

RÉSEAU DES FEMMES LEADERS POUR LE DÉVELOPPEMENT
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Human Resources Policy

Staff management, rights, wellbeing, and accountability across RFLD's four-office pan-African network

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1. Purpose, Values, and RFLD as an Employer

1.1 Purpose of This Policy

This Human Resources Policy ('the Policy') establishes the principles, standards, rights, and obligations that govern the employment relationship between RFLD — Réseau des Femmes Leaders pour le Développement — and all its staff across its four offices in Cotonou (Benin), Accra (Ghana), Dakar (Senegal), and Banjul (The Gambia). It covers the full employment lifecycle from recruitment through onboarding, remuneration, performance management, wellbeing, and separation.

RFLD's work requires exceptional people — individuals who bring feminist commitment, technical expertise, cross-cultural agility, and personal resilience to some of the most complex operating environments in Africa. This Policy is the framework through which RFLD fulfils its obligations to those people: providing fair, transparent, and respectful employment conditions; investing in their professional development; protecting their rights and dignity; and creating a working environment in which they can do their best work safely.

1.2 RFLD's Values as an Employer

RFLD's employment practices are an expression of its institutional values. RFLD does not merely talk about feminist principles in its programmes — it applies them internally, to the way it recruits, manages, pays, supports, and separates from its own staff. This commitment means:

- RFLD strives for genuine pay equity — equal pay for work of equal value, regardless of gender, nationality, or office location.
- RFLD designs its HR systems to be accessible to people of diverse backgrounds, including those who may face structural barriers to employment in international civil society.
- RFLD treats staff as full human beings — not as delivery instruments — recognising that personal wellbeing, human rights work in contested environments, and sustainable performance are inseparable.
- RFLD applies the same standards of accountability and fairness that it expects of its partners and donors to its own employment practices.
- RFLD is committed to a working environment free from discrimination, harassment, exploitation, and abuse in all forms.

1.3 Relationship to Other RFLD Policies

Related Policy	Interface with This HR Policy
RFLD Anti-Corruption & Col Policy (RFLD-POL-ACOI-v1.0)	Disciplinary procedures under this Policy give effect to sanctions arising from integrity investigations. Conflict of interest in employment is governed jointly by both policies.
RFLD Safeguarding & PSEAH Policy (RFLD-POL-SFG-v1.0)	Safe recruitment standards (Section 4) implement the Safeguarding Policy's requirements. PSEAH violations are a disciplinary offence under this Policy.
RFLD Data Protection Policy (RFLD-POL-DPP-v1.0)	All staff personal data is processed in accordance with the Data Protection Policy. HR files are Class 3 Confidential data under RFLD's classification system.
RFLD Financial Management Policy (RFLD-POL-FIN-v1.0)	Payroll processing, salary payments, expense claims, and travel advances are governed by the Financial Management Policy's controls and this Policy's entitlements.

2. Scope, Definitions, and Regulatory Framework

2.1 Scope of Application

This Policy applies to all individuals employed by RFLD under an employment contract, in all four office locations and in any remote working arrangement. It covers permanent, fixed-term, part-time, and probationary staff. Separate provisions may be supplemented by local employment law in each country — where national law provides greater rights than this Policy, national law applies. Consultants, contractors, volunteers, and interns are not employees and are not governed by this Policy; they are governed by their individual contracts or volunteer agreements. Where this Policy refers to 'staff' or 'employees,' it means persons employed under an RFLD employment contract.

2.2 Key Definitions

Term	Definition
Permanent Employee	An employee engaged under an open-ended employment contract with no fixed end date. Entitled to full Policy benefits and protections.
Fixed-Term Employee	An employee engaged for a specific defined period, linked to a project, funding cycle, or replacement requirement. All Policy provisions apply unless explicitly varied in the employment contract.
Part-Time Employee	An employee working fewer contracted hours than RFLD's full-time standard (40 hours per week). Entitlements are calculated on a pro-rated basis.
Probationary Period	The initial period of any new employment during which both RFLD and the employee assess the suitability of the relationship. Standard probation period: 3–6 months as specified in the contract.
Line Manager	The RFLD staff member with direct supervisory responsibility for the employee. Responsible for day-to-day performance management, leave approval, and first-line support.
Executive Director	RFLD's most senior staff member, accountable to the Board. Has final authority on all HR decisions not reserved to the Board.
Board	RFLD's Board of Directors. Has HR authority over the Executive Director's appointment, remuneration, and any disciplinary or grievance matter involving the ED.
Gross Misconduct	Conduct so serious that it makes the employment relationship untenable — including fraud, theft, PSEAH violations, serious violence, and gross insubordination. May justify summary dismissal.
Summary Dismissal	Termination of employment without notice or notice pay, applied only in cases of confirmed gross misconduct.
Notice Period	The period of advance warning required before the employment relationship ends, as specified in the employment contract and applicable national law.
Redundancy	The termination of employment due to the elimination of a role — not due to the performance or conduct of the employee. Subject to national redundancy law and consultation requirements.

2.3 National Regulatory Framework

RFLD's HR obligations are shaped by national employment law in each country of operation. This Policy establishes RFLD's organisational minimum standards; national law supplements these with country-specific rights. Where national law provides greater entitlements than this Policy, national law applies. HR staff must be familiar with the employment law requirements in their office country.

Office	Governing Employment Law	Key National Provisions to Note
Cotonou — Benin	Code du Travail du Bénin (Loi n°98-004 et modifications)	Minimum wage (SMIG); mandatory social security (CNSS); notice periods; leave entitlements; severance pay.

Office	Governing Employment Law	Key National Provisions to Note
Accra — Ghana	Labour Act 2003 (Act 651)	Minimum wage; Social Security and National Insurance Trust (SSNIT); paid annual leave; maternity leave; unfair dismissal protections.
Dakar — Senegal	Code du Travail du Sénégal	Minimum wage (SMIG); IPRES pension contributions; CSS health contributions; annual leave; notice periods; retrenchment procedures.
Banjul — Gambia	Labour Act 2007	National Enterprise Development Initiative (NEDI); minimum wage; annual leave; maternity leave; notice periods.

3. Equal Opportunities, Diversity, and Inclusion

3.1 RFLD's Equal Opportunities Commitment

RFLD is an equal opportunities employer. All employment decisions — recruitment, promotion, pay, training, disciplinary action, and separation — are made on the basis of merit, qualifications, and organisational need. No decision may be influenced, directly or indirectly, by any of the following protected characteristics:

Gender and gender identity	Ethnicity or national origin	Religion or belief
Disability (physical or mental)	Age	Sexual orientation
Marital or family status	Pregnancy and maternity	HIV status
Political opinion (except where it conflicts with RFLD's mandate)	Language	Socioeconomic background

RFLD's commitment goes beyond non-discrimination. RFLD actively works to build a diverse and inclusive workforce that reflects the communities it serves — particularly by: recruiting francophone and multilingual candidates; actively creating pathways for candidates from West and Central Africa; supporting staff with caring responsibilities; and making reasonable accommodations for staff with disabilities.

3.2 Positive Action in Recruitment

Where two or more candidates are substantially equal in merit and qualifications, RFLD may lawfully favour a candidate from an underrepresented group. This applies particularly to: women candidates for senior technical and leadership roles; francophone and lusophone candidates; candidates from RFLD's programme countries; and candidates with direct lived experience of the issues RFLD addresses. Any positive action decision must be documented in the selection record.

3.3 Disability and Reasonable Adjustment

RFLD is committed to making reasonable adjustments to enable candidates with disabilities to participate fully in recruitment processes and for employees with disabilities to perform their roles. Reasonable adjustments may include: adapted interview formats; accessible venue arrangements; modified working hours or patterns; adapted IT equipment; adjusted physical workspace; or any other modification that removes a substantial disadvantage without imposing disproportionate cost on RFLD. Requests for reasonable adjustment are made to the Executive Director and reviewed on a case-by-case basis.

3.4 Pay Equity

RFLD conducts an annual pay equity analysis — comparing salaries across gender, nationality, and office location for equivalent roles — as part of the annual budget review. Where material, unjustified pay disparities are identified, a remediation plan is prepared and implemented within the following budget cycle. The pay equity analysis results are reported to the Board annually.

4. Recruitment and Selection

4.1 Recruitment Principles

All recruitment at RFLD is fair, merit-based, transparent, and designed to attract the best possible candidates from diverse backgrounds. RFLD's recruitment practices implement its equal opportunities commitment (Section 3) and its safe recruitment obligations under the Safeguarding Policy (RFLD-POL-SFG-v1.0). Every recruitment process is documented from job description to offer letter.

4.2 Authorisation and Workforce Planning

No recruitment process may begin without written approval from the Executive Director, confirming: the role is approved in the current organisational structure; funding is available in the approved budget; and the role level is consistent with RFLD's remuneration framework. The Executive Director notifies the Board Finance Committee of all new permanent appointments above a certain salary threshold (as defined in the Financial Authorisation Matrix) before the offer is made.

4.3 Advertising and Outreach

- All vacancies above intern level are advertised publicly on RFLD's website (rflgd.org), at minimum. Additional advertising on relevant sector job boards, francophone civil society networks, and country-specific platforms is recommended.
- The minimum advertising period is 14 calendar days for national roles and 21 calendar days for international or senior roles.
- Job advertisements specify: role title; location; contract type; responsibilities; required qualifications and experience; application process; and the closing date.
- Internal candidates are encouraged to apply for all advertised positions and are assessed using the same criteria as external candidates.
- RFLD advertises in English and French (and Portuguese where relevant to the role).

4.4 Shortlisting

Applications are screened against pre-defined, job-related selection criteria published in the advertisement. The criteria are applied consistently to all applications. All shortlisting decisions are documented on a Shortlisting Record form, retained in the recruitment file. Applications from individuals known personally to members of the selection panel are assessed by a panel member who does not have that personal relationship.

4.5 Interviews and Assessment

- All interviewed candidates are assessed using a structured interview format with the same core questions — ensuring fairness and comparability.
- Interview panels must have at least two members. Where operationally possible, panels should include at least one member of each gender.
- Panel members are trained in objective, competency-based interviewing and are aware of unconscious bias.
- For senior roles (Programme Lead, Finance Manager, and above), at least one panel member must be a Board member or external assessor.
- Assessment tasks (writing tests, presentations, case studies) may be used where relevant to the role — they must be directly related to the job requirements and applied consistently to all candidates.

4.6 Reference and Background Checks

All offers of employment are conditional on satisfactory completion of the following checks:

- A minimum of two professional references — at least one from the most recent employer. References are sought using a structured reference form that includes a safeguarding question: 'Do

you have any reason to believe this person poses a risk in a role involving work with vulnerable populations?'

- Identity verification — confirmation that the person is who they claim to be and is entitled to work in the relevant country.
- Criminal background check / police clearance — required for all roles involving contact with beneficiaries, children, or vulnerable adults, where legally permissible in the relevant country.
- Qualification verification for roles requiring specific academic or professional credentials.

An offer may be withdrawn if checks reveal material undisclosed information. The candidate must be given an opportunity to respond to adverse check findings before the offer is withdrawn.

4.7 Selection Decision and Offer

The selection decision is made by the panel, documented on a Selection Record, and authorised by the Executive Director. An offer of employment is made in writing, specifying: role title; office location; salary; start date; contract type; and any conditions (satisfactory references, background checks). The offer is not binding until all conditions are satisfied and both parties have signed the employment contract. Unsuccessful candidates are notified promptly after the selected candidate's offer has been accepted.

5. Employment Contracts and Classification

5.1 Contract Requirement

Every RFLD employee must have a signed written employment contract before they commence work. No person may begin employment — including any induction or training — without a signed contract in place. Verbal agreements and email confirmations do not constitute an employment contract. The Employment Contract Checklist (Annex A) specifies all mandatory elements.

5.2 Mandatory Contract Provisions

Every RFLD employment contract must include, at minimum:

- Full legal names of RFLD and the employee, and the address of the employing office.
- Job title and a reference to the current job description (attached to the contract).
- Contract type (permanent / fixed-term — with end date if fixed-term).
- Start date and, where applicable, the end date or the conditions triggering end.
- Place of work — office location and any remote working arrangements.
- Salary — amount, currency, payment frequency (monthly), and method of payment.
- Standard working hours — weekly hours and standard daily schedule.
- Probationary period — duration and conditions.
- Annual leave entitlement.
- Notice period for resignation and for RFLD-initiated termination.
- Reference to RFLD's key policy documents — this HR Policy; Anti-Corruption & CoI Policy; Safeguarding & PSEAH Policy; Data Protection Policy.
- Confidentiality obligations — both during and after employment.
- Governing law — the national law of the office country.
- Signature of both parties, with date.

5.3 Contract Types and Key Features

Type	Description	Renewal / Extension	Notice Period
Permanent	Open-ended. No set end date. Core organisational roles.	Not applicable — ends by resignation, retirement, dismissal, or redundancy.	Minimum 1 month (staff); minimum 3 months (senior staff and above).
Fixed-Term	Defined period — linked to project funding, a specific deliverable, or to cover absence.	May be renewed once before conversion to permanent is considered if the role continues.	As specified in contract; not less than 2 weeks.
Part-Time	Permanent or fixed-term at below full-time hours. Hours specified in contract.	Same as the underlying contract type.	Pro-rated equivalent of full-time notice.
Probationary	First 3–6 months of any employment — regardless of other contract type.	Probation may be extended once by up to 3 months with written notice and documented reasons.	2 weeks during probation from either party.

5.4 Contract Amendments

Material changes to the terms of an employment contract — including salary, working hours, location, or role title — require a written contract amendment signed by both parties before the change takes effect. No unilateral variation of contract terms is permitted. Where RFLD proposes a material change that the employee does not accept, the matter is addressed through consultation and, if unresolved, through the applicable national employment law framework for variation of contract.

6. Onboarding and Probationary Period

6.1 Onboarding Programme

Every new RFLD employee undergoes a structured onboarding programme during their first two weeks. The onboarding programme is designed to give each new staff member a thorough understanding of RFLD's mission, structure, values, policies, systems, and team relationships. Onboarding is coordinated by the line manager with support from the Finance Officer and relevant programme leads.

6.2 Onboarding Checklist

The onboarding programme must include the following elements, all completed within the first two weeks:

Day	Onboarding Activity	Delivered By	Completion Deadline
1	Welcome meeting with line manager; office orientation; introductions to team; IT systems setup; issue of RFLD equipment.	Line Manager	Day 1
1–2	Contract and HR file review; payroll setup; bank details submission; emergency contacts.	Finance Officer	Day 2
1–3	RFLD mission, values, and history orientation; introduction to current programmes and NAFASI.	Programmes Lead	Day 3
1–3	Key policy induction: Anti-Corruption & Col; Safeguarding & PSEAH; Data Protection; Procurement (for relevant roles).	DPO / Ethics Committee	Day 3
1–5	Role-specific technical induction; introduction to relevant programme systems and donor requirements.	Line Manager	Day 5
1–5	Financial systems and expense procedures overview.	Finance Officer	Day 5
1–10	Meeting with Executive Director; RFLD's strategic context and the NAFASI programme overview.	Executive Director	Day 10
1–14	Signed Code of Conduct (Safeguarding); signed Conflict of Interest Disclosure; signed Data Protection acknowledgement.	DPO / Line Manager	Day 14

6.3 Probationary Period Standards

The probationary period is a two-way assessment — RFLD assesses the employee's performance, conduct, and suitability; the employee assesses whether RFLD and the role meet their expectations. The standard probationary period is three (3) months for roles below Senior level and six (6) months for Senior roles and above. The Probation Assessment Form (Annex B) is completed at the mid-point and at the end of the probationary period.

6.4 Probationary Review and Outcomes

At the end of the probationary period, the line manager completes the Probation Assessment Form (Annex B) and holds a structured review meeting with the employee. Possible outcomes:

- Probation confirmed: Employee transitions to permanent or fixed-term employment. Confirmation is communicated in writing.
- Probation extended: Where performance is not yet at the required standard but there is genuine potential for improvement. Maximum one extension of up to three (3) months. Extension is communicated in writing with specific targets.

- Probation not confirmed: Employment ends at the end of the probationary period or on 2 weeks' notice. Reasons are communicated in writing. The employee may appeal the decision to the Executive Director within 5 business days.

7. Remuneration, Salary, and Benefits

7.1 Salary Framework

RFLD operates a salary framework designed to be: competitive with comparable civil society organisations in each country of operation; equitable within the organisation (consistent pay for equivalent roles regardless of personal characteristics); transparent (clear salary bands by grade); and financially sustainable within RFLD's funding model. Salary bands are benchmarked annually against NGO salary surveys and, where available, UN agency comparator data for the relevant country.

7.2 Salary Bands by Grade

Grade	Role Examples	Basis	Annual Review Process
Grade 1	Administrative Assistant; Finance Officer; Programme Assistant	Entry level — national salary scale for relevant country	Cost-of-living adjustment + performance assessment
Grade 2	Programme Officer; Finance Officer (Senior); Communications Officer	Mid-level — national NGO sector benchmark	As Grade 1
Grade 3	Programme Manager; Senior Finance Officer; MEL Coordinator	Senior professional — benchmarked to international sector standards	As Grade 1, plus merit consideration
Grade 4	Programme Lead; Regional Finance Lead; Senior Manager	Specialist/managerial — benchmarked to comparable INGO	Performance + strategic contribution assessment
Grade 5	Executive Director	Organisational leadership — benchmarked to pan-African network comparators; approved by Board	Board-approved; annual Board review

7.3 Annual Salary Review

Salaries are reviewed annually as part of the budget cycle. The review is conducted by the Executive Director in conjunction with the Finance Manager, subject to Board Finance Committee approval. The review considers:

- Cost-of-living adjustment: The annual change in the Consumer Price Index for each country of operation. RFLD aims to maintain real salary levels by awarding at least a cost-of-living increase where financially feasible.
- Merit increment: For staff assessed as performing above expectations in their annual appraisal — an additional increment within the salary band.
- Promotion increment: Where a staff member is promoted to a higher grade.
- Equity correction: Where the pay equity analysis (Section 3.4) identifies an unjustified salary gap that requires correction.

Salary information is strictly confidential. Staff may not disclose their salary to colleagues, except as required by law or to a trade union representative in connection with collective bargaining.

7.4 Benefits

The following benefits are provided to all permanent RFLD staff. Fixed-term staff receive benefits on a pro-rated basis as specified in their contract. Specific benefit levels may vary by country of operation in accordance with national law:

Benefit	Provision
Statutory Social Insurance	RFLD makes all required employer contributions to national social security schemes in each country (CNSS Benin; SSNIT Ghana; IPRES/CSS Senegal; NEDI Gambia). Employee contributions are deducted at source.

Benefit	Provision
Health Insurance / Allowance	RFLD provides health insurance coverage or a health allowance equivalent to at minimum primary and secondary healthcare costs, in accordance with local market norms. Details specified in the country-specific annex to the employment contract.
Pension (where applicable)	In addition to mandatory statutory pension contributions, RFLD contributes to supplementary pension arrangements for Grade 4 and above staff where locally available.
Annual Leave	As specified in Section 9. Minimum 20 working days for full-time permanent staff.
Parental Leave	As specified in Section 9. Maternity: minimum 16 weeks fully paid. Paternity/partner leave: minimum 4 weeks fully paid.
Professional Development Allowance	Minimum USD 500 per year for full-time permanent Grade 2 and above staff, rising to USD 1,000 for Grade 4 and above. Used for training, conferences, professional memberships, and certified courses relevant to the role.
Employee Assistance Programme (EAP)	Access to confidential counselling, mental health support, and financial advisory services through RFLD's contracted EAP provider. Available to all permanent staff and their immediate family members.
Wellbeing Days	One additional paid wellbeing day per quarter (4 per year) for all full-time staff, in addition to annual leave. May not be carried over.

8. Working Hours and Flexible Working

8.1 Standard Working Hours

RFLD's standard full-time working week is 40 hours, typically structured as 8 hours per day, Monday to Friday. Core hours — during which all staff are expected to be available for meetings and collaboration — are 9:00 to 17:00 in the relevant office time zone. Specific office hours are published in the employment contract and the relevant office handbook.

8.2 Overtime

RFLD does not routinely expect or require staff to work excessive hours beyond their contracted hours. RFLD recognises that human rights work in complex environments sometimes demands additional time investment — particularly during programme delivery periods, donor reporting deadlines, or organisational events. Where work requirements genuinely require overtime:

- Overtime must be pre-approved in writing by the line manager.
- Time off in lieu (TOIL) is the default compensation for overtime — taken within 60 days of the overtime being worked, at the rate of hour-for-hour.
- Where TOIL cannot be taken within 60 days (due to operational constraints), overtime may be compensated at the standard hourly rate, subject to prior approval from the Finance Manager.
- Systematic, recurring overtime is a signal of inadequate staffing or unrealistic workload expectations — the Executive Director is responsible for monitoring and addressing this.

8.3 Flexible Working

RFLD supports flexible working arrangements where operationally feasible. Flexible working may include: adjusted start and finish times; compressed working week (the same hours in fewer days); home or remote working (full or part-time); or a combination of arrangements. Flexible working requests are made in writing to the line manager and, for significant changes, to the Executive Director. Requests are considered based on: operational feasibility; role requirements; team collaboration needs; and any equity implications.

RFLD does not unreasonably refuse flexible working requests. Where a request is declined, the reasons are explained in writing within 15 business days. Staff who disagree with a refusal may use the grievance process (Section 13).

8.4 Remote and Home Working

Remote or home working arrangements must be confirmed in writing and are subject to: RFLD's Data Protection Policy requirements (secure device, VPN, no Class 4 data on personal devices); adequate workspace; access to reliable communication; and agreement on availability and communication expectations. Remote working does not reduce any employment entitlement or performance expectation.

9. Leave Entitlements

9.1 Annual Leave

Full-time permanent staff are entitled to minimum 20 working days of paid annual leave per year, rising to 25 days for Grade 4 and above. Fixed-term and part-time staff receive leave on a pro-rated basis. Annual leave accrues from the start of employment at a rate of 1.67 days per month (for 20-day entitlement). Leave is taken in agreement with the line manager and should be spread throughout the year to support staff wellbeing. RFLD strongly discourages leave hoarding — staff are expected to take their full entitlement each year.

Up to 5 days of unused annual leave may be carried over into the following calendar year. Leave in excess of this threshold that is not taken by 31 December is forfeited, except where RFLD has required the staff member to postpone leave for operational reasons — in which case the full un-taken balance carries over.

9.2 Public Holidays

Staff are entitled to all public holidays gazetted in the country of their employed office. Where an employee is required to work on a public holiday, they receive a day off in lieu to be taken within 30 days. RFLD publishes the public holiday schedule for each office at the start of each calendar year.

9.3 Sick Leave

Employees are entitled to up to 15 working days of fully paid sick leave per calendar year. A medical certificate from a registered healthcare provider is required for any absence exceeding three (3) consecutive working days. RFLD treats sick leave as a health support mechanism — not a disciplinary matter. However, where a pattern of short-term, uncertified absence emerges, the line manager may initiate a welfare conversation and, where appropriate, an occupational health referral.

9.4 Parental Leave

Leave Type	Entitlement	Conditions
Maternity Leave	Minimum 16 weeks fully paid	Applies to biological and adoptive mothers. May begin up to 4 weeks before the expected due date. Additional unpaid leave of up to 12 weeks available on request. Role is protected throughout.
Paternity / Partner Leave	Minimum 4 weeks fully paid	Applies to the second parent regardless of gender. Taken within 16 weeks of birth or adoption. May be taken flexibly within this period.
Shared Parental Leave	Up to 12 weeks additional unpaid leave shared between parents	On mutual request by both parents. Role is protected. Not available where either parent has already taken the maximum paid entitlement.
Adoption Leave	Same as maternity / paternity leave as applicable	Applies to approved adoption. Documentation of adoption proceedings required.
Pregnancy Loss Leave	Up to 5 days fully paid for pregnancy loss before 24 weeks; full maternity leave entitlement for loss at or after 24 weeks	Applies to the person who was pregnant and, on a compassionate basis, to their partner. No documentation beyond medical confirmation required.

9.5 Other Leave Types

Leave Type	Entitlement	Key Conditions
Compassionate / Bereavement Leave	Up to 5 working days paid for death of immediate family; up to 2 days for extended family	Immediate family: spouse/partner, parent, child, sibling. Extended: grandparent, in-law. Additional time unpaid on request.
Carer's Leave	Up to 5 working days per year paid; additional unpaid leave available	For caring responsibilities related to a dependant's serious illness or emergency. Medical evidence may be required for extended leave.
Study Leave	Up to 5 working days per year for approved training or examinations	Must be linked to professional development relevant to the RFLD role. Line manager and ED approval required.
Civic and Jury Duty Leave	As required by national law in the relevant country	Paid to the extent required by law. RFLD top-up to full pay available for up to 10 working days.
Unpaid Leave	By agreement — up to 3 months maximum per year	Subject to operational feasibility and Executive Director approval. Role is protected for up to 3 months.

10. Performance Management

10.1 Performance Management Philosophy

RFLD's approach to performance management is developmental, not punitive. The purpose of performance management is to: ensure every staff member understands what is expected of them; give and receive honest, constructive feedback; identify growth opportunities; address performance challenges early before they become serious; and recognise and reward contribution. Performance management conversations happen continuously — not only at formal review points.

10.2 Annual Performance Review Cycle

Stage	Timing	Content	Outcome
Goal Setting	January — first 2 weeks	Staff member and line manager agree performance goals for the year, linked to RFLD's annual work plan and the staff member's job description. Goals are SMART and documented.	Signed Goal Setting Record for the year
Mid-Year Check-in	June / July	30–60 minute structured conversation. Progress against goals reviewed. Barriers identified. Goals adjusted if context has changed.	Brief written record — not a formal appraisal score.
Annual Appraisal	November / December	Full written appraisal covering: achievement of goals; competencies; conduct; wellbeing; development needs; career aspirations. Rating assigned (see 10.3).	Completed Appraisal Form (Annex C) signed by staff member and line manager
Appraisal Review	December	Appraisals reviewed by ED for consistency across the organisation. Salary review recommendations linked to appraisal outcomes.	Appraisal contributes to salary review and renewal decisions

10.3 Performance Rating Scale

Rating	Description	Implications
4 — Exceptional	Performance consistently and significantly exceeds all expectations. Role model for others.	Recognised through merit increment; considered for promotion; eligible for special project leadership.
3 — Exceeds Expectations	Performance consistently exceeds expectations in key areas.	Eligible for merit increment consideration; commended in appraisal record.
2 — Meets Expectations	Solid, reliable performance meeting all key requirements of the role.	Standard cost-of-living increase considered; no concerns.
1 — Development Required	Performance below expectations in one or more key areas.	Performance Improvement Plan (PIP) initiated. No merit increment. Review in 3 months.
0 — Unsatisfactory	Performance seriously below expectations across multiple areas.	Formal PIP required. Further action including disciplinary process possible if PIP not met.

10.4 Performance Improvement Plan (PIP)

Where a staff member's performance is rated 1 (Development Required) or 0 (Unsatisfactory), a Performance Improvement Plan is agreed within 15 business days of the appraisal. The PIP is not a disciplinary document — it is a support and accountability tool. The PIP specifies:

- The specific performance gaps requiring improvement.
- Clear, measurable targets and the standard of performance expected.
- Support to be provided — training, coaching, adjusted workload, or other measures.
- The review timeline — typically 60–90 days.
- Consequences if the required improvement is not achieved — which may include a further support period, role review, or initiation of disciplinary proceedings.

Progress against the PIP is reviewed at regular intervals (at minimum every 30 days) and documented. If improvement is achieved, this is formally recognised in writing and the PIP is closed. If improvement is not achieved within the agreed timeline despite genuine support, the line manager and Executive Director determine next steps in accordance with Section 12.

11. Learning, Development, and Career Growth

11.1 RFLD's Commitment to Staff Development

RFLD views investment in staff learning and development as an investment in its mission — not as an optional extra. People who grow professionally at RFLD are better equipped to support the women, activists, and communities RFLD serves. RFLD commits to providing structured professional development opportunities for all permanent staff through: the annual professional development allowance; organisational learning events; internal knowledge sharing; and where relevant, funded external training or postgraduate study.

11.2 Individual Development Plans

Every permanent staff member at Grade 2 and above develops an Individual Development Plan (IDP) as part of their annual appraisal cycle. The IDP is agreed between the staff member and their line manager and identifies: the staff member's professional strengths and growth areas; short-term development goals (within the year); medium-term career aspirations (within 3–5 years); specific learning activities to pursue; and the budget allocated from the professional development allowance.

11.3 Organisational Learning

RFLD invests in collective learning as well as individual development. Organisational learning activities include:

- Annual all-staff learning day — bringing together staff from all four offices for shared reflection, skills exchange, and team building.
- Quarterly knowledge-sharing sessions — staff present learning from programmes, donor visits, or external events to colleagues.
- Mandatory policy training — all staff complete training on RFLD's core policies (Anti-Corruption, Safeguarding, Data Protection) annually.
- Language support — RFLD provides language learning support (French, English, or Portuguese) for staff whose primary working language is one of the others, recognising the multilingual demands of RFLD's pan-African mandate.

12. Disciplinary Policy and Procedure

12.1 Principles

RFLD's disciplinary procedures are fair, transparent, consistent, and proportionate. Every employee has the right to: be informed of the allegation against them in sufficient detail; have a reasonable opportunity to respond; be accompanied at any formal hearing by a colleague or trade union representative of their choice; and appeal any disciplinary decision. Disciplinary action is not taken for minor performance issues addressed through the performance management process (Section 10).

12.2 Categories of Misconduct

Minor Misconduct

Conduct below the expected standard that can ordinarily be addressed through informal management. Examples include: isolated failure to follow a procedure; a single instance of minor lateness or absence; failure to complete an administrative task; unprofessional but not hostile interpersonal conduct. Minor misconduct is addressed informally by the line manager through a verbal conversation, documented briefly.

Serious Misconduct

Conduct that is a significant departure from expected standards but does not immediately destroy the employment relationship. Examples include: repeated minor misconduct after earlier warnings; deliberate failure to follow a significant policy; a first instance of significant insubordination; a single instance of dishonesty at a low value; and serious but non-violent interpersonal conflict. Serious misconduct is addressed through the formal procedure.

Gross Misconduct

Conduct so serious that it fundamentally destroys the employment relationship, justifying summary dismissal. Examples include:

- Theft, fraud, or deliberate misappropriation of RFLD or donor funds or property.
- Deliberate falsification of financial or programme records.
- Bribery or confirmed corruption.
- Sexual exploitation, abuse, or serious harassment (PSEAH violation).
- Violence or serious threats of violence against a colleague, beneficiary, or partner.
- Serious insubordination — deliberate and persistent refusal to follow lawful management instructions.
- Deliberate breach of confidentiality causing serious harm to RFLD or individuals.
- Serious violation of RFLD's Anti-Corruption, Safeguarding, or Data Protection policies.

12.3 The Formal Disciplinary Procedure

Step	Stage	Process	Timeline
1	Investigation	Where a conduct concern is identified, a brief investigation is conducted to establish the facts before any formal action. The employee is informed that an investigation is underway. The investigator has no prior involvement in the matter.	Completed within 10 business days (extendable)
2	Notification	The employee receives written notice of the allegation, the evidence gathered, the date and time of the hearing, and their right to be accompanied.	Minimum 5 business days before the hearing
3	Formal Hearing	A hearing is held at which the employee presents their case and responds to the	Held within 10 business days of notification

Step	Stage	Process	Timeline
		allegation. The decision-maker is not the investigator. The employee may call witnesses. The hearing is documented.	
4	Decision	A written decision is issued, specifying: the finding (misconduct upheld or not); the sanction (if any); the reasons; and the right to appeal.	Within 5 business days of the hearing
5	Appeal	The employee may appeal the decision within 10 business days of receiving the written outcome. The appeal is heard by a more senior manager (or Board member where the ED was the decision-maker).	Appeal heard within 15 business days of receipt

12.4 Disciplinary Sanctions

Sanction	Application	Duration / Effect
Verbal Warning	Minor misconduct — first occurrence.	Documented in HR file. Valid 6 months. Not issued in writing unless confirmed in a brief follow-up note.
Written Warning	Serious misconduct — first occurrence; or repeated minor misconduct after verbal warning.	Formal written notice filed in HR record. Valid 12 months.
Final Written Warning	Serious misconduct — second occurrence; or particularly serious first occurrence short of gross misconduct.	Formal written notice. Valid 12 months. Explicitly states dismissal is the next step.
Suspension with Pay	Precautionary — where the employee's presence during investigation could compromise the process or create risk. Not a disciplinary sanction.	Duration of investigation. Lifted on conclusion of investigation regardless of outcome.
Demotion or Role Change	Serious or repeated misconduct where dismissal is not warranted but the current role creates ongoing risk.	Permanent change to grade/role. Subject to Section 5.4 contract variation procedure.
Dismissal for Cause	Gross misconduct confirmed; or final written warning not heeded.	Employment ends with contractual notice (or pay in lieu). Written reasons provided.
Summary Dismissal	Confirmed gross misconduct of the most serious nature — listed in Section 12.2.	Employment ends immediately with no notice or pay in lieu of notice.

13. Grievance Policy and Procedure

13.1 Purpose and Principles

A grievance is a formal concern raised by an employee about any aspect of their employment — including management conduct, working conditions, pay, discrimination, harassment, or any other work-related matter. RFLD's grievance procedure ensures that employees have a clear, fair, and accessible route to raise concerns and receive a response. All grievances are treated confidentially, investigated promptly, and resolved impartially. Raising a grievance in good faith is never a disciplinary matter.

13.2 Informal Resolution — Step 1

The first step is informal resolution: the employee raises the concern directly with their line manager, seeking to resolve it through open conversation. The line manager responds within 10 business days. Many concerns are resolved at this stage without the need for formal proceedings. Where the concern involves the line manager, or where informal resolution fails, the employee proceeds to the formal grievance process.

13.3 Formal Grievance Procedure

Step	Stage	Process	Timeline
1	Submit Grievance	The employee submits a written grievance using the Grievance Form (Annex E), addressed to the Executive Director (or to the Board Chair where the grievance involves the ED). The form specifies: the nature of the concern; the events and dates; the evidence; and the outcome sought.	No deadline for submission
2	Acknowledgement	The Executive Director (or Board Chair) acknowledges receipt and confirms the investigation process and timeline in writing.	Within 3 business days of receipt
3	Investigation	An investigation is conducted — interviewing the aggrieved employee, any respondent, and relevant witnesses. The employee may be accompanied at any meeting. All meetings are documented.	Completed within 15 business days
4	Grievance Hearing	A hearing is held with the employee to ensure they have had a full opportunity to present their case before a decision is reached.	Within 10 business days of investigation completion
5	Decision	A written decision is issued specifying: findings; outcome; any action to be taken; and the right to appeal.	Within 5 business days of the hearing
6	Appeal	The employee may appeal the decision within 10 business days. Where the grievance was heard by the ED, the appeal is heard by a Board member. The appeal decision is final within RFLD's internal processes.	Appeal heard within 15 business days of receipt

13.4 Simultaneous Disciplinary and Grievance Proceedings

Where a grievance is submitted during an active disciplinary process, RFLD considers whether the grievance is related to the disciplinary matter. Where the issues are unrelated, both processes continue in parallel. Where they are related, both processes may be deferred until the conclusion of the disciplinary matter, with the employee's knowledge. The employee retains the right to raise a grievance about the disciplinary process itself.

14. Anti-Harassment and Dignity at Work

14.1 RFLD's Commitment

RFLD is committed to maintaining a working environment in which every staff member is treated with dignity and respect. Harassment, bullying, and discrimination have no place at RFLD — in any office, at any event, online, or in any other context connected to RFLD's work. This commitment applies to conduct between staff, from supervisors to subordinates, from subordinates to supervisors, from staff to partners and beneficiaries, and vice versa.

14.2 Definitions

- Harassment: Unwanted conduct related to a protected characteristic (Section 3.1) that has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating, or offensive environment.
- Sexual Harassment: Unwanted conduct of a sexual nature — covered in full by RFLD's Safeguarding & PSEAH Policy (RFLD-POL-SFG-v1.0). Also a disciplinary offence under this Policy.
- Bullying: Offensive, intimidating, malicious, or insulting behaviour — an abuse or misuse of power or position — that undermines, humiliates, denigrates, or injures the recipient. Bullying may be direct (verbal attacks, threats, physical conduct) or indirect (social exclusion, sabotage, persistent unwarranted criticism, micromanagement designed to undermine).
- Third-Party Harassment: Harassment of an RFLD employee by a non-RFLD person (partner staff, beneficiary, donor representative) in a context related to RFLD work. RFLD takes reasonable steps to protect staff from third-party harassment.

14.3 Reporting Harassment and Bullying

An employee who experiences or witnesses harassment or bullying may:

- Raise the matter informally with the line manager or, where the line manager is the alleged harasser, with the Executive Director.
- Raise a formal grievance under Section 13.
- Report to the Ethics Committee via integrity@rflgd.org — particularly for sexual harassment or where the line manager chain is implicated.

An employee who reports harassment or bullying in good faith is protected from retaliation. Any retaliation is itself a disciplinary offence under Section 12 and an integrity violation under the Anti-Corruption Policy.

14.4 Management Responsibility

Every RFLD manager — from line manager to Executive Director — is responsible for actively promoting a respectful working environment in their team. This includes: modelling respectful conduct at all times; addressing inappropriate conduct promptly when they observe it, without waiting for a formal complaint; ensuring team members know about reporting channels; and never penalising staff for raising concerns.

15. Staff Wellbeing and Mental Health

15.1 Why Wellbeing Matters at RFLD

RFLD's staff work on some of the most difficult human rights challenges in Africa — supporting activists at risk of arrest, documenting state violence, navigating shrinking civic space, and delivering programmes in fragile and conflict-affected environments. This work is meaningful and important. It is also emotionally and psychologically demanding in ways that are often underacknowledged. RFLD's commitment to staff wellbeing is not an HR formality — it is a recognition that sustainable, high-quality programme delivery is only possible when staff are supported as whole human beings.

15.2 RFLD's Wellbeing Commitments

- Employee Assistance Programme (EAP): All permanent staff and their immediate family members have access to confidential, professionally delivered counselling, mental health support, and financial advisory services through RFLD's contracted EAP provider. The EAP is independent of RFLD and all contacts are strictly confidential.
- Wellbeing days: Four additional paid wellbeing days per year, as specified in Section 7.4.
- Annual wellbeing assessment: RFLD conducts an anonymous annual staff wellbeing survey, the results of which are shared with all staff and used to improve working conditions.
- Workload monitoring: Line managers are responsible for monitoring team workloads and escalating unsustainable workload situations to the Executive Director before they reach crisis point.
- Flexible working: Flexible and remote working options (Section 8.3) support staff with caring responsibilities, health conditions, and other personal circumstances.
- Post-incident support: Staff who have experienced a traumatic incident in the course of their work — including field security incidents, exposure to graphic human rights documentation, or digital security compromises — are offered immediate access to EAP counselling and, where appropriate, a rest period.

15.3 Psychosocial Support for Field and Digital Rights Work

Staff working on NAFASI's digital rights and WHRD protection components — including those staffing the digital security helpline, documenting spyware attacks, and supporting activists under active surveillance — face specific psychosocial risks including secondary traumatic stress and vicarious trauma. RFLD provides:

- Quarterly structured team reflection sessions facilitated by an external professional — covering emotional processing of difficult programme content.
- Individual psychosocial support through the EAP for any staff member experiencing symptoms of burnout, secondary traumatic stress, or vicarious trauma.
- Regular rotation of staff from high-intensity digital security response roles where operationally feasible.

15.4 Mental Health at Work — Managers' Responsibilities

Line managers play a central role in staff mental health. They are responsible for: creating a team environment in which it is safe to discuss mental health; checking in regularly with team members on wellbeing (not only performance); signposting staff to the EAP and other support resources when needed; accommodating reasonable requests for adjusted workload or working arrangements linked to mental health; and never penalising a staff member for disclosing a mental health condition.

16. Conflict of Interest and Secondary Employment

16.1 Primary Obligation to RFLD

RFLD employees' primary professional obligation during their contracted hours is to RFLD. All activities that could create a conflict of interest with RFLD's work, or that could use RFLD's resources, relationships, or reputation for personal benefit, are subject to the requirements of this section and of RFLD's Anti-Corruption and Conflict of Interest Policy (RFLD-POL-ACOI-v1.0).

16.2 Secondary Employment and Consultancy

RFLD permanent employees may take on secondary employment, consultancy, or advisory roles only with the prior written approval of the Executive Director. Approval may be granted where:

- The secondary activity does not conflict with RFLD's mission or damage its reputation.
- The secondary activity does not involve a competitor, supplier, or partner of RFLD in a way that creates a conflict.
- The secondary activity does not use RFLD's time, resources, equipment, or relationships.
- The secondary activity does not reduce the employee's ability to fulfil their RFLD role effectively.

Approval may be withdrawn at any time if any of the above conditions cease to be met. Undisclosed secondary employment that conflicts with RFLD's interests is grounds for disciplinary action.

16.3 Political Activity

RFLD employees may hold personal political views and, in their personal time and personal capacity, engage in lawful political activity. They may not: use RFLD's name, platform, or resources to advance a personal political agenda; stand for elected political office without prior written approval from the Executive Director (which may be granted subject to unpaid leave arrangements); or engage in political activity that conflicts with RFLD's advocacy positions or donor relationships.

17. Confidentiality and Data Protection

17.1 Confidentiality Obligations

All RFLD employees owe a duty of confidentiality to RFLD in respect of: donor relationships and financial information; programme strategies and unpublished advocacy positions; personal data of beneficiaries, partners, and colleagues; information received in confidence from partner organisations; and any other information designated as confidential by RFLD. This duty applies during employment and continues after employment ends — there is no time limit on the obligation to protect trade secrets and Class 4 personal data.

17.2 Data Protection Obligations

All staff who handle personal data in connection with their RFLD role are subject to the full requirements of RFLD's Data Protection Policy (RFLD-POL-DPP-v1.0). This includes: completing mandatory data protection training; applying the correct data classification; using only approved systems; not transferring personal data to personal devices or accounts; and reporting any suspected data breach immediately to the DPO. Deliberate breaches of the Data Protection Policy are disciplinary offences.

18. Travel, Safety, and Security

18.1 Staff Safety as a Priority

The safety of RFLD staff is a non-negotiable priority. No programme activity, donor visit, or organisational objective justifies exposing staff to unacceptable security risk. RFLD's approach to staff safety in travel — particularly in fragile and conflict-affected environments — is governed by this Policy and by RFLD's country-specific security protocols, maintained by the Executive Director and updated as the security environment changes.

18.2 Travel Authorisation

All travel — domestic and international — requires prior written authorisation from the line manager (domestic) or Executive Director (international). For travel to fragile, conflict-affected, or high-security-risk locations (as defined by RFLD's country risk assessments), additional security briefing and Executive Director approval is required. Travel to locations under active RFLD travel restrictions requires Board approval.

18.3 Pre-Travel Security Briefing

For all international travel and for domestic travel to high-risk areas, staff receive a security briefing before departure covering: current security situation at the destination; communication protocols (check-in schedules); emergency contacts; evacuation procedures; and any specific digital security considerations (particularly relevant for staff working with WHRDs and activists).

18.4 Duty of Care During Travel

While a staff member is travelling on RFLD business, RFLD has a duty of care for their safety. This includes: providing travel insurance with medical evacuation coverage; ensuring emergency contacts are held by both RFLD and the staff member's emergency contact; responding immediately to a staff member in distress; and activating emergency support and evacuation procedures where necessary. Staff are required to check in with their line manager according to the agreed schedule during field travel.

18.5 Right to Refuse Unsafe Work

No RFLD employee may be penalised for refusing to travel to or remain in a location they reasonably believe poses an unacceptable risk to their physical safety. A staff member exercising this right must: inform their line manager immediately; describe the safety concern specifically; and cooperate with RFLD's assessment of the risk. Where RFLD and the employee disagree on the level of risk, the employee's safety assessment is given significant weight and the Executive Director makes the final decision.

19. Separation and Offboarding

19.1 Types of Separation

Separation Type	Description	Key Process Requirements
Resignation	Employee-initiated. Employee gives notice as required by their contract.	Notice period observed or paid in lieu with mutual agreement. Handover plan prepared.
End of Fixed-Term Contract	Contract expires at the agreed end date.	30 days' advance notice from RFLD of non-renewal. Handover plan. Entitlements calculated to end date.
Mutual Separation	Both parties agree to end the employment relationship, typically with a negotiated settlement.	Written separation agreement specifying terms. Legal advice recommended for both parties.
Retirement	Employee reaches retirement age as defined in the relevant national law or as agreed with RFLD.	Minimum 3 months' advance notice from employee. Entitlements calculated under national law.
Dismissal for Cause	Confirmed misconduct under Section 12. Disciplinary process fully observed.	Written reasons. Notice or pay in lieu (except summary dismissal). Appeal rights communicated.
Summary Dismissal	Confirmed gross misconduct. Immediate termination.	Written reasons. No notice or notice pay. Right of appeal preserved.
Redundancy	Role eliminated due to organisational restructuring or funding loss — not due to the employee's performance.	Consultation process as required by national law. Redundancy pay as required by national law. Alternative roles explored before redundancy confirmed.

19.2 Offboarding Process

Every separation — regardless of type — is managed through a structured offboarding process:

1. **Handover plan:** The departing employee prepares a written handover document covering all current activities, contacts, pending actions, and file locations. Handover is reviewed by the line manager.
2. **Equipment and access return:** All RFLD equipment (laptop, phone, access cards, keys) must be returned by the last day of employment. All RFLD system access is revoked on or before the last day. Remote wipe of devices confirmed.
3. **Final expenses and advances:** All outstanding travel advances and expense claims are settled within the notice period. Any outstanding advance that cannot be reconciled is deducted from final pay.
4. **Exit interview:** The Executive Director (or designated HR representative) conducts an exit interview with the departing employee using the Exit Interview Form (Annex F). The exit interview is confidential and voluntary. Themes from exit interviews are reviewed annually to identify patterns.
5. **Final pay:** Final salary payment, including all accrued but untaken leave (calculated at the daily rate) and any statutory entitlements, is processed within 30 days of the last day of employment or as required by national law.
6. **Confidentiality reminder:** The departing employee receives a written reminder of their continuing confidentiality obligations post-employment.
7. **Reference:** RFLD provides factual employment references (confirming dates of employment and role held) to future employers on request. Character references from the Executive Director are provided at RFLD's discretion.

20. Governance, Compliance, and Policy Review

20.1 Compliance and Monitoring

The Executive Director is responsible for overseeing compliance with this Policy across all four offices. The Finance Manager supports compliance in HR-related financial matters. Line managers are responsible for day-to-day compliance within their teams. The Board is responsible for oversight of HR matters involving the Executive Director and for approving this Policy annually.

20.2 HR Reporting to the Board

The Executive Director presents an annual HR Report to the Board covering: headcount by office and grade; staff turnover rate; recruitment activity; salary review outcomes; leave utilisation; training completion; disciplinary and grievance cases (in aggregate — not individually identified); wellbeing survey results; and any significant HR risks or changes recommended. The Board reviews and approves this Policy and the Financial Authorisation Matrix (which includes HR authorisation thresholds) annually.

20.3 Policy Review

This Policy is reviewed annually by the Executive Director in consultation with all office leads, and presented to the Board for approval. An out-of-cycle review is triggered by: a material change in national employment law in any RFLD country; a significant HR incident or formal investigation; a Sida, GIZ/BMZ, or other donor instruction relating to RFLD's HR practices; or a significant change in RFLD's size or structure. All amendments are communicated to all staff within 30 days of Board approval.

20.4 Version History

Version	Date	Summary	Approved By
1.0	May 2026	Initial adoption — developed for RFLD's four-office pan-African structure. Incorporates feminist employment principles; national law compliance across Benin, Ghana, Senegal, and The Gambia; safe recruitment standards aligned to RFLD-POL-SFG-v1.0; NAFASI-specific wellbeing provisions for human rights work. Aligned to ILO core conventions.	Board of Directors

Policy Approval

Executive Director — Gloria Sekonou	Board Representative	Staff Representative (Consultation)
Name:	Name:	Name:
Title:	Title:	Title:
Signature:	Signature:	Signature:
Date:	Date:	Date:

KEY HR CONTACTS

Executive Director (HR decisions): agueh.dossi@rflgd.org General HR enquiries: admin@rflgd.org Ethics, safeguarding, harassment reports: integrity@rflgd.org Cotonou HQ: +229 01 50 02 46 19 | Accra: +233 53 496 8866 | Dakar: +221 77 541 84 37 | Banjul: via Cotonou EAP (confidential counselling): Details in each office's staff handbook

Annex A — Employment Contract Checklist

INSTRUCTIONS

Finance Officer / HR Lead completes before issuing any employment contract. All mandatory items must be present. Countersigned by Executive Director before contract is issued to the employee.

#	Contract Element	Present	Notes
1	RFLD's full legal name and registered office address	☐ ✓	
2	Employee's full legal name and identity document reference	☐ ✓	
3	Job title	☐ ✓	
4	Reference to attached job description	☐ ✓	
5	Contract type (Permanent / Fixed-Term — with end date if fixed-term)	☐ ✓	
6	Start date	☐ ✓	
7	Probationary period — duration and conditions	☐ ✓	
8	Place of work — office location and remote working conditions (if any)	☐ ✓	
9	Standard working hours — weekly total and daily schedule	☐ ✓	
10	Salary — amount, currency, payment frequency (monthly), payment method	☐ ✓	
11	Annual leave entitlement	☐ ✓	
12	Notice period for resignation by employee	☐ ✓	
13	Notice period for termination by RFLD	☐ ✓	
14	Reference to HR Policy (RFLD-POL-HR-v1.0)	☐ ✓	
15	Reference to Anti-Corruption & CoI Policy (RFLD-POL-ACOI-v1.0)	☐ ✓	
16	Reference to Safeguarding & PSEAH Policy (RFLD-POL-SFG-v1.0)	☐ ✓	
17	Reference to Data Protection Policy (RFLD-POL-DPP-v1.0)	☐ ✓	
18	Confidentiality clause — during and after employment	☐ ✓	
19	Governing law — national law of office country	☐ ✓	
20	Signature line for both parties — with date	☐ ✓	

HR Lead / Finance Officer — Signature & Date	Executive Director — Authorisation & Date
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date:

Annex B — Probation Assessment Form

INSTRUCTIONS

Completed by the line manager at the mid-point and at the end of the probationary period. Discussed with the employee in a structured review meeting. Signed by both parties. Filed in the HR record.

Employee Name		Role Title	
Office / Location		Line Manager	
Probation Start Date		Review Type (Mid / End)	

Assessment against Key Probation Objectives

Assessment Area	Rating (1–4)	Evidence and Comments
Understanding of role and responsibilities		
Technical competence — key role requirements		
Quality and timeliness of work		
Adherence to RFLD's core policies (Anti-Corruption; Safeguarding; Data Protection)		
Conduct and professional behaviour		
Relationship with colleagues and partners		
Attendance and reliability		
Initiative and engagement with RFLD's mission		

Outcome

Probation Outcome	☐ Confirmed — probation passed successfully ☐ Extended — by _____ months. Specific targets: see attached ☐ Not confirmed — employment ends on _____
Summary and Recommendations	

Line Manager — Signature & Date	Employee — Signature & Date
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date:

Annex C — Annual Performance Review Form

INSTRUCTIONS

Completed jointly by the employee and line manager. Employee completes the self-assessment section first; line manager completes the manager assessment. Discussed in the annual appraisal meeting. Signed by both parties. Reviewed by Executive Director.

Employee Name		Role Title & Grade	
Review Period		Line Manager	

Section A — Achievement of Goals

Goal (as set at start of year)	Achievement — Employee View	Achievement — Manager View	Rating (0–4)
Goal 1:			
Goal 2:			
Goal 3:			
Goal 4:			
Goal 5:			

Section B — Competency Assessment

Competency	Rating (0–4)	Evidence / Comments
Technical knowledge and professional skills		
Planning, organisation, and delivery		
Communication and collaboration		
Initiative, problem-solving, and adaptability		
Commitment to RFLD's feminist values and mission		
Conduct and respect for RFLD's policies		

Section C — Development and Goals for Next Year

Key development needs and planned learning activities:

Agreed goals for the next performance year:

Overall Rating (0–4) and recommendation	ED Review (consistency check)
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Employee — Signature & Date	Line Manager — Signature & Date
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date:

Annex D — Disciplinary Hearing Record

INSTRUCTIONS

Completed by the hearing chair for every formal disciplinary hearing. A copy is given to the employee. The original is filed in the HR record. The hearing record forms part of the appeal documentation if an appeal is lodged.

Employee Name		Role Title	
Hearing Date and Location		Hearing Chair	
Note-Taker		Employee's Companion (if any)	
Allegation(s) under consideration			

Summary of management case presented

Summary of employee's response

Evidence reviewed

Witnesses heard (names and summary of evidence)

Finding: Misconduct upheld / not upheld (with reasons)

Sanction imposed (if finding upheld)	☐ Verbal Warning ☐ Written Warning ☐ Final Written Warning ☐ Dismissal for Cause ☐ Summary Dismissal ☐ Other: _____
Effective date of sanction	
Reasons for sanction (with reference to mitigating / aggravating factors)	
Appeal right communicated? (Yes / No)	
Appeal deadline (15 business days from this date)	

Hearing Chair — Signature & Date	Employee Acknowledgement — Signature & Date
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date:

Annex E — Grievance Form

INSTRUCTIONS

Complete and submit to Executive Director (or Board Chair if the grievance involves the ED) at admin@rflgd.org or by sealed letter to the relevant office. A copy is kept by the employee and the original filed in the HR record.

Employee Name		Role Title	
Office / Location		Date of Submission	
Line Manager Name		Is the grievance about the line manager? (Yes / No)	

Nature of the grievance — describe specifically what happened, including dates and locations:

Who was involved? (Names and roles)

Evidence you are relying on (attach documents or list witnesses):

Have you attempted informal resolution? If yes, describe what happened:

What outcome are you seeking?

By submitting this form, I confirm that the information is accurate to the best of my knowledge. I understand that RFLD will investigate this grievance fairly, impartially, and confidentially.

Employee — Signature & Date	Received by (ED / Board Chair) — Signature & Date
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date:

Annex F — Exit Interview Form

INSTRUCTIONS

Conducted by Executive Director or designated HR lead within the notice period. Voluntary and confidential. Responses are used in aggregate to improve RFLD's HR practices and are not shared with the line manager without the employee's consent.

Employee Name		Role Title	
Office / Location		Date of Interview	
Last Day of Employment		Separation Type	

What are your main reasons for leaving RFLD?

What did you most value about working at RFLD?

What could RFLD have done better as an employer?

How would you rate the working culture and environment? Please explain.

Did you feel your work was valued and recognised appropriately?

Were your workload and wellbeing adequately supported?

Any concerns about conduct, harassment, or discrimination you wish to flag? (You are not obliged to answer.)

What suggestions would you make to improve RFLD's working environment?

Is there anything else you would like to share that may help RFLD improve?

Interviewer — Signature & Date	Employee — Signature (voluntary) & Date
Name:	Name:
Title:	Title:
Signature:	Signature:
Date:	Date: