CARE INTERNATIONAL SOMALIA/SOMALILAND

Staff Learning, Training and Development Policy

July 2017
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STAFF LEARNING, TRAINING AND DEVELOPMENT

CARE International in Somalia/Somaliland will be a working environment that will foster diversity and promote organizational learning. Working in collaboration with Programs and Departments, the HR office will initiate, coordinate and implement learning and development programs that will foster diversity and learning.

CARE believes the fundamental aim of training is to help the Organization achieves its purpose by adding value to its key resource – the people it employs. Training means investing in people to enable them to perform better and to empower them to make the best use of their natural abilities.

CARE is committed to invest in staff development initiatives, however, with the limited resources available, training opportunities have to be limited to those which has direct links with needs of programs priorities, and is informed through the performance reviews report. Therefore it should not be considered as an entitlement or guarantee. Professional development initiatives will be subject to funding availability and necessary approvals. The SMT will set the cost allocation through the annual training plan. Employees should discuss their training and development needs with their supervisors for inclusion in the annual training plan.

CARE’s staff learning will generally fall in into three broad categories as outlined below:

1.1 Continuous On-the-Job Training/Mentorship
On-the-job training and mentorship is an integral part of CARE’s daily operations, and supervisors shall be responsible for the overall on the job training and mentorship of new employees. Such learning can be enhanced through the following developmental opportunities:

- On-the-job training, particularly in the specific skills required for the job
- Participation in action learning programs
- Cross-training assignments
- Temporary performance of higher duties
- Mentorship and coaching

1.2 Participation in Internal and External Training Programs
Internal training programs will be developed on consideration of the relevant skills required to strengthen professional capacity. Training programs will be geared towards developing the individual for future challenges and roles.

CARE’s policy is to develop in house or provide access to short term training opportunities rather than long term external training. However, opportunities to participate in external training programs may be identified by the staff member or line manager.

1.3 Free, online learning opportunities exist through the care academy (http://careacademy.org/) The learning materials are designed to promote individualized learning as well as offer staff opportunity to undertake courses at their own pace. CARE
academy provides access to learning courses such as leadership, management, finance and IT. In addition, a number of CARE specific modules have been developed. Staff are allowed to use their work time to complete the e-learning courses provided that it has been discussed with the immediate manager.

1.4 Subscription to Professional Body

To facilitate continuous professional development, networking and to keep CARE staff abreast of emerging trends in their professional areas, CARE shall pay annual subscription and membership renewal fee for employees in various professional bodies. The employee work within the organization must be in the same area of profession.

1.5 Objectives of the staff learning, training and development

a) To facilitate staff to undertake diverse internal, external and online learning opportunities that will help upgrade and develop their behavioral competencies and skills thus fostering their career path, growth and development

b) To develop and implement staff learning programs that will foster diversity, individual, team, cross-functional and operational organizational learning

c) To provide CARE Somalia/ Somaliland managers a framework for taking decisions on staff learning and development opportunities

d) To guide CARE employees in selecting programs that will meet their learning and development needs for realization of their career aspirations

e) To promote learning and development programs that will enable staff to continue engaging in processes and activities that would be geared towards realizing the CARE vision and mission

2.0 INDIVIDUAL CAREER DEVELOPMENT POLICY

The Individual Career Development (ICD) Program provides CARE Somalia/Somaliland employees opportunity to undertake learning programs that will foster their Individual Career path, growth and development. The programs seek to upgrade as well as develop employee’s behavioral competencies and skills in order to improve their performance in their current job positions, perceived growth and or diversity.

ICD opportunities are proactively or reactively arranged to address staff development needs that are generated during the continuous monitoring of employee performance through the mid-year, and annual performance appraisal (APA), internal processes such as audit and organizational restructuring, new programs/projects and the emerging global and national issues.

2.1 Who is eligible?

All CARE employees including national, Regional and International Hires.
2.2 Roles in Staff Development

The ICD Policy will be implemented with the HR Office in collaboration with Programs, Departments and other Units. This arrangement envisions that the Unit, supervisors and employees will perform the following roles for effective implementation of the policy:

2.2.1 Roles of the HR Office

The roles of the Unit in staff development will include:

a) Development, review, dissemination and implementation of the Staff Development Policy.
b) Identifying staff development needs in collaboration with Programs, Departments and other Units
c) Coordination of the Staff Development Programs
d) Organizing and Coordinating the Orientation Program
e) Providing guidance and counseling on career growth, development and learning opportunities
f) Ensuring that staff development opportunities are equitably allocated to CARE Somalia/Somaliland employees
g) Linking CARE staff with organizations, Institutions and bodies that offer scholarships
h) Organizing and conducting Leadership Development programs for CARE’s key staff
i) Coordination of CARE initiatives including behavioral competencies, Gender, Equity and Diversity Programs, HIV & AIDs at the workplace
j) Promoting on-line Learning through CARE Academy and other sources
k) Monitoring and evaluating staff development activities
l) Managing the CARE resource centers
m) Coordination of Internship Programs
n) Coordination of dissemination of other organizational policies
o) Receiving ICD application forms from supervisors, submitting them to the Head of HR for authorization and Finance Manager for fees processing.

2.2.2 Roles of Supervisors

The supervisors perform the following roles in staff learning, training and development:

a) Identifying priority staff development needs of their supervisees and incorporate them to the Program/Department/Unit Annual Operating Plan (AOP)
b) Take lead in implementing the CARE Performance Management System
c) Generating competencies and skills-based staff development information during the performance management cycle to support decisions on the relevant learning opportunities
d) Guiding and counseling their supervisees to undertake appropriate learning and development opportunities
e) Guiding their supervisees to identify their behavioral competencies and skills, and improvements needed for realizing effective performance in their current job positions, perceived career growth and diversity.
f) Educating staff that are working under them to utilize the staff development opportunities provided for in all staff development policies
g) Identifying staff with competencies and skills that could assist in facilitating program/departmental learning sessions for their colleagues
h) Plan and or organize implementation of appropriate interventions to address the
departmental/program/unit staff development needs
i) Promote team and cross-functional learning.

2.2.3 Roles of Individual Employees
The roles of the individual employee in staff learning, training and development will include:

a) Every CARE employee will be the primary person responsible for his/her own professional development
b) Proactively seeking information from their supervisors, colleagues as well as the HR officer about the available staff development opportunities
c) Identifying their behavioral competencies and skills as well as deficiencies that will need improvement for realization of effective performance in their current job positions, perceived career growth and diversity.
d) Work with their supervisors and HR Officer or colleagues to identify appropriate learning opportunities, and if possible learning institutions.
e) Obtain admission letters, fees structures and bank details of the institution, organization or body that is conducting the learning program. These documents and information are attached to the completed ICD form.
f) Fill the ICD form, submit it to their supervisor and HR Officer for recommendations
g) Collect the cheque from Finance Department, or confirm whether the bank transfer has been done to the bank account of the institution, organization or body offering the learning opportunity.
h) Account for the money paid as fees if by cheque or any other means approved by the Finance Manager
i) Attend learning classes, share with other employees and his/her supervisor the lessons learnt during the program sessions and explore how these can fit into CARE activities.

2.3 The Scope of ICD Opportunities

2.3.1 Orientation program

a) Orientation is the process of receiving and welcoming new employees to CARE. It will involve giving them the basic information that will enable them to settle quickly in their new job positions.
b) The orientation program starts on the first day that the new employee reports to the HR Department and fills the forms.
c) Prior to the reporting date, the HR department will prepare the orientation program and request the relevant CARE staff to orient the new employee.
d) The orientation program is designed to run for 5 days with breaks to allow the new employees to reflect on the information that they will get from the various sources within the organization.
e) The methodology for conducting the orientation program is a one-to-one interactive session. This will involve the new staff walking into the office of the CARE staff that is orienting him/her.
f) When more new employees are reporting at the same time, a possibility of conducting common sessions will be considered and an appropriate venue for the orientation will be identified by the staff development unit.
g) The objectives of orientation program are to:
   - Familiarize the new employee with the new working environment as well as reduce the fear and anxiety associated with a new working environment
   - Introduce the new employee to his/her responsibilities and reporting relationships
   - Familiarize new employees with the organizational systems, policies and procedures

h) Once the new employee has reported and completed filling the HR forms, he/she will be introduced to his/her Supervisor, who will ensure that they are allocated a desk/table, chair, computer, phone extension and email address as well as provided hard copies of the internal telephone directory and introduced to the key security contacts of the office.

i) The orientation program will cover the following aspects:
   - Introduction to key staff in the Country Office and the program or department where her/she will be attached
   - CARE vision, Mission and Strategic Directions
   - CARE’s Organizational structure & reporting relationships
   - Performance management system (AOP, IOP, Performance Reviews)
   - CARE’s competencies
   - CARE’s Package of policies
   - Roles and responsibilities of the new employee. The new employee will spend more time with his/her supervisor to discuss his/her job descriptions and how the job relates to others in the same program or department.
   - Procedures of Travel Expenses Report, Procurement, Finance & HR
   - Safety procedures
   - Staff development opportunities
   - CARE’s resource centre

j) CARE’s staff that will orient new employees are encouraged to create time for clarifying whole or part of their presentation if the oriented so requested for a second meeting.

2.3.2 Short Learning Opportunities

a) Short Learning Opportunities are on-the-job learning programs which are either organized by the Staff Development Unit or Programs or Departments, or may be undertaken in training institutions. These opportunities may run for a continuous period or as modules in a Fiscal year.

b) Learning opportunities under these category seek to upgrade as well develop competencies and skills that will enhance an employee’s performance in the current job position, perceived career growth or diversity.

c) Employees interested to undertake short learning opportunities seek permission from their supervisors. If permission is granted, in the case of external learning opportunities (local and international), the employee will fill the ICD form and submit it to his/her supervisor for recommendations.

d) Provided the request is supported by documents from the organizers, the supervisor may grant learning leave days that are equivalent to the duration of the learning program, which shall not exceed 20 working days in a Fiscal Year.
e) Where the number of days required to attend the short learning opportunity exceeds 20 working days in a Fiscal Year, the employee will supplement them by applying for the extra days from his/her annual leave days.

f) The learning leave days granted to the employee to undertake short learning opportunities are not part of his/her annual leave days, except as stated in 2(e) above.

2.3.3 Professional Fellowships and Leadership Development Programs

a) CARE will provide staff opportunity to undertake the Leadership Development Programs that will be organized internally as well as those that are offered by learning institutions. These programs are part of the process of upgrading as well as developing leadership competencies and skills that will enable staff to effectively participate in decision making positions.

b) Professional Fellowship & Leadership Development Programs are learning opportunities that are fully funded by sponsoring Department, Program, Organization, Institutions or Body.

c) CARE will avail information to staff about the externally organized Professional Fellowships and Leadership Development programs to enable them apply.

d) The HR Officer in consultation with the Head of HR and senior management team will define the target groups for the CARE Leadership Development Programs.

e) Employees who will be interested to apply for the externally organized and sponsored Professional Fellowships or Leadership Development learning opportunities will need their supervisors’ recommendations. In case the duration of these learning opportunities exceeds 20 working days, the supervisor of the applicant will consult the ACD Programs or Head of Department for approval.

f) Upon being satisfied that the supervisor and or the ACD or Head of Department has given approval, the Staff Development Officer will recommend to the HR Manager for authorization of the learning leave days.

g) When the employee has been granted permission to undertake the Professional Fellowship or Leadership Development program, he/she will retain his full salary and benefits for a maximum of 17 weeks. This arrangement will apply to situations where the employee has submitted documents from the organizers to support his or her request for learning leave days. The supervisor will approve leave equivalent to the duration of the learning opportunity based on the documents submitted from the organizers.

h) The learning leave days granted to the employee to undertake learning under the Fellowship and Leadership Development programs are part of the study leave.

i) Recommendation to the sponsoring Organization, Institution or Body will be made by any one of the following offices; Head of HR, CD or ACD Programs, except where the sponsor has specified the office which should recommend the employee.

2.3.4 Distance/Correspondence learning opportunities

a) CARE encourages staff to undertake relevant learning opportunities through distance learning to enable them to improve their competencies and skills.

b) All employees pursuing courses under this program will ensure that their supervisors and the HR Office have adequate information about the courses they are undertaking.

c) Distance learning opportunities are undertaken without interrupting office work
except when the employee is permitted to attend common classes if applicable or appear for the course examinations.

d) Employees that are preparing to attend common classes if applicable or appearing for their examinations under the distance learning opportunities are required to submit to their supervisors’ documents from the institution offering the course to support their request for learning leave days. The supervisors will approve learning leave days that are equivalent to the examinations or common classes’ duration, subject to a maximum of 10 days in a Fiscal Year.

e) Where the number of days required to attend the common classes and examinations exceeds 10 working days in a Fiscal Year, the employee will supplement them by applying for the extra days from his/her annual leave days.

2.3.5 The CARE Academy Learning Programs

a) The CARE Academy offers learning programs in the field of humanitarian relief and development through on-line (http://careacademy.org/) The learning materials are designed to promote individualized learning as well as offer staff opportunity to undertake courses at their own pace.

b) The HR Office will work with programs to encourage staff to take the Care Academy courses that are relevant to their current job positions, perceived growth and or diversity. The Unit will also ensure that the Academy’s learning materials are available in all Field offices as well as in Nairobi.

c) Employees that have completed the Care Academy courses are encouraged to report to the CO’s Academy Liaison Person, who will arrange for issuance of certificates from Atlanta. For the time being, the Liaison Person is Abdulkadir Said, email: Abdulkadir.said@care.org

2.3.6 Part-Time Learning Opportunities

a) CARE encourages employees to pursue long-term learning opportunities that will lead to their career path or continuing career on part-time basis. These learning opportunities are those in which the sessions are conducted outside office hours and during weekends. Employees pursuing courses under this program are encouraged to inform their supervisors and the HR Officer.

b) Whereas the ICD sponsorship provided for in this policy is US $ 250 per Fiscal Year, the HR Officer consultation with the Head of HR, or on the recommendation of the ACD, Finance Director or Team Leaders, may allocate employees who are in low grades such as cleaners, guards, drivers, cooks, office helpers and assistants up to US $ 300 per Fiscal year to pay fees under the Part-Time Learning Program.

c) Employees that are pursuing studies under this program will be granted examination-leave days that are equivalent to the number of days that they will be appearing for their examinations. Provided there are documentary proves issued by the Institution offering the course, the supervisors may grant an employee up to 10 days leave to appear for their course examinations in a Fiscal Year.

d) Where the number of days required to appear for course examinations exceeds 10
working days in a Fiscal Year, the employee will supplement them by applying for the extra days from his/her annual leave days.

2.3.7 Linking CARE employees to agencies offering Scholarships

a) The HR office will link the CARE employees to agencies that offer financial support to undertake studies in areas of interest. This will include undergraduate, professional, certificate, diploma and postgraduate programs.

b) CARE employees who are applying for consideration will be expected to meet the requirements set out by the agency that has announced the scholarships.

c) The sponsor will meet all expenses of the learning opportunity including tuition, accommodation, meals, per diems, transport, visas, travel insurance if applicable and medical cover, except where the sponsoring organization and CARE may mutually agree to share the expenses of the learning opportunity.

d) In case the learning opportunity will run for 20 days or less, the supervisor may grant the employee permission to undertake the program, provided the employee submits documentary proves from the institution offering the course to support the request for learning leave days. The supervisor will approve leave days that are equivalent to the duration of the learning opportunity.

e) Employees who successfully apply for scholarships whose duration is more than 20 days but less than 5 months and receive favorable recommendations from the supervisors and ACDs or Head of Departments, will retain their salaries and benefits for a maximum duration of 4 months.

f) Provided there are documentary proves from the organizers, the supervisors will grant learning leave days that are equivalent to the duration of the learning opportunity, subject to a maximum of 4 months under this program.

g) Employees who are interested to apply for long-term scholarships whose duration will last for 5 months and above, should familiarize themselves with options that will be considered for CARE staff to be granted a study leave. Please the Study Leave Policy.

h) Employees, whose applications for scholarships are successful, will fill the ICD form and submit it to their supervisor, Head of HR and ACD or Head of Department to obtain approval in writing before they proceed to undertake the learning Opportunities.

2.4 ICD Funds and their Management

a) CARE will provide an annual budget for staff learning and development. The amount is from the unrestricted budget. The ICD Fund will be managed by the staff learning subcommittee of the Senior Management Team.

b) The ICD funds are allocated to individual members of staff on the basis of priority staff development needs of CARE Programs, Departments and Units.

c) Employees will apply for the ICD funds through their supervisors.

d) The employees whose application for ICD funds is approved, he/she will be allocated up to US $ 250 per Fiscal Year, provided there are documentary evidence from the institution offering the learning opportunity to support the request for the amount.

e) CARE employees and Fellows can access the ICD fund only once in a FY. The CARE Fiscal Year runs from July to June.

f) In the case where the amount that is required to be paid as fees is less than US $250,
the HR Office will allocate the employee the actual amount that will meet the fees expenses. The balance cannot be claimed by the applicant under any circumstances.

**g)** The CD, ACD, Finance Director and Head of HR, can give authority to meet the expenses of a learning opportunity that will cost more than US $ 250 from the ICD fund.

**h)** The ICD Funds are paid directly to the organization, institution or body organizing the learning opportunity. This may be by Bank transfer or cheque or by the appropriate mode approved by the Finance Director for a Field Office.

**i)** The ICD funds and the Projects will co-sponsor some of the learning opportunities that will cost more than US $250. Where this will be the case, the ICD funds will meet the tuition fees while the co-sponsor will meet expenses of transport, accommodation, meals, travel insurance, visa, per diems, and airport tax.

**j)** It is the responsibility of the employee or fellow that has benefited from the ICD fund to ensure that the right accounting documents are submitted to the Finance Office.

**k)** Failure to submit accounting documents of the amount approved for fees, may result to the recovery of the amount involved from the employee’s salary or stipend in the case of a Fellow.

**l)** The ICD Fund benefits only CARE staff and Fellows. Employees or Fellows not able to attend the learning opportunity due to official reasons will seek permission from their supervisors, who will consult with any of the following offices Head of HR, ACD-Programs, CD to determine whether the fees could be utilized by any member of staff with a similar learning need.

**m)** If any employee attempts to transfer the funds to unauthorized person, the HR disciplinary actions that are taken in cases where the CARE Core Values of Integrity, Respect, Commitment and Excellence are violated will be taken against such an employee.

### 2.5 How to apply for ICD Funds

**a)** Employees who are interested to access ICD Funds, are encouraged to initiate discussions with their supervisors to explain the competencies and skills that they wish to improve on as a result of undertaking the planned learning opportunity.

**b)** The supervisor may revisit the mid-year and annual performance appraisal report to ensure that issues generated through the performance management cycle are part of what the intended learning opportunity will address.

**c)** Once the supervisor and the employee agree about the competencies and skills that are to be addressed by the intended learning opportunity, the employee will fill the ICD Application Form (see Appendix 1) and submit it to his/her supervisor for recommendations.

**d)** Where the supervisor does not recommend the employee to undertake a learning opportunity, he/she should discuss the reasons for the said action with the concerned applicant.

**e)** Upon obtaining the supervisor’s recommendation, the employee will submit the form to the HR Officer and in the case of the field offices to the HR Officer/Point Person. HR Point person will ensure that the following documents are attached and information provided:

- Admission letter from the organization, institution or body offering the learning opportunity
ii. Fees structures
iii. Appropriate budgetary charging details indicated
iv. Sponsorship letters in case of scholarships, Fellowships and Leadership Development Programs.

f) Upon confirming that the documents and information listed in 1.7.1 (f) are attached to the ICD form and information provided, the HR Officer will make recommendations, sign the form and submit it to the Head of HR for appropriate action.
g) For the Field Offices, upon the HR Point Person confirming that the documents are attached and information provided, she/he will make recommendations, sign the form and submit it to the Team Leader for appropriate action.
h) When the Head of HR or Team Leader has approved the application for ICD Funds, the HR Officer or HR Point Person will submit the forms to the Finance Department to process fees.
i) In the event that the Head of HR applies for the ICD funds and the CD recommends the application, the HR Officer shall treat the CD’s signature as granting authority to process payment of fees. In the case of other direct reports of the CD, they will follow the ICD procedures.

2.6 Per-diem
When the learning opportunity takes place away from the working station, the employee will be paid per diem based on the rates provided for in the current Perdiem policy. If the learning opportunity takes place outside the country, payment of per diem will be based on the current CARE USA rates. These rates are available with the HR Point People and Finance Officers.

3.0 TEMPORARY DUTY ASSIGNMENT (TDY) POLICY

a) TDY is a program in which an employee possessing skills and competencies in a specific area is given opportunity to apply them in carrying out an assignment in a different Country Office (CO), CARE USA headquarters (headquarters), CARE International member (member) Office or Care Somalia/ Somaliland ) sub-office other than the designated working station.

b) TDY arrangement is as a result of a temporary vacancy or need for additional temporary staff. The need for additional personnel may be due to an emergency, special project or prolonged absence of a current employee.

c) Employee identified for TDY must have been performing satisfactorily in their current position (Good Performance equivalent to Fully Meets Requirements of CARE USA or Exceeds Expectations equivalent to SER of CARE USA), and meets the minimum qualifications of the TDY requirements.

d) It is only employees who have completed a minimum of one performance appraisal year with CARE that are considered for TDYs.
e) CARE TDY lasts up to 6 months. All TDYs undertaken outside of CARE Somalia/ Somaliland are authorized by the CD while those which are undertaken within CARE Somalia/ Somaliland are authorized by the ACDs/Sector Coordinators /Finance Director /Head of HR and Admin.

f) The CO, headquarters unit/department (HQ) or member that is requesting for a TDY, goes through the Country Director (CD) or any member of the Senior Management Team prior to contacting an employee. This ensures that leaders who are most familiar with the qualifications and experience of the staff have the opportunity to recommend the best candidate or to apprise the requesting CO, HQ unit/department or member of information regarding a particular candidate.

g) Employees identified for TDYs will fill a TDY Application form (see Appendix II). During the TDY assignment, the family of the employee does not lose their health and welfare benefits provided by CARE Somalia/ Somaliland.

h) CARE Somalia/ Somaliland will arrange any one of the following TDYs.

3.1 CARE SOMALIA/ SOMALILAND to another CARE Country Office, CARE USA H/Qs, CARE International Member

a) This takes place when another CARE CO, CARE International member or CARE USA headquarters (the three arrangements are hereafter referred to as Office) request staff from CARE Somalia/ Somaliland for a TDY. The requesting Office meets all costs associated with the TDY including evacuation insurance, visas, medical, travel insurance, disability insurance, accidental death and dismemberment insurance, and life insurance. A temporary insurance policy may be purchased if necessary. The requesting Office must also arrange for an appropriate visa for the TDY participant.

b) It is the responsibility of the requesting Office to provide the scope of work, and pay any salary, per-diems, housing, travel, and any other related costs associated with the TDY. Any monies paid to or on behalf of the employee by CARE Somalia/ Somaliland are cross-charged to the requesting Office.

c) Where the TDY assignment attracts a higher salary than the CARE Somalia/ Somaliland staff is currently earning, the additional compensation becomes part of the arrangement. The actual amount of additional money to be paid is mutually agreed on by the Country Director and Head of HR and the requesting Office. CARE Somalia/ Somaliland cross-charges the requesting Office the sum of the local monthly compensation and benefits plus the additional money. In order to remain compliant with the local taxation laws, the additional monies paid to CARE Somalia/Somaliland employees going on TDYs are added to their salaries.

d) The requesting Office covers all local costs such as lodging and per-diem. The per-diem is paid directly to the TDY participant while the lodging expenses may be paid directly to the participant or hotel. Travel costs are covered by the requesting Office and are either
paid directly to the participant by the requesting Office or met by CARE Somalia/Somaliland and cross-charged to the concerned Office.

3.2 Short TDYs

a) CARE Somalia/Somaliland will also arrange for short TDYs with CARE USA headquarters, CARE COs and CARE International members. If the assignment lasts for one month or less, the employee maintains his or her current salary level.

b) If the assignment is more than one month but lasts less than three months, the employee is paid at a level that is equivalent to what the requesting Office would pay to hire someone from outside of CARE.

c) If the employee’s current salary is higher than the base salary that the requesting Office would pay when hiring someone from outside of CARE, then the employee will maintain his or her current salary level. CARE Somalia/Somaliland will pay the employee the salary and cross-charge to the hosting Office.

d) The hosting Office pays the employee on assignment per diem at the current rate as published by CARE USA H/Qs biannually. The other requirements that are outlined at 2.1 above also apply to short TDYs.

3.3 Internal TDYs

a) CARE Somalia/Somaliland arranges internal TDYs that last up to two months. In addition to the reasons in paragraph 2.0(b) of this policy, other reasons that may lead to internal TDYs include; incumbent may resign, become indisposed, proceed for maternity or study leave.

b) The hosting Sub-Office/Program/Unit/Department is responsible for developing a scope of work, meeting accommodation; meals; incidentals based on the current Human Resources (HR) rates; travel and any other expenses that are related to the assignment.

c) The hosting Office will further meet the danger pay expenses based on the current HR rates if applicable to the sub-office where the assignment is taking place.

d) The salary and benefits of the employee on internal short assignment do not change.

e) Internal TDYs are authorized by the ACD/Programs support Director/Finance Director/Head of HR.

f) The TDY participant is accommodated in the CARE Somalia/Somaliland guest house or compound for the entire period of the assignment. Where circumstances demand that the employee be accommodated elsewhere other than the facilities mentioned above, prior approval is sought from the Country Director/Finance Director/Head of HR Manager.
3.5 End of TDY
At the end of the TDY, the initiating department or CO or CARE member or CARE Somalia/ Somaliland office provides the participant with a letter of accomplishment. A copy of the letter is sent to the human resources department for inclusion in the personal file.

4.0 EXPERIENTIAL LEARNING OPPORTUNITIES (ELO) POLICY

a) ELO is a program that is designed to provide hands-on learning experience to improve the employee’s competency and knowledge. The program is organized in direct relation to perceived professional growth requirements of the employee (learner) and will have a start and end date. A structured work-plan for the ELO requirements is developed by the initiating Unit/Project/Field Office/Country office (CO) and discussed with the learner. The progress that the learner is making against the work plan activities is reviewed at the end of every week during the ELO period. ELO opportunity may be within an employee’s own unit, within another unit or department or in another CO. The ELO may be proactively arranged by the Unit/Project/Field office or requested for by the employee.

b) The salary and benefits of ELO participants do not change. Where the ELO is within Care Somalia/Somaliland, the initiating Unit/Project/Field Office meets the accommodation, meals, per-diem (based on the CARE Somalia/ Somaliland’s Human Resources policy) and travel expenses.

c) COs sending staff to undertake ELOs at CARE Somalia/ Somaliland meet all costs of the ELO including travel, per-diem, accommodation, meals, travel insurance, evacuation insurance, medical, and life insurance. This also applies to where CARE Somalia/ Somaliland sends staff to other countries for ELO. ELOs last up to 3 months and target staff who have completed the probationary period of appointment.

d) The HR Office Unit will carry out follow-up evaluation after three months from the end date of the ELO, to find out the progress that the participant is making in applying the knowledge and skills learnt. This is applicable to the learners that will successfully complete their ELOs.

e) Employees interested to apply for ELOs are to fill an ELO Application form (see Appendix III).

f) At the end of the ELO:
   I) The participant should return to the hosting office all documents, equipments, materials, or any property that were assigned to him/her during the ELO period, except where permitted to take away.
   II) The participant writes a detail report of the learning experiences and submits a copy to the Staff Development Unit.
   III) The hosting Unit/Field office/Project/Department /CO issues the participant with a letter or certificate of successful completion of the learning period. A copy of the letter or certificate is sent to the human resource office for inclusion in the participant’s Human Resource file.
The participant is encouraged to review his/her Individual Operating Plan (IOPs) to include activities that will enable him/her apply the knowledge and skills learnt.

5.0 STUDY LEAVE POLICY

Study leave is the period that an employee utilizes in undertaking a learning opportunity that will enable him/her to upgrade as well as develop his/her behavioral competencies and skills with intention of improving his/her performance in the current job position, possible higher positions and or diversified responsibilities. The supervisors, other than the ACD and Heads of Departments will grant a study leave of up to 10 days. Where the duration of the learning leave required is more than 10 days, it is the ACD or Head of Department that will give approval in writing.

This policy recognizes that CARE Somalia/ Somaliland is a programs driven organization whereby study leaves will be granted after due consideration has been given to the implication the period of absence will have on the program or department. The policy also recognizes that projects have a start and end date. Consequently, the following provisions are made to guide the supervisors when making recommendations for study leaves.

a) For the learning opportunities that will be organized by the CARE’s HR Unit, Departments and Programs/Projects, the supervisors will verbally grant permission to staff to attend them, except learning opportunities that are regulated which require the employee to complete an application form for authorization.

b) In the case where a supervisor will not recommend the staff to take learning leave that is provided for in any one staff development programs, they will explain the concerned applicant the reasons for their decision.

c) Whereas CARE Somalia/ Somaliland will encourage its employees to undertake relevant learning opportunities, those who wish to pursue full-time long-term learning opportunities that will last for 5 months and above need to be guided in order to take informed decisions.

   i) The employee that is interested to pursue a long-term learning opportunity will discuss with his/her supervisor the intention two months in advance.

   ii) The supervisor and the employee will consider the implication of the long period of absence to the work that is currently performed by the employee and the lifespan of the project.

      a) If the employee is from programs, the supervisor will further discuss with the ACD and make recommendations. As part of her/his recommendation, the supervisor will indicate whether the ACD is aware of the action he/she is taking.

      b) If the employee is from support services, the supervisor will make her/his recommendation to the Programs Support Director who will consult with the Head of HR to make a decision. When the employee is from HR
Department, the Head of HR will make the final decision or consult with the CD or other Heads of Departments to make a decision.

iii) In the event that the CD’s direct reports are interested to undertake learning opportunities that will last 5 months and above, they will discuss their interest with the CD, who may deal with the matter conclusively or consult ACDs or other Senior Management Team members to make a decision.

d) The CD, ACD Programs, Head of HR and Finance Director will consider the following options to decide whether the employee should take up the learning opportunity:

i) Consider possibility of arranging for a Temporary Duty Assignment (TDY). If this arrangement is possible:

   a) The employee interested to proceed for study leave will be granted unpaid leave for 6 months, provided he/she submits documentary proves from the organizers of the learning program to support the application for the study leave.
   b) The employee proceeding for study will report back to work on the first day of the 7th month. If such day falls on the weekend or public holiday, the next reporting day shall be the immediate working day after that weekend or public holiday.
   c) The salary and benefits of the employee who is proceeding for study leave will be used to meet whole or part of the TDY expenses.
   d) During the study period, the employee and his family will lose their CSSS benefits.

ii) Grant the employee unpaid study leave and hire a person possessing the required competencies and skills to perform the responsibilities of the job. If this arrangement is possible:

   a) The employee intending to proceed for study leave will submit to the approving office documentary proves from the institution offering the learning opportunity to support the application for study leave.
   b) The ACD or Programs Support Director may grant study leave equivalent to the duration of the learning opportunity subject to a maximum of 18 months provided he/she is certain that CARE Somalia/ Somaliland will still need the services of the concerned employee.

iii) Consider possibility of enlarging jobs of the members of staff in that project or department with view of distributing the responsibilities of the employee who is intending to proceed for studies.

   a) This arrangement should be done with full knowledge and participation of other employees in the concerned project or department as it will involve identifying the competencies and skills required for effective performance of the new responsibilities.
   b) If this arrangement is possible, the employee interested to proceed for studies may be granted study leave of up to 18 months, provided he/she submits
documentary proves from the organizers of the learning opportunity and that the ACD Programs or Programs Support Director granting the leave is certain that CARE Somalia/ Somaliland will still need the services of the concerned employee.

iv) Request the employee to postpone the interest to undertake the learning opportunity and continue performing his/her responsibilities.

v) In the event that the above options are unworkable, the employee will decide either to continue performing his/her responsibilities or resign.

f) CARE employee that will take study leave as provided for above will be required to submit an undertaking in writing to the HR through their supervisors about the dates she/he will report back to work. Should the concerned employee fail to report to work on the agreed dates, CARE Somalia/ Somaliland will manage the absence in accordance to the provisions of the current HR Policy.

g) Employees proceeding for the long-term learning opportunities will meet the expenses of their learning opportunity including their visas, travel and maintenance, travel insurance, tuition fees, accommodation, meals and all other expenses related to the study, except the expenses that CARE has explicitly agreed to meet during the authorization processes.

6.0 BONDING POLICY

CARE values its staff and will continue to invest in them to upgrade certain competencies and skills critical for realization of the Country Office vision and mission. CARE will deliberately sponsor staff under this category with the express purpose of facilitating their professional development and growth in order to improve delivery in their current or envisioned functions. The aim will be to benefit from their knowledge, skills and competencies gained while undergoing the sponsored learning opportunity. Given the amount of money involved in this kind of sponsorship, CARE will bond all staff that successfully apply for the level of funding guided below.

a) Staff that will receive a minimum sponsorship of up to USD 1000-1500 will be bonded for THREE months or to the end of their contract whichever is less to either work for or reimburse CARE resulting tuition expenses as guided below:

<table>
<thead>
<tr>
<th>PERIOD</th>
<th>PERCENTAGE TO REFUND CARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaving immediately on Completion of studies, without working for CARE</td>
<td>100%</td>
</tr>
<tr>
<td>Leaving after ONE month</td>
<td>66%</td>
</tr>
<tr>
<td>Leaving after TWO months</td>
<td>34%</td>
</tr>
<tr>
<td>Leaving after three MONTHS</td>
<td>0%</td>
</tr>
</tbody>
</table>
b) Staff that will receive a minimum sponsorship of up to USD 1600-2000 will be bonded for FOUR months or to the end of their contracts whichever is less to either work for or reimburse CARE resulting tuition expenses as guided below:

<table>
<thead>
<tr>
<th>PERIOD</th>
<th>PERCENTAGE TO REFUND CARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaving immediately on Completion of studies, without working for CARE</td>
<td>100%</td>
</tr>
<tr>
<td>Leaving after ONE month</td>
<td>75%</td>
</tr>
<tr>
<td>Leaving after TWO months</td>
<td>50%</td>
</tr>
<tr>
<td>Leaving after three MONTHS</td>
<td>25%</td>
</tr>
<tr>
<td>Leaving after FOUR months</td>
<td>0%</td>
</tr>
</tbody>
</table>

c) Staff that will receive a minimum sponsorship of up to USD 2001-2500 will be bonded for SIX months or to the end of their contracts whichever is less to either work for or reimburse CARE resulting tuition expenses as guided below:

<table>
<thead>
<tr>
<th>PERIOD</th>
<th>PERCENTAGE TO REFUND CARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaving immediately on Completion of studies, without working for CARE</td>
<td>100%</td>
</tr>
<tr>
<td>Leaving after ONE month</td>
<td>83%</td>
</tr>
<tr>
<td>Leaving after TWO months</td>
<td>67%</td>
</tr>
<tr>
<td>Leaving after three MONTHS</td>
<td>50%</td>
</tr>
<tr>
<td>Leaving after FOUR months</td>
<td>34%</td>
</tr>
<tr>
<td>Leaving after FIVE months</td>
<td>17%</td>
</tr>
<tr>
<td>Leaving after SIX months</td>
<td>0%</td>
</tr>
</tbody>
</table>

d) Staff that will receive a minimum sponsorship of up to USD 2501 and above will be bonded for TWELVE months or to the end of their contracts whichever is less to either work for or reimburse CARE resulting tuition expenses as guided below:

<table>
<thead>
<tr>
<th>PERIOD</th>
<th>PERCENTAGE TO REFUND CARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaving immediately on Completion of studies, without working for CARE</td>
<td>100%</td>
</tr>
<tr>
<td>Leaving within the first TWO months of completion of studies</td>
<td>83%</td>
</tr>
<tr>
<td>Leaving after THREE-FOUR months</td>
<td>67%</td>
</tr>
<tr>
<td>Leaving after FIVE-SIX MONTHS</td>
<td>50%</td>
</tr>
<tr>
<td>Leaving after SEVEN-EIGHT months</td>
<td>34%</td>
</tr>
<tr>
<td>Leaving after NINE-TEN months</td>
<td>17%</td>
</tr>
<tr>
<td>Leaving after ELVEN-TWELVE months</td>
<td>0%</td>
</tr>
</tbody>
</table>

e) All CARE SSS staff benefitting from the sponsorship under this policy will be granted unpaid study in accordance to the study leave policy.
f) CARE shall recover from the final benefits of any person leaving CARE, and is unable to make refunds as provided above.

SIGNATURE OF ADHERENCE

I __________________________ hereby confirm that I have comprehensively read, understood and accepted the terms and conditions stated herein this Bonding Agreement and agree to abide by them during my employment with CARE International and after termination thereof including any revisions that may be made.

NAME OF EMPLOYEE: _________________________________________________

POSITION: __________________________________________________________

SIGNATURE: _____________________________

DATE: __________________________________

WITNESS (Head of HR/Asst. HR Manager or representative)

NAME: ______________________________________________________________

POSITION: __________________________________________________________

SIGNATURE: _____________________________

DATE: __________________________________
Appendix I – ICD Application Form

CARE SOMALIA/SOMALILAND
ICD Application Form

Instructions:

CARE SOMALIA/SOMALILAND employees applying for Individual Career Development opportunities fill in this form. Please attach supporting documents and submit it to the offices shown on section C, D and E.

Section A: Personal Details

Name: ___________________________________________

Present Position: _______________________________________

Length in that position: _________________________________

Supervisor: _________________________________________

Unit /Program/Project: _________________________________

Location ___________________________________________

Email: _____________________________________________

Date of Application: _________________________________

Signature of applicant __________________________________

Section B: Learning opportunity applying for (Tick one)

<table>
<thead>
<tr>
<th>Individual Career Development Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short Learning Opportunity (External Local)</td>
</tr>
<tr>
<td>Short Learning Opportunity (external-international)</td>
</tr>
<tr>
<td>Distance Learning Opportunity/Correspondence</td>
</tr>
<tr>
<td>Part –time learning opportunity</td>
</tr>
<tr>
<td>Any Other(Please specify)</td>
</tr>
</tbody>
</table>

Please attach admission letter, fee structure or sponsorship letter and any other supportive documents

Title of Learning Program: _________________________________
Venue ________________________________

Duration __________From_____________ to ______________

Total fee payable: ________________________________

Amount applied for: ________________________________

Please state the competencies and skills this learning opportunity will enable you to improve on:

If CARE Somalia/Somaliland has previously sponsored you to undertake a learning opportunity, please provide:

a) Title of Learning Opportunity______________________________

b) Date(s) ________________________________

Please tick any other relevant support you require with this application

☐ Visa processing
☐ Flight booking
☐ Accommodation
☐ Information/materials
☐ Contact with training organization/Institution
☐ Learning leave
☐ Other (specify)

Kindly supply some details for any of the above choices.

Section C: Supervisor’s comments

☐ Recommended ☐ Not recommended

Please give reasons for your recommendations
If the Learning opportunity is being funded by the program /project /Unit, please provide charging details:

Fund Code--------------------------------------------------PN-------------------------------------------------------------

Amount approved---------------------------------------------------------------------------------------------

Supervisor’s Name__________________________________________

Signature_____________________________________________________

Date________________________________________________________

Section D: HR Unit

☐ Recommended ☐ Not recommended

Please give reasons for your recommendations

Learning leave days’ recommended____________________________________________

Name________________________________________________________

Signature________________________Date________________________

For financial use only

Amount to pay: _______________________________________________

Fund code: _________________________________________________

Transaction Code: __________________________________________

Payee’s Name: _______________________________________________
Appendix II – TDY Application Form

CARE SOMALIA/SOMALILAND
TDY APPLICATION FORM

Instructions:
This form is filled in by CARE SOMALIA/ SOMALILAND staff applying or identified for a Temporary Duty Assignment (TDY)

Section A: Personal Details

Name: ______________________________________________________________________

Present Position: ____________________________________________________________

Length in that Position: ______________________________________________________

Grade: ______________________________________________________________________

Unit/Project: __________________________________________________________________

Supervisor: __________________________________________________________________

Location (Somalia, Nairobi, Somaliland): ________________________________________

Email: ______________________________________________________________________

Date of Application: ___________________________________________________________

Signature of Applicant: _________________________________________________________

Section B: Details of the TDY assignment

Length of the TDY assignment _______ from _______ (date)

to____________________

Location of the TDY assignment___________________________________________________

State areas of your professional/technical expertise that you plan to utilize during your TDY assignment

State the objectives that you plan to have achieved by the end of the TDY assignment
Explain the professional benefits you will gain from the TDY

Section C: Supervisor Comments

☐ Recommended  ☐ Not recommended

Please give reasons for your recommendation

Name______________________________________________________________

Signature___________________________________________________________

Date_______________________________________________________________

Fund Code_____________________ PN_______________ to which expenses of the TDY may be charged.

Section E: AUTHORITY

Country Director for External TDYs only  ACDs /Finance Director /Head of HR for internal TDYs

☐ Approved  ☐ Not Approved

Please give reasons for your decision

Name______________________________________________________________

Signature___________________ Date______________________________

Fund Code_____________________ PN_______________ to which the TDY expenses may be charged.
Appendix III – ELO Application Form

CARE SOMALIA/SOMALILAND
ELO APPLICATION FORM

Instructions:
CARE SOMALIA/ SOMALILAND employees that are applying or nominated for Experiential Learning Opportunity (ELO) fill this form.

Section A: Personal Details

Name: ____________________________________________

Present Position: __________________________________

Grade: __________________________________________

Supervisor: _______________________________________

Length in that position: ______________________________

Location of you work: _______________________________

Email: __________________________________________

Date of Application: ________________________________

Duration of ELO _______ from (date) ___________ to___________

Applicant’s Signature________________________________

Section B: Details of the ELO

Location of ELO: __________________________________

Duration ___________From_____/_____/____ To ____/_____/____

What competencies and skills will you improve on during the ELO?
Explain how the ELO will improve your performance

Section C: Supervisor comments

Explain how the ELO would benefit your Unit/program/project/Office

Recommended [ ] Not Recommended [ ]

Amount Approved for the ELO

Fund Code PN

Signature _______________________ Date______________________________

Section D: HR Unit

Explain the relevance of the ELO to the perceived career growth and development of the applicant

Recommended [ ] Not recommended [ ]

Please give reasons for your decision:

Name

Signature _______________________ Date______________________________