding and refresh
Performance review	Supervisor + reviewer	At agreed intervals
Access revocation and asset return	HR / IT / Finance	At separation

Implementation and version control

For effective operation of this RYO policy, approve and record the full text and any internal threshold, signatory or role annexes; appoint its custodian; confirm training and operational readiness; and retain the authorised master version with the approval minutes. Review annually or on material changes.

Board approval: 02 November 2026 Effective date: 02 November 2026

Policy custodian: Relevant designated officer Version: 1.0 (approved)