

Personnel and Administration Manual

Institute for Strategic Research

2007

PERSONNEL AND ADMINISTRATION MANUAL

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ABBREVIATIONS

AO	Administrative Officer
BAS	Bid Analysis Sheet
BD	Board of Directors
CFO	Chief Finance Officer
ED	Executive Director
FM	Financial Manager
FO	Finance Office
GEL	Georgian Lari
HR	Human Resources
ID	Identification (card)
IFB	Invitation for Bid
IT	Information Technology
PFO	Program Finance Officers,
ISR	Institute for Strategic Research
PM	Program Manager
VAT	Value Added Tax

PERSONNEL AND ADMINISTRATION MANUAL

PREAMBLE**History**

Non-governmental organization Institute for Strategic Research was established in 2005 with the following priority areas:

- promotion of social reforms
- patient safety
- reproductive health issues
- prevention of malnutrition, micronutrient deficiency disorders
- evidence based sociological and medical research

Aims of the Institute are:

- Supporting civil society development;
- Increasing efficiency of governmental and non-governmental bodies;
- Solving problems shared by individuals, groups, organizations and institutes on public level and supporting realization of their full potential;
- Eradicating corruption from various sectors;
- Encouraging socio-economic integration and cooperation among opposed groups;
- Preventing conflicts and providing psycho-social rehabilitation for casualties of conflicts and/or natural disasters;
- Facilitating social integration of people with disabilities;
- Assisting shelters for children and senior citizens;
- Participating in educational, social, health and ecology programs;
- Monitoring elections and related processes;
- Supporting improvement of business environment.

Core activities of the Institute are:

- Organizing discussions, seminars, and scientific conferences;
- Administering surveys and research to monitor public opinion;
- Cooperating with scientific organizations, individual experts and scientists;
- Providing publishing, translation and related services specified by law;
- Addressing the President, government, and the parliament with proposals related to the fields defined by the regulations and programs of the association;
- Creating branches;
- Creating study centers and educational programs, managing human resources;
- Training personnel on executive and other levels according to contemporary standards to assure increasing professional competence;
- All activities that are not prohibited by law.

Article 1. Purpose of the Manual

1. Personnel and Administration Manual (hereinafter “Manual”) is the integral part of contract between employees and Institute for Strategic Research (hereinafter “ISR” or “organization”). Its provisions apply on every employee (also field offices), including interns.
2. The purposes of the Manual are the follows:
 - a) To create smooth working relationships so that all staff members can effectively use their abilities and knowledge to serve the goals of organization;
 - b) To protect and safeguard the rights of any member of the staff;
 - c) To avoid misunderstanding between the management and the staff.

Article 2. Definition of terms

For the purpose of the Manual the terms have the following definition:

- a) Job description – guiding document for employee defining work to be implemented, employee’s responsibilities and required qualifications.
- b) Discharge allowance – compensation given to employee in cases defined by the manual.
- c) Family member – spouse, child, step-child, parent, step-parent, grandparent, grandchild, step-grandchild and dependents living with the family, and brother or sister.
- d) Management – executive unit included Executive director, Program Managers and Financial manager.

Article 3. Equal opportunities and Prohibition of Discrimination

1. The organization prohibits any kind of discrimination, on the grounds of race, color, ethnic and social origin, nationality, sex, property and social status, living condition, age, sex, sexual orientation, disabilities, religious affiliation, marital status, and political or other views.
2. ISR provides equal possibility for all employees (applicant) to self realization, to perform their responsibilities and defends their rights such that no one will be preferential.

Article 4. Disability Policy

1. ISR is committed to the inclusion of people who have physical and cognitive disabilities and those who advocate and offer services on behalf of people with disabilities. These commitments extends from the design and implementation of ISR programming to advocacy for and outreach to people with disabilities and promotion this ideas within other non-governmental, governmental and international organizations.
2. ISR’s policy on disability is as follows: To avoid discrimination against people with disabilities in programs of ISR and to stimulate an engagement of governmental agencies, donors agencies and other organizations in promoting a climate of non-discrimination against and equal opportunity for people with disabilities.
3. The ISR policy on disability is to promote the inclusion of people with disabilities both within ISR programs and in programs which ISR funds.
4. For purposes of this policy disability is defined as a physical or cognitive impairment that affects a major life function and corresponds to the list of disabilities determined by the Minister of Healthcare (Decree #108/n, April 2, 2007).
5. The objectives of the ISR policy on disability are:
 - a) to enhance the attainment of ISR’s program goals by promoting the participation and equalization of opportunities of individuals with disabilities,
 - b) to increase awareness of issues of people with disabilities both within organization and in government agencies;
 - c) to engage government, its agencies, organizations and donor agencies in fostering a climate of non discrimination against people with disabilities,
6. The regulations above represent the basic principles of the organization’s policy regarding disabled persons, among them:

- a) Need for a comprehensive and consistent approach to considering people with disabilities, being sure to include women and children, within the organization and in ISR assisted activities;
- b) Outreach to and early consultation with persons with disabilities and the community of organizations concerned about them as part of ongoing participatory processes;
- c) Intent to work as development partners with NGOs committed to persons with disabilities and to facilitate relationships among these entities.

PART I. HUMAN RESOURCES

Chapter I. General provisions

Article 5. Applicability of the Provisions

1. The following Terms and Conditions of employment apply to all staff of ISR. All current employees and individuals starting work/relationship with the organization are expected to carefully review and follow the policies and procedures stipulated herein.
2. Failure to adhere to these terms and conditions will normally be understood as a violation of the Employment Contract and the employee shall not claim that s/he has been unaware of the established rules.

Article 6. Compliance with Georgian Legislation

In labour relations, the organization operates in accordance with Georgian Legislation and the given Provision.

Article 7. Employee Categories

1. Employees shall be classified into following categories:
 - a) Full-Time Employees - Full-time employees are those working a minimum of 35 hours per week and who has contract period not less than 12 months; who are eligible for holidays, severance pay and other benefits. Students and persons working for any other organization are not entitled to full time employment. Master students case is discussed individually.
 - b) Part-Time Employees - Part time employees are those working for minimum of 20 hours per week.
 - c) Short-Term Employees - Short-term employees are those hired to work for a specific and limited period, usually less than twelve (12) months, on tasks normally carried out by full-time staff. Short-term employees may work full-time or part-time, according to the terms of the contract and job description.
 - d) Casual Labour - A person is hired as casual labour to provide a service the organization needs on an occasional or recurring basis, but not to the extent that it warrants the hiring of a full-time employee. Examples of tasks for which it is appropriate to hire casual labour include translation, copying, vehicle maintenance, computer repairs, and transportation of materials. Casual labour also covers skilled and unskilled labour contracted for maintenance of facilities (carpenters, plumbers, electricians, etc.).
 - e) Consultants - consultant is a specialist whose services to the organization are contracted on terms that stipulate a specific and well-defined task to be completed within a specified period of time. Consultants may work full-time or part-time, according to the terms of the contract and job description
2. The hiring procedures and contracts of full time and short-term employees are identical. They are provided with office space, equipment and supplies, as appropriate for the position
3. Casual labour and consultants are not provided with office space and equipment. Supplies may or may not be provided to consultants, depending on the circumstances of employment. The payment to consultants and casual labour is based on the completion of specified tasks; payment is not made based on hourly, weekly or monthly rates.
4. All employees of the organization, except casual labour, work under the terms and conditions of the employment contract, job description and organization's personnel and administrative manual's written or oral regulations. Casual labour is not provided with job description.

Chapter II. Recruitment

Article 8. Eligibility

1. Persons shall be eligible for staff employment with the organization, provided they are at least 18 years of age on the date of hire. Any employee found to have given false, incomplete or misleading information regarding employment eligibility with the organization will be immediately terminated for cause.
2. Employer is responsible to obtain the information about the candidate necessary for making decision on her/his employment. Organization saves right of verification the information presented by the competitor.

Article 9. Recruitment

1. The process of recruitment and hiring starts under the decision of the ED, relying on recommendations of the relevant program.
2. The need for additional staff is based on identified vacancies, which appear either upon resignation or termination of a former staff member, or establishment of a new position.
3. As a start of the employee selection process, the person supervising the vacant position creates a job description (Attachment #1) that is approved by the Executive Director.

Article 10. Internal Competition

1. The need to cover a vacant position from within the existing staff within the organization is regarded as a first priority. All interested staff members may apply for the vacancy.
2. The job description is posted where all employees have access to it 3 working days before interviews are to be held. On the third day only the staff that has at least 6 month of experience working for the organization shall be considered as possible candidates for the job.
3. Internal candidates should state their wish to change jobs to their direct supervisors. The agreement of the supervisor is not necessary. While discussing the candidate, the supervisor will be asked for the opinion about the work of the candidate.
4. If an internal candidate is selected, his/her former and future supervisors will define the schedule for moving the candidate from one position to another.
5. In the case when the position cannot be filled internally, the existing pool of external candidates' CVs will be reviewed.

Article 11. Open competition

1. If the internal candidates are found unsatisfactory, the organization shall advertise the vacancy announcement outside of the organization.
2. Organization shall publicize the announcement at least 10 working days in advance the deadline.
3. Responsible person, assigned by the HR Office certifies acceptance of applications (resume and cover letter), upon discussion with the responsible Program Manager, invites short-listed candidates for an interview.
4. The Committee (interview panel) is represented by at least three people (interviewers) including: program director/manager of the vacant position, HR Office representative and Executive Director (ED). The commission may also include other persons authorized by ED.
5. Selecting procedures include interviews, oral or written testing, or other methods to identify the successful candidate.
6. During the interview, the relevant Manager together with the panel, will determine the suitability of each candidate and will choose the most appropriate.
7. Candidates will have equal opportunities regardless of their gender and nationality, being subject only to the satisfaction of selection criteria. The Executive Director or his/her designee takes part in the final interview. For key positions his endorsement of the candidate is essential.

Article 12. List of mandatory documents

1. The list of the mandatory documents may vary in accordance with the need of the ISR and the nature of the vacant position.
2. The Application form for job with ISR (Attachment #2) includes:
 - a) CV or Resume (preferably in English);
 - b) Motivation Letter;
 - c) At least 2 reference letters or valid contact details of referees. One of them should be personal reference.

Article 13. Hiring

1. The labour relationship between the organization and the employee is based on the following documents:
 - a) Contract – defines the exact number of work hours, wages and rights and obligations of employer and employee. Signing the contract the employee certifies the assigned duties and agrees to keep organizational rules and terms, given in these provisions. Only the ED has authority to sign an employment contract.
 - b) The Manual, which is the integral part of the contract
 - c) Job Description, which is completed by the supervisor by the time of the contract signing and is certified by the ED. In case of amending or changing the job description, it is mandatory the new copy to be saved together with the contract.
2. Legal labour relationship between the organization and the employee commences at the moment when employee actually starts performing of his/her duties.
3. The supervisor of the new employee is responsible for giving him/her all the information about the position.

Article 14. Internship

1. Internship is a studying-at work process, the purpose of which is to enhance the self-realization of an intern and the establishment of professional skills. Interns are granted the privilege while hiring new employees in the organization. Specifically, they are entitled to be considered as internal candidate during recruitment.
2. For the Internship program-applying processes are used the same procedures as for other vacancy announcements. In particular cases organization may offer the candidate to pass the process individually, without any announcement.
3. For internship may apply the citizens of Georgia, as well as the citizens of other countries, or the persons having no citizenship, that have reached the age of 16, and satisfy the urgent requirements of the vacancy.
4. Applicant shall provide the selecting commission with the following documents: Application,
 - a) Cover letter addressed to the ED,
 - b) CV,
 - c) One (1) latest photo 3X4,
 - d) Copy of the ID card.
5. Internship dates are defined from two (2) to four (4) months with possible extension. The exact period of the internship is defined by the selecting commission.
6. In case of compliance of the requirements for internship candidate will be invited for the interview.
7. Selecting Commission is appointed by the Executive Director or the person defined by the ED. Commission is responsible to make decision on employing the intern during the five working days from the interview.
8. Selecting Commission is eligible to discuss intern's further status in the organization after the completion of the internship program; prolong the internship date or make decision on terminating the internship process prematurely. In case of successful completion of internship program, the intern is awarded the certificate of completion and the reference letter;
9. The internship program of the candidate is managed by the curator, which is selected in advance.

Article 15. Foreign Interns

1. Foreign interns are presented the special rules, working terms, conditions and dates that are accepted by the Executive Director considering the purposes of the internship by the time of their employment.
2. Foreign Interns must present:

- a) Application/Cover letter addressed to the Executive Director,
- b) CV,
- c) One (1) latest photo or its copy,
- d) Copy of the ID card or any other document equivalent to it,
- e) The copy of Georgian Visa (in case it exists).

Article 16. Orientation and Probation Period

1. Every new member of staff will undergo orientation to get him/herself acquainted with the organizational structure, the programs and the staff, culture and approaches to work, and specifically the position that he/she has been hired for. Every effort will be made to make a new employee feel part of the team. The induction is coordinated by HR Office and the relevant Program Manager.
2. The employment contract stipulates a probationary period to test the eligibility of the employee for the relevant job.
3. The length of the probationary period is determined by the nature of the job, but should not last for longer than 6 months. Temporary sick leave and days when an employee is unable to work owing to valid reasons, are not included in the probationary period.
4. If the results of the probationary period are unfavourable, the management of the organization is entitled to terminate the labour contract made with the employee prior to or upon expiry of the term of probation period. Employee, whose contract has been terminated, shall not be entitled to any severance pay.
5. If the probationary period has ended and the employee continues to work, the probation is deemed to have been passed and further cancellation of the labour contract is allowed only under normal contract termination procedures.

Article 17. Personnel Files

1. The Organization shall keep personal history folder of each of the current and former employees. The folder contains:
 - a) Employee application,
 - b) Contract,
 - c) Copy of Diploma,
 - d) Every previous or current job description,
 - e) Performance review and annual appraisals,
 - f) Time sheets,
 - g) Vacation request form for the past 2 years / written statement about finishing the vacation,
 - h) Written warnings (if applicable),
 - i) Resignation request or the written order about dismissal (if applicable),
 - j) Copy of the ID card or passport,
 - k) Every former or current documentation (copies of the diplomas and certificates, letters of recommendation, according to the employee's wish).
2. Originals of the head office employee documents and full copies of the branch office managers and branch office accountants are preserved at the head office. As for the other branch office or the employees of the parallel institution, the HR Office has copies of their personal application form and CV.
3. Field office manager is responsible to inform the HR Officer of the head office about hiring and dismissal or any changes made in the personal application form within one week.
4. Personal History file is confidential and is kept with the HR Office. The file can only be seen by the employee himself/herself with the agreement of the HR Office.

Chapter III. Performance reviews

Article 18. Performance reviews and Annual appraisals

1. Each employee has the right to know what is expected of him/her and how he/she is performing in relation to those expectations. It is ISR policy that all staff has a formal performance review at least once a year where the employee's performance is evaluated and the supervisor defines and sets performance goals and objectives. Human Resources advisor assists each supervisor in performance evaluation.

2. Throughout the year (or during a defined period of time) employees and managers should exchange feedback, which relates to performance expectations and reviews.

Article 19. The Performance Appraisal Cycle

1. A meeting at the beginning of the performance appraisal period sets expectations and identifies what will be evaluated during the coming period;
2. Ongoing verbal feedback throughout the year provides encouragement, guidance and correction;
3. A formal performance appraisal shall be conducted at least once a year. This consists of a verbal exchange of feedback and written report of the employee's achievements as evaluated against the expectations and objectives set at the performance expectation meeting. Relevant Managers in accordance with HR advisor should develop a schedule for each employee's performance to be appraised in due time.
4. Depending on the report performance review can be tied to the promoting of an employee or termination of his/her contract.

Article 20. Performance objectives

Performance appraisals seek to achieve the following objectives:

- a) To exchange feedback regarding an employee performance against current job description;
- b) To provide an employee with affirmation and recognition on current job performance;
- c) To clarify performance standards;
- d) To share concerns, comments and ideas relating to performance;
- e) To evaluate any training/development needs;
- f) To assess the need for job change or promotion;
- g) To establish suitability/eligibility for any salary increases;
- h) To set performance objectives for the future;
- i) To define specific ways to attain the set performance objectives.

Article 21. Performance elements

1. Performance appraisals consist of the following elements:
 - a) Analysis of the current performance against job description;
 - b) Evaluation of the quality of performance including knowledge, skills and attitudes demonstrated;
 - c) Reflection on feedback received from other managers and peers;
 - d) Exchange of comments and expectations between a manager and an employee;
 - e) Establish goals and objectives and means of achieving them, which will be evaluated at the end of the next review period (i.e. a personal development plan, which an employee and a Manager commit to follow).
2. Evaluation forms and outputs are kept in the personal file of the employee and are overviewed while moving to another position or in case of salary increase.

Chapter IV. Code of Conduct

Article 22. Privileges and Relationships

1. No employees of the organization regardless of their position and experience have any privileges (longer vacations, special offers for the business trip schedules, work hours, code of conduct).
2. Every employee must observe organization's policies and they are responsible (disciplinary actions, dismissals) for the healthy environment in the organization.

Article 23. Relationships Between the Employees of the Organization

1. Every employee is expected to maintain good relationships with other employees nevertheless of their sympathy or apathy. Everyone is responsible for considering the characteristics of each other and under no circumstances should tense the general situation.

2. Every employee is responsible for the disputes or misunderstandings (even in case of the absence) caused by his/her own reason (between the employees and clients) that might be a threat to the image of the organization.

Article 24. Relationships between the employees and the beneficiaries

1. Every employee of the organization should remember that the organization was created and exists for helping the beneficiaries. According to that, every employee is expected to be patient, fair and attentive towards the beneficiaries.
2. Employees shall be expected to have cordial and attentive attitude toward the beneficiaries. Employee of the organization is responsible for giving the client any possible help within the frames of the organization principles and guidelines.
3. Willful and/or repeated negligence towards the beneficiaries, impolite or undignified behaviour shall result in administrative sanctions.
4. Accepting gifts from beneficiaries worth more than 7 GEL shall be prohibited.

Article 25. Conflict of interests

1. The relatives are not allowed to be in charge of the organization's finances or assets (signing any financial documentation or in the banks) together.
2. Family relationships shall not be considered as a priority in the selection process for employment and all applicants shall be given equal opportunities.

Article 26. Policies for Staying After Work

Organization prohibits staying in the office after the work hours with no business, and outsiders staying into the office.

Article 27. Anti-Harassment

1. Harassment of the employees by anyone, including any supervisor, co-worker, vendor, client or customer shall be strictly prohibited. Harassment consists of unwelcome conduct, whether oral or written, physical or visual, that interferes unreasonably with an individual's work performance or that creates an intimidating, hostile or offensive working environment.
2. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favours, and other oral, written or physical conduct of a sexual nature when (1) submission to such conduct is made explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment. Sexual harassment may include explicit sexual propositions, sexual innuendo, suggestive comments, sexually oriented "kidding" or "teasing", "practical jokes", jokes about gender specific traits, foul or obscene language or gestures, displays of foul or obscene printed or visual material, and physical contact.
3. Any employee who believes that he/she has experienced harassment shall be entitled to follow the grievance procedures. Employees determined to have violated this policy will be subject to disciplinary procedures, up to and including dismissal.

Article 28. Non-Partisan Policy

Organization is a non-governmental, non-partisan, non-profit organization. Organization's work is carried out without regard to political considerations in areas where the organization works.

Article 29. Staff's Ethic Responsibilities

1. Organization's staff is obliged to guard organization's prestige and name; care on it and its development; not to dishonour it with his/her activity or inactivity. Operate carrying the highest dignity while accomplishing the functions or missions assigned by the organization.

2. Organization's staff is obliged to keep and respect the routine, traditions and the accepted norms. Honestly and efficiently accomplish his/her assigned duties, and justify the presented confidence.

Article 30. Organization's Internal Information

1. Organization's internal information may be: organization's planned or recently running programs, its short or long-term plans, financial or program reports, information on partners and on the employees or other, on what the addressee of the information has received a warning from the director either in oral or in the written form.
2. Organization's internal information is a restricted use, directed towards the organization needs information, utilization of which is permitted only for the development of organizational objectives, in agreement with the Executive Director.
3. Organization's internal information may be used for the private purposes only under the director's confirmation.

Article 31. Against the manipulation with organization's name

Malicious use of organization's name, and the manipulation with the information gained while the working process of the organization (its untimely give-out, keep, or publicizing) in purpose of personal benefit is considered to be a gross violation of the Manual and is regulated according to the same document.

Article 32. Restriction of moving to competitor organization

Employee is prohibited to use the experience and qualification gained during the working process for the benefit of other organization/concurrent organization. In case of breaching of this obligation the employee must pay fine equivalent to his/her last 6 months salary. The above-mentioned obligation is valid during one year after resigning.

Article 33. Using the goods of the organization

1. Employee is entitled to use the goods as well as the intellectual properties of the organization, what is the product of the many years work of organization founders and its honoured workers; is obliged to care and guard them.
2. Organization's programs, projects, effort reports of the organization, conclusions, discoveries, library, teaching methodology and the information elaborated and received during the working process, the follow-ups of activities and programs, and all, that was elaborated within the organization, represents its material and intellectual property, that is protected by legislation and the Manual.

Chapter V. Employees Rights and Guarantees

Article 34. Salary

1. Employee from the day of hiring to dismissal day receives salary, which shall be transferred to his/her personal account.
2. Organization pays the full salaries by the end of the month, if other isn't indicated in the contract agreement.
3. Salaries and any kind of benefits shall be indicated in the contract and issued in Georgian national currency - Lari.
4. Increase of the salary happens according to the employee evaluation form, once every 12 months, by 5% or 10%, considering inflation processes of the country, recommendations by supervisor and financial status of ISR.
5. Employ is not paid for the voluntarily work which is not defined in the written contract.
6. In case of overtime or crucial functional duties, taking into the consideration the existing economic circumstances, the employee may be awarded with an extra material benefit – bonus, by the decision of the ED.

7. Financial Office shall be responsible for exact calculation of the salaries and timely payment. The only reason for the delay of payment could be sudden problems created in the country or a specific decision of the donor agency, which hinders or changes the financial system of the organization.
8. For security reasons information about the salary payment schedule shall be confidential.

Article 35. Work time

1. The standard workday is 8 hours per day from Monday to Friday including 1 hour for the break time, if other isn't indicated in the contract.
2. The exact working hours for each employee are defined by the Executive Director. Employees may be required to work additional hours or non-regular hours without receiving overtime pay or any other form of compensation. If the employee feels that his/her hours and workload are unreasonable, he/she should notify the supervisor.
3. All employees are expected to come to work on time and to remain at work until at least the normal quitting time. An employee unable to come to work must notify the receptionist or immediate supervisor as soon as possible. The only acceptable reasons for absence are approved leave time, illness or emergency. If the reasons for not coming to work are unacceptable to the employee's supervisor, or if the employee is repeatedly late to work, he/she may be subject to disciplinary action up to and including termination of contract.

Article 36. Annual Leave

1. Full-time and temporary employees that have worked more than 2 months in the organization are entitled to using a vacation – 2 days per month worked. These days can be used monthly after 2 months work, or collect them. If an employee leaves the organization earlier than 2 months, the vacation days will be refunded.
2. If an employee has not used his/her vacation during a year (for the purpose of this Manual Calendar Year coincides with Fiscal Year of the organization), during the next year he/she can use only 10 working days for the next year (with a preliminary agreement of the Executive Director). The exception is only an employee on a maternity leave that can use the whole vacation from the last year.
3. If the employee leaves the organization according to his/her own will (written statement), vacation days and a severance pay are reimbursed.
4. Apart from vacation the employee can use 10 days of non-paid holiday according to the agreement of the direct supervisor.
5. Long term consecutive holiday should not exceed 24 working days. In special cases, the Executive Director has the right to ask the employee to return earlier from the vacation.

Article 37. Sick leave

1. Every employee has 1 paid day of illness a month. These days can be collected, but they cannot be used as a vacation. If an employee uses more days for the illness than the days he/she has gathered, than the number of days will be subtracted from the vacation days. Special exceptional circumstances will be subject to strong justification and require ED decision.
2. It is necessary to present a doctor's decision paper in case of absence for more than 5 days.
3. In case of dismissal of employee collected illness days are not reimbursed.
4. If employee does not use collected illness days during the year he/she can use only 10 days next year (for the purpose of this Manual Calendar Year coincides with Fiscal Year of the organization).

Article 38. Maternity leave

1. Those female employees that have worked at least 6 month on the main contract can use paid 30-day maternity leave. Men can use 5 days paid parental leave.
2. Days of the annual (including the previous year) and illness vacation days can be added to the maternity (for males only in special cases like spouse's illness) leave. The employees will be paid for this period and the benefits will be preserved for them.
3. If maternity leave is not enough and the employee has already used an annual vacation, he/she can take 10 days non-paid leave.

4. Paid maternity leave request form is completed in written form and agreed with the direct supervisor of the employee.

Article 39. Family or Emergency leave

Full-time employees are granted up to 5 paid additional leave days per year, relating to the following family events:

- a) Employee's wedding;
- b) Employee's family member accident;
- c) Employee's family member death.

Article 40. Leave application

1. Vacation schedule should be agreed with the direct supervisor and the ED. Vacation request is written at least 10 working days ahead, except in emergency situations. Vacation request form (Attachment #3) has to be approved by direct supervisor.
2. Leave is taken during periods agreed upon by the employee and the supervisor with consideration to the needs of the office. However, ISR's work schedules must be met and reasonable leave periods should be encouraged to avoid placing excessive work requirements on remaining staff for long periods of coworker absence. Approved "Leave Application" forms together with the filled out time sheets signed by supervisor are submitted to the HR office. The HR office files all leave applications and time sheets copies in the employee's personal file.
3. Relevant supervisors are responsible for the accuracy of their employee's leave record and Time Sheets, which he/she approves and submits to the HR office for personnel files.

Article 41. Performing Work or Hiring Temporary Workers in Case of the Employee Absence

1. Performing the duties of the employees on the holiday (cashier, driver, cook, security guard, clean-up) can be voluntarily assigned to the similar employee with an agreement of the direct supervisor.
2. If the temporary workers are hired according to the decision of Financial Manager and the ED, the payment will be defined by the organization's Finance Office.

Article 42. Business Trip

1. The business trip written statement (Attachment #4) about the necessity of the trip is addressed to the Executive Director or the Financial Manager. The statement describes the purpose of the trip and schedule of work. The employee and direct supervisor sign the statement. It is approved by the ED.
2. Trips outside of Georgia are refunded according to the approved chart of trip expenses that is kept in the relevant files of the Admin office. Trips inside Georgia are refunded according to the approved chart of trip expenses, plus transportation costs and hotel expenses agreed with the Admin officer in advance. Trip expenses (daily rates) outside and inside Georgia are approved by the Executive Director's decree.
3. Before going on a business trip, the employee together with the direct supervisors creates a list of possible expenses and according to the written request of the Admin officer receives correspondent amount as a down payment.
4. The employee is supposed to make a precise calculation of expenses with the admin officer during next two (2) days after he/she comes back. The Admin officer gives the Financial Office the list of expenses for refunding in case if the employee:
 - a) His/Her expenses didn't exceed the down payment amount (or couldn't certify), he/she brings back unspent money to the accounting office;
 - b) His/Her expenses exceeded the down payment amount, what is certified with corresponding documentations, and is considered to be the rational expense by an Admin Officer, accountant will refund his/her additional expenses.
5. The employee will have the cost of fuel refunded in case of using his/her personal car for the business trip.
6. The Executive Director solves any misunderstandings or arguments concerning this issue.

Article 43. Effort reporting (time sheet)

1. Time sheets are used in the organization, for the reason of accounting the attendance of the employees. It is the responsibility of all full-time, part-time and short-term employees to fill out and submit accurate monthly time sheets (Attachment #8) to his/her immediate supervisor for approval.
2. It is the supervisor's responsibility to verify the accuracy of the time sheet and forward it to the HR office. He/she will also check the accuracy of the time sheet and then submit it to the Finance office for payment of salary and benefits. The monthly time sheet, as approved by the supervisor and checked by the HR office, is the official document for hours worked.
3. Failure by the employee or supervisor to submit accurate time sheets when they are due, or deliberate misrepresentation or omissions on time sheets, will result in disciplinary action up to and including termination of contract.

Article 44. Benefits

Package of the benefits and assistance from the organization shall be only for the full-time employees of the organization. Part-time employees are entitled only to some of the benefits as elaborated below. Short term employees do not use the privileges of the organization.

Article 45. Reimbursement of Transportation Expenses

Organization shall reimburse employees' transportation expenses for the work purposes. Reimbursement procedures are defined by organization's Financial Manager, in agreement with the Executive Director.

Article 46. Health Assistance

The full-time employees may be supplied with the health insurance packages, the terms of which shall be defined in the contract agreement signed with the insurance company.

Article 47. Trainings

1. Direct supervisor, Admin officer and the ED of the organization shall decide for the necessity and the need for specific training for organization's personnel. Each employee will have expenses for the necessary education (training, courses, seminars) covered.
2. The organization may refuse to cover the education expenses in case of incapability of its recent budget.

Article 48. Financial Assistance in Case of Childbirth

In case of the childbirth, any full time employee that has been working for the organization longer than 3 months will receive financial assistance of GEL 300 (net).

Article 49. Financial Assistance in Case of Accident

In case of the accident or emergency organization will try to cover the treatment expenses of the full-time employee as much as possible. Direct supervisor, Admin Officer, Financial Manager and the ED shall decide the case of financial assistance.

Chapter VI. Termination of Labour Relations**Article 50. Termination Bases of Labour Relations**

Termination basis of labour relation are the following:

- a) Dismissal over disciplinary misconduct;
- b) Resignation over employee's initiative;
- c) Termination of a contract or job execution;
- d) Resignation over Personnel Reduction;

- e) Dismissal over entering into force of verdict of guilty (official court ruling);
- f) Dismissal over the lack of qualification;
- g) Dismissal over the state of health.

Article 51. Dismissal over disciplinary misconduct

ISR is responsible to interrupt the contract in case of breaching the rules defined by the Manual, which stipulates disciplinary liability – dismissal.

Article 52. Resignation over employee/s initiative

1. An employee shall resign from the work on the basis of his/her personal written application.
2. If an employee is willing to resign, he/she has to notify his supervisor 14 days in advance. Failure to provide written notification about the resignation will result in losing the employee's one month payment.
3. Meanwhile, the supervisor is responsible to create list of tasks and assignment delegation schedule that the employee is to perform for the last month.

Article 53. Resignation over termination of a contract or job execution

An employee should be resigned over the termination of a contract or execution job defined by the contract.

Article 54. Resignation over Personnel Reduction

1. Employee shall resign due to the personnel reduction.
2. Employees that fall under the reduction will have 30 days advance written notice.
3. Employees will be paid for the unused annual vacation days and will receive discharge allowance (1 month salary).
4. Personnel reduction can only happen by the written request of the executive board and approval of the Executive Director.

Article 55. Dismissal over entering into force of verdict of guilty (official court ruling)

1. If the employee is under the conduct of such criminal procedure, which makes him/her unable to undertake professional duties, the labor relations with employee are suspended until the final decision of the court. In such case the organization shall not pay salary to the employee.
2. The employee is dismissed from the work after conviction for deliberate crime, or the penalty, that prevents employee from carrying out his/her professional duties enters into force.

Article 56. Dismissal over the lack of qualification

Employee may be dismissed from the work if he/she was incompliant for the taken position, and this incompliance was discovered:

- a) in unsuccessful results of the probation period;
- b) after the annual appraisal;
- c) in the quality of the work done.

Article 57. Dismissal over the state of health

The employee may be dismissed from the work if his/her health condition makes him/her unable to accomplish the professional duties.

Chapter VII. Disciplinary measures

Article 58. Measures of Disciplinary Liability

1. Measures of disciplinary liability are the following:

- a) Notice;
 - b) Warning;
 - c) Money withheld from wages;
 - d) Dismissal.
2. Disciplinary liability is imposed by the Executive Director only. Warnings can also be given by the direct supervisor of the employee.

Article 59. Notice

1. Notice may be used in case of the small violations of Manual's provisions or the activities that are against professional standards or organization's policies.
2. Notice is given to employee in oral form.

Article 60. Warning

1. Warning is given in case of serious violations of provisions of the Manual or in case of repeat of those violations for which employee received notice.
2. Warning may be used as basic or additional disciplinary action with money suspension from wages.
3. Warning is given in writing form. The warning has to be signed by the employee that should understand the seriousness of his/her violation. If an employee refuses to sign the warning, he/she will immediately be dismissed from work.
4. If an employee received 3 warnings he/she will be dismissed from work.
5. Written warnings are kept in the personal history files of the employee.

Article 61. Money withheld from wages

1. Money is withheld from wages in case of serious violation of this manual by the employee.
2. Money withheld from wages should not exceed 25% of the total salary for each disciplinary misconduct.

Article 62. Dismissal

1. Dismissals take place only in case of the serious violations and only happen according to the written consent of the Executive Director. In that case, the dismissed is reimbursed only the unused vacation days.
2. Disciplinary misconducts that may be the reasons for dismissal are:
 - a) Intended damage of ISR property;
 - b) lies or dishonest action that harmed organization's work or reputation;
 - c) Repeated violation of organization's policies and regulations;
 - d) Theft or unauthorized use of the office equipment;
 - e) Constant absence or avoiding work;
 - f) Using alcohol during work hours;
 - g) Being identified as drug user;
 - h) Any activities threatening other employees lives or health;
 - i) Disclosing confidential information;
 - j) Any activity that can substantially harm organization's work or reputation.
3. Employee is dismissed only if the violations are proved by the facts.

Chapter VIII. Complaints

Article 63. Procedures of consideration a Complaint

1. Employees are encouraged to address work-related grievances, conflicts or any other problems with their fellow employees. If this does not prove satisfactory, the employee should discuss the matter with the supervisor of the person causing the problem, supervisor of him/herself or ED.
2. A complaint can be either oral or written.
3. The list below gives the examples of the acceptable complains:
 - a) Special, partial attitude towards certain member of the staff or doubled requirements

- b) Non-professional relationships among the staff.
 - c) Activity that interferes with work, creates wrong atmosphere,
 - d) Personal visitors in the office;
 - e) staying in the office after the work hours with no business
 - f) Sexual harassment and violence
 - g) Assigning too much work, requirement for working for too long, etc.
4. According to the problem content and the in order to identify problem solution the complaint may be discussed by the Executive Board. Disciplinary measures shall be used against the employee that is the subject to the complaint.

PART II. ADMINISTRATION

Chapter IX. Office

Article 64. Office environment

ISR staff is encouraged to consider others whilst in the office environment and at all times present the organization in a professional manner. It is important for all staff to display a positive and professional attitude and foster a good workplace environment.

Article 65. Office settings

1. The general area surrounding an employee's work place should be clean and orderly. With few exceptions (office relocation, moves or mail/equipment deliveries), rubbish and boxes should not be left in the corridors or common areas. There are designated storage areas for archives, files and office supplies.
2. With the same few exceptions stated above, the Reception Areas should remain clean and orderly. This is the first area that visitors to the ISR office will see and should therefore create a good impression.

Article 66. Professional appearance

Employees are expected to dress in an appropriate manner, which is acceptable in a professional establishment, and relative to their position. If representing ISR at the meeting or for media purposes, staff are encouraged to wear an article of clothing that identifies ISR i.e. badge, vest, jacket or shirt.

Article 67. Smoke free office

In keeping with ISR's commitment to provide a healthy work environment for the staff, beneficiaries and donors, all work areas, except for one designated area, are smoke-free. Likewise, are all ISR's vehicles. Staff is encouraged to communicate this policy to all visitors and partners whilst they are on the premises of ISR.

Article 68. Notice board

A Notice Board is placed in reception areas to display information, advertisements and news relevant to all ISR staff. The receptionist should make sure that the information on the Notice Board is relevant and up-to date.

Article 69. Reception and hospitality

1. Every visitor to ISR, be it a beneficiary, colleague, partner or donor, should be welcomed with courtesy. Primarily, the welcome is the responsibility of the Admin Office, however, every member of the staff is expected to provide all due attention and assistance to the visitor.
2. Whether the visit is scheduled or spontaneous, the relevant staff member should be notified immediately about the visitors' arrival either by phone or in person. If the relevant staff member, who a visitor intends to meet, is not available, the visitor should either be asked to wait, or return at a later date, as per negotiation with the relevant staff member.

Chapter X. Administrative operations

Article 70. Telephone usage

1. A major part of ISR's business is conducted by telephone. Therefore, personal and non-work related calls both in and out are discouraged.
2. Phone calls should be brief to allow use of the lines by other staff for business purposes.
3. The phone switchboard manages incoming calls and transfers to different extensions. The Receptionist is responsible to ask who is calling, as well as the purpose of the call and notifies the staff member concerned.
4. When ISR employees make international or domestic calls, they should enter the information in the phone logbook.

Article 71. Mail & Fax correspondence and Telecommunications

1. The use of copy paper, equipment, and postage for personal use is not permitted unless approved by a relevant manager.
2. Fax communication should be conducted via the Receptionist. Whenever possible, for financial savings and efficiency, the use of email communication, meetings with colleagues and face-to-face discussion is encouraged.
3. Where the ISR office has a designated Internet line, it must only be used for work-related purposes. Staff may use the Internet for personal reasons outside business hours. Use of Internet for personal reasons shall not interfere the work of the organization and shall not breach the rights of other employees. It is strictly prohibited to use Internet for illegal actions.

Article 72. Office supplies

1. Office supply orders should be made centrally through the Administrative Office, which arranges for purchases according to a schedule or as need be.
2. For purchases of goods and services refer to Financial and Procurement Manual.

Chapter XI. Information Technologies and support

Article 73. Electronic Mail Policy

1. ISR assists its employees with the electronic system as they conduct business within the organization. Non-employees (including consultants and independent contractors) may not obtain ISR mail addresses, but rather must exchange messages with the ISR system through external Internet providers.
2. The electronic mail system hardware is company property. Additionally, all messages composed, sent, or received on the electronic mail system are and remain the property of the organization. They are not the private property of any employee.
3. The electronic mail system may not be used to solicit or proselytize for commercial ventures or political causes, outside organizations, or other non-job-related solicitations.
4. The electronic mail system is not to be used to create, send or forward messages that are obscene, pornographic, defamatory, harassing, threatening, contain racial or sexual slurs, or which are otherwise inappropriate in the context of the company's ethos and core values.
5. The electronic mail system shall not be used to violate copyrights or other proprietary rights by distributing unauthorized copies of materials owned by others, nor shall it be used to distribute confidential or proprietary company materials without proper authorization.
6. ISR reserves and intends to exercise the right to review, audit, intercept, access and disclose all messages created, received or sent over the electronic mail system for any purpose. The contents of electronic mail may be disclosed by the company without the permission of the employee.
7. The confidentiality of any message should not be assumed. Even when a message is erased, it is still possible to retrieve and read that message. Further, the use of passwords for security does not guarantee confidentiality.
8. Notwithstanding the company's right to retrieve and read any electronic mail message, such messages should be treated as confidential by other employees and accessed only by the intended recipient. Employees

are not authorized to retrieve or read any e-mail messages that are not sent to them, except with the permission of the intended recipient. Any exception to this policy must receive prior approval by the employer.

9. Employees shall not use a code, access a file, or retrieve any stored information, unless authorized to do so.

10. Any employee who violates this policy or uses the electronic mail system for improper purposes shall be subject to discipline, up to and including termination of contract.

Article 74. Back-up of files

A back up of important ISR official files is required weekly by all users and is attained by the automatic update procedure on a hard drive. Every employee have to protect the information kept in his/her personal computer.

Article 75. Virus protection

1. To protect against computer viruses, each computer should have virus checking & cleaning software installed.

2. Every computer user should know that before any alien disc is inserted, the anti-virus program should be initiated. The IT manager is responsible for reinstallation and upgrade of anti-virus programs as revised versions are introduced.

Article 76. Maintenance of equipment

1. All electronic equipment should be properly maintained and sensitive parts checked in the recommended time frame. Employees need to report to the IT Manager every hardware/software malfunction.

2. Employees are encouraged to treat IT equipment with care. In particular, it is prohibited to eat or drink while working on the computer to prevent accidental damage to the equipment.

Article 77. Data Protection and Access during Staff Separation

In the case when a ISR staff member separates from ISR, the relevant Manager and the IT Manager should make sure that access can be gained to the necessary data in the computer of the former employee, and that all non-essential and personal data is removed.

Chapter XII. Archiving and documentation system

Article 78. Record keeping

1. All Incoming and outgoing mail and packages by normal or courier post are transferred to the Administrative Office, which is responsible for the facilitation of the delivery service. Incoming mail marked "urgent" or "confidential" should be brought to the recipient personally.

2. Financial documentation (i.e. receipts, bid analyses, etc) should be maintained and kept according the Financial and Procurement Manual of ISR.

Article 79. Logbook

1. All incoming and outgoing mails/letters/fax are recorded in the Registration log (Attachment #9) for incoming and outgoing mail.

2. The following data is reflected in the outgoing mails logbook:

- a) Number
- b) Date of registration
- c) Code of structural unit
- d) Name and address of addressee organization

3. The following data is reflected in the incoming mails logbook:

- a) Number
- b) Date of registration

- c) Number and date of a document given by sender organization
- d) Name and address of sender organization

Article 80. Registration of Document

1. The organization has specially designed regulations for registering incoming and outgoing documentation.
2. Every incoming and/or outgoing letter is registered according to program's or administration's relevant code, defined by the Executive Director.
3. The **outgoing document** has its own registration number, which consists of the register queuing list number, the department code and numbers indicating the current year (for example 46/03/2006).
4. The **incoming document** registration number consists of the queuing list number, code of the addressee department and numbers indicating the current year.
5. On the title page of incoming and outgoing documents a date and registration number should be written;
6. Every employee of the organization is responsible for registering the document before its sending.
7. Registration of organizational documents is provided by the administration. Administration:
 - (a) Gives the documentation incoming or outgoing, also received by fax registration numbers and registers in the logbook;
 - (b) Keeps the copies of incoming and outgoing documents in special folder;
 - (c) Is responsible for sending documents via fax during the working day

Article 81. Documents to be kept in Finance Office

1. The following documents should be kept in Finance Office
 - a) Original agreement/contract with the donor(s);
 - b) Originals of any approvals/amendments from donors (No verbal amendments or alterations are valid);
 - c) Original MOUs, Partnership Agreements, Letters of Agreement;
 - d) Copy of the final project proposal and budget;
 - e) Original of audit reports;
 - f) Final and mid-term financial reports to the donor agency.
2. These documents should be kept in one binder separated by dividers and labelled accordingly.

Article 82. Documents to be kept in the program office

1. These documents should be kept in each program office.
 - a) Copy of the **Agreement with the Donor(s)**.
 - b) Copies of any **Approvals/Amendments from donors** (No verbal amendments or alterations are valid).
 - c) Copies of initial and any revised **Activity/Implementation Plans** and relevant proof of permission for the change obtained from the donor (i.e. print out of e-mail, official letter, etc.)
 - d) Copies of **MOUs, Partnership Agreements, Letters of Agreement**.
 - e) Copy of any **Audit Report/s**.
 - f) Copy of the **Final Project Proposal and Budget** (and any later revisions like a new log frame or amended budget).
 - g) Hard copies of any important **Correspondence** with donors, which document the process of reaching the agreement with them on a particular issue, particularly amendments to budget, proposal, or contract. Correspondence should be organized in a chronological order.
2. These documents should be kept in one binder separated by dividers and labelled accordingly
3. The documents listed below should be kept in each program office; can be organized either in one or several binders depending on their volume, but should be labelled properly and organized in chronological order:
 - a) Hard Copies of any important **Correspondence with partners** (which document the process of reaching the agreement with them on a particular issue, particularly amendments to budget, proposal, or contract. Correspondence should be organized in a chronological order.)
 - b) Hard copies of **Monthly/Quarterly/Annual reports** to donors.
 - c) Hard copies of **Internal Reports**.
 - d) Hard copies of **Other Reports** generated by program staff and submitted to program manager.
 - e) Hard copies of **Monitoring Reports** prepared by relevant staff.
 - f) Hard copies of all **Evaluation Reports**.

4. Each Program office is responsible of hard and electronic copies of all documents.

Article 83. Official Seal

Official seals of ISR are held by the Executive Director and Finance Manager. Only official documents, which have been signed by the Executive Director or his designee, are to be sealed.

Chapter XIII. Vehicles and Transportation

Article 84. Vehicle usage

1. All ISR staff must have a current driver's license to operate a ISR vehicle. Licenses must be carried at all times when driving a ISR vehicle. This policy is to protect both the staff and the property, in accordance with insurance policy coverage.
2. Only ISR staff is permitted to drive ISR vehicles. No driver with less than two years frequent driving experience will be authorized to operate the larger 4x4 vehicles.
3. All ISR staff is reminded that vehicles are procured for usage for ISR business, and are not to be used for other purposes unless approval by the Executive Director is obtained.
4. Vehicles are registered as being the property of ISR; Admin Office is responsible for processing the new vehicles for registration process.
5. Vehicles are assigned to the head office rather than a separate program. Usually, one driver will be assigned to each vehicle, Admin Office will be responsible to schedule and allocate an available vehicle and make appropriate arrangements when the vehicle is required for the relevant work.
6. The driver will be responsible for this vehicle in all matters of operation and use, maintenance, parking and oversight.
7. Any problems must be reported immediately to the relevant manager and Admin Officer, who will take appropriate action.
8. The usage of vehicles by multiple drivers is to be avoided.

Article 85. Vehicle protocol

1. Time and usage of the vehicle must be documented accurately for financial accountability to the donors, who pay either for the vehicle purchase and/or use.
2. Each vehicle contains a logbook (Attachment #10) and pen in the glove compartment. The log form is provided by the Admin Office. Every driver must note the use of the vehicle in the logbook, even if it is a small number of kilometres, with the odometer reading start/end for that period of time.
3. The driver will submit on a weekly basis the completed logbook pages to the Admin Officer. All forms must be maintained in document storage for reference for audit regulations.
4. The employee responsible for the vehicles must check the logbooks frequently to be sure that drivers are doing their entries.
5. If the driver has two minor accidents in one year, he/she will receive an official written warning. Costs arising from the second/third accident that can not be attributed to an insurance company or a third party will be the responsibility of the driver and will be deducted from the relevant staff member's salary.

Article 86. Vehicle scheduling

Vehicles are to be scheduled in an efficient and cooperative way within the ISR programs. Advance scheduling and communication within all units is necessary to ensure that vehicles are used to capacity on every trip.

Article 87. Admin Officer's responsibilities

For the purpose of technical provision and reporting, the Admin Officer will be responsible for:

- a) Ensuring that all repair and maintenance issues are dealt with in a timely and efficient manner;
- b) Developing a preventative maintenance schedule for each vehicle, and will ensure that this is carried out;

c) Providing a vehicle usage and maintenance report (including projected and actual expenditure) to the Executive Director by his/her request.

Article 88. Driver's responsibility

1. Driver operating the vehicle should monitor the daily operation needs of the vehicle and report these to the Admin Officer.
2. All vehicles must be maintained in accordance with the manufacturer's vehicle operation manual. The drivers should be familiar with this manual.
3. For safety the usage of mobile telephones is forbidden whilst driving a vehicle. If a driver needs to use a mobile telephone he/she must first stop the vehicle at the first suitable location or use the hands free.
4. Driver must keep the vehicle fueled. At the end of each significant trip, refuel the vehicle at least half full or to the original level of use; keep a record on the log of the amount of fuel added at each date and the odometer reading at the time fuel is added.
5. All required vehicle documents and insurance documents must be complete and remain with the driver at all times. A copy of the documents will be filed with the Admin Officer in the vehicle files (which will include full details for each vehicle from the time of vehicle purchase to include all activities to present).
6. The Admin Officer will maintain an up-to-date list of parts and dates of replacement when repairs and replacements are required.
7. A staff driver cannot take a vehicle out of country unless appropriate approvals are received from the Executive Director and insurance is obtained.
8. The driver is also required:
 - a) Park the vehicle in a secure place at all times.
 - b) To keep the vehicle clean (internally & externally) and free of doors.
 - c) Normal non-technical maintenance of the vehicle is the responsibility of the driver Every time fuel is purchased, it is that driver's job to check the oil and water levels and replenish if necessary (taking care not to add cold water to a hot radiator).
 - d) Problem in relation to the vehicle immediately to Admin Officer.
 - e) After the vehicle usage, leave the vehicle clean and remove rubbish.
 - f) Do not keep valuables or personal items in vehicle that might be visible.
 - g) Complete the vehicle usage log on a daily basis and ensure any maintenance/repair needs are included. The vehicle usage log should provide complete legible information.
 - h) Report any accident, damage or mechanical problem immediately to the Admin Officer Report any
9. The driver's first priority is the safety of the passengers, and on-road safe driving, not the speed with which they arrive at the destination. Staff is encouraged to plan trips taking into consideration weather conditions and to be courteous to all users of the road. The road rules should be observed at all times and pedestrians will have primary right-of-way.
10. Seat belts must be worn at all times by the driver and passengers. Any passenger involved in an accident and who is injured, may not receive medical payment reimbursement under an insurance policy if seat belts were not used at the time of the accident.

Article 89. Procedures in the Event of an Accident

1. Following any accident, after injury inspection, contact the Admin Office; make every effort to recall all details. This will be necessary in the event of any follow up accident investigation.
2. These procedures shall be followed in case of an accident:
 - a) Provide medical assistance or notification, as appropriate, to injured persons.
 - b) Call for the authorities and ISR Admin Office. If possible, request a camera so that actual damages may be photographed before vehicles are moved to another location.
 - c) Clear debris so that traffic can pass safely.
 - d) The staff driver/passengers should not communicate verbally with the other driver, passengers and bystanders/witnesses about the causes or circumstances of the accident until official reports are taken and ISR Admin Officer is at the accident site. Do not admit to being the cause of the problem, or sign documents, until the Admin Officer is available.
 - e) Do not allow vehicle to be moved until formal reports are taken by officials for both vehicles. Be sure the vehicle is guarded.

- f) Write down the names and "accident site" information of all vehicles involved. Write down a description of the other vehicles, the other drivers, and draw a diagram of what happened. If possible, ask for other driver's insurance document number.
- g) In order for insurance companies to be responsive to the insurer's needs, a police report is taken at the scene of the accident. At the location of the accident, the policeman completes the reports (normally, of both vehicles and not just one vehicle) and makes the decision as to the guilty party (keep your own records as this can be disputed). One copy of the report is taken and filed with the police department; one copy goes with the driver to take to the insurance company.

Article 90. Maintenance of vehicles

1. Whilst vehicles will be allocated to individual driver, it is the responsibility Admin Officer to ensure that appropriate maintenance is undertaken on all ISR vehicles.
2. All such maintenance should take place in a scheduled manner and drivers must report all servicing needs immediately. This includes:
 - a) Ensuring vehicles are washed/maintained daily including checking of tires.
 - b) Ensuring vehicles are filled with fuel and oil.
 - c) Monitor and sign-off all vehicle expenses.
 - d) Ensure maintenance of the vehicle usage log is completed with full details and maintained for accurate record keeping.
 - e) Ensure all ISR vehicles have proper documentation with the vehicle.
 - f) During cold weather, ensure vehicle is "winterized" by fitting of winter tires and addition of anti-freeze solution to radiator cooling system.
 - g) Ensure spare parts are ordered / available for emergency or standard use.
 - h) Check tire treads on a regular basis, and ensure that new tires are fitted when required.
3. All vehicle maintenance must be undertaken at reputable licensed workshops, which will ensure that the vehicle is maintained in line with the relevant vehicle operation manual. It is important that all repairs are carried out as quickly as possible, so that the relevant vehicle can be fully functional again.
4. All workshops making repairs to ISR vehicles must provide original receipts, dated and with the vendor name, address and contact information visible on the receipt for record keeping and payment.
5. Admin Officer or the designee will be required to check the repairs prior to payments being made.

Article 91. Petrol purchase

It is essential that a suitable system be developed for the purchase of fuel so as to control costs and deter staff from the temptation of manipulating fuel receipts. ISR contracts a gasoline company to purchase the patrol coupons of 10 or 20 liters each.

Article 92. Petrol distribution

1. Admin Officer will be responsible for keeping and distributing coupons to the drivers.
2. Driver submits the request on the fuel to Admin Officer according to need and log notes, driver has to keep track of the odometer in the driver's log. Admin Officer is responsible to crosscheck the expenditure of patrol, logbook notes and odometer of each vehicle every month.
3. In particular, the average number of kilometres achieved per litter will be used to establish the vehicle efficiency.

Article 93. Vehicle procedures in field offices

General rules for the vehicle usage in field are according to these rules, only administrative duties & responsibilities in regard of vehicle regulations are accomplished by the field office coordinators.

Chapter XIV. Organization attributes and security

Article 94. Business cards

1. Business cards are provided to key staff upon approval of the Executive Director.
2. The design for business cards is prepared by the Admin Officer according to ISR standards.

Article 95. ID Cards and office keys

3. ID cards and office keys are provided to key staff at the beginning of their employment and should be carried to all work assignment. The design for ID cards is prepared by the Admin Officer according to ISR standards.
4. The Executive Director or his designee signs and seals the ID card.
5. Once employment with ISR is finished, the employee must return his/her ID card and the office key to the Admin Officer.

Article 96. Security

1. The security company should be hired and the signalization must be installed and switched on at every time while the office is closed.
2. The maintenance of the keys of the office, opening and closing every day is under short listed senior staffs' responsibility.
3. During the working hours the entrance door should be kept closed at all the times.
4. Visitor should not be left without attention inside the office and should be escorted by the relevant ISR staff.

Article 97. Final provisions

1. This document is dynamic in nature and is subject to change. It is a working document to be reviewed every 12 months.
2. In the case of any changes in between the reviews, the Admin Office will distribute notice of changes to employees.
3. Notices will be posted on a Notice Board in a common work area and/or available for review in a binder in Admin office.

ATTACHMENT N1

Job Description

Mandatory fields of every job description are:

1. OVERALL DESCRIPTION OF WORK:

General description of work of an employee.

2. BASIC RESPONSIBILITIES:

The list of basic responsibilities of an employee.

Not obligatory field of every job description is:

3. REQUIRED QUALIFICATION:

The list of required qualification of an employee.

ATTACHMENT N2

Application Form.

**Position –
APPLICATION FORM**

a. Personal information

1.Name:	2.Citizenship:	3.Date of Birth:
4. Address:		
Telephone	Mobile Tel. N	E-mail address

b. Education

5. School and post secondary education:	
6. High education (give name and address of the university, dates, degree(s) obtained):	
7. Additional Qualifications – courses/studies/etc :	8. Languages
	<i>state proficiency rating 1 (beginner) to 10 (native speaker):</i>

c. Employment

9. Working experience in relevant field:
<i>(Please provide organization name(s), job title, dates and short description of these duties undertaken)</i>
10. Employment Record:
<i>(name of organization(s), job title, dates of employment and a brief description of duties & responsibilities undertaken in each job)</i>

d. Additional information

11. Previous Applications to the Institute for Strategic Research. Have you applied for any job opening at Institute for Strategic Research?			
YES	POSITION:	DATE:	STATUS (invited for a test, interviewed, not short-listed):
NO			
12. Give names, addresses, job titles and contact telephone numbers (including mobile Tel. Nos.) of 2 References:			
1.		2.	

Please, complete and return to -----

not later than ___(time), ___(month), ___(date), ___(year)

or fax to (+995 32)

ATTACHMENT N3

Vacation request form:

To: Executive Director of
_____ (name)

From: name of the employee
Position of the employee

A P P L I C A T I O N

Please take note that I would like to request for vacation:

Vacation category: annual leave

 unpaid annual leave

 other (*please specify*)

Please transfer my salary:

3 days prior I leave on annual vacation

in a normal scheduled way.

Annual leave starting time: (*date, month, year*)

Annual leave ending time: (*date, month, year*)

Number of working days during the annual leave: _____

Employee's signature: ----- date: (*date, month, year*)

Approved:

Not Approved:

Reason:

name
Executive Director of

name
Executive Director of

ATTACHMENT N4

Business trip written statement:

To: Executive Director of
 _____ (name)
 From: name of the employee
 Position of the employee

A P P L I C A T I O N
 (on business trip)

Status of business trip:
 Purpose of business trip:
 Employees involved in business trip:
 1. .
 2. .
 3. .

Starting date of business trip
 Ending date of business trip
 Number of days of business trip: _____
 Destination:

Hotel reservation:

Yes No

If Yes,
 1. Number of days - 2. Number of persons-
 3. Name of desired hotel -
 4. Address of desired hotel, contact tel.: –
 5. Rate per night/per person –

Please provide the following amount as an expense for the trip: _____(GEL)

Signature:----- Date:----- (*day, month, year*)

Approved:

Not Approved:

name
 Executive Director of

name
 Executive Director of

ATTACHMENT N5

Effort reporting (time sheet):

TIME SHEET

month / year	position
	name

	1	2	3	4	5	6	7	total	%
arrival									
departure									
programs									
name of program									
name of program	V	V	V	V	V	V	V		
name of program									
name of program									
missed working hours									
total worked hours									
national holidays									
sick leave									
vacation									

	initial	accumulated	used	total
sick leave	1	1	0	2
vacation	2	2	0	4

signature of the program director

signature of the employee

ATTACHMENT N6

Registration log:

Incoming correspondence log

#	Registration date	Department Code	Addressed organization	Remark
01				
02				
03				

Outgoing correspondence log

#	Registration date	Addressed department	Number and date of the letter	Sender's name and address	Remark
01					
02					
03					

ATTACHMENT N7

Vehicle protocol:

Driver's name	
Vehicles state registration #	

Type of transport

Type of gas

Date	Starting km	Departure place	Destination	Ending km	Signature of passenger	End of days km	Tank refill (indicate km/lt)	Business trip	Remark

date of issue

stamp