A Guide to
Human Resources Management

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An Idea about the Project

Broadening the participat ionviacivil society(participation) is to strengthen the civil society participation/citizen, that is of three years, and to be funded by the US Agency for International Development (USAID),and implemented by the Mercy Corp Organization and the union of its partners (the American Inter news, ICNL, MH and PAO).

The goal behind the project is to help the Democratic systems in Iraq to become sustainably more vital and participatory as a result of the civil society, through deepening the people's social and political participation. Through all the project stages, the participation will concentrate on supporting the initiatives that intend to widen people's active participation in the social, economical and democratic process of development, reinforcing the organizational and institutional capacity of a core group of civil society organizations, increasing the civil society influence on decision making in the public policy, and improving the organizational, legal and empowerment environment through which frame the civil society organizations work, based on the collective experience for more than 9 years in helping the Iraqi civilians who suffered losses as a result of the war.

Introduction:

The Goal behind the Guide:

This guide has been prepared to include the principles and criteria that has to be followed in the aspects of human resources management in the civil institutions.

The guide aims at providing civil institution and its officials with a detailed reference about the administrative policies and procedure,which can be looked at as guidance for the institution's actionstowardsits human staff. It also aims to document all best practices of thepersonnel affairs in the civil institution, because ofthe importance of the human element as the basis of productive activity and economic configuration of the institution.

The institution briefly and clearly worked on developing the work operations and policies that are related to Human Resources Management and the related policies in order to constitute a scientific and practical system which helps achieving the goals and principles of the institution. The Institution director implements these policies based on recommendation from the Board of Directors. The institution shall review this guide at least once per either year or two years for to measure its efficacy and add any new and important arrangements required.

The Human Resources management Guide shall be considered a sequel to the Administrative Guide, and it is better that both guide must be dealt in parallel, since this guide links the policies and strategies of Human Resources with Administrative and Legal working systems in Human Resources Management.

This guide:

1- includes recruitment procedures based on equality and integrity through a clear recruitment process which insures equal opportunities and fair competition.

2- it promotes the principle of good governance and emphasizes the importance of evaluation and participation in this process. It alsourgeson the importance ofa system that saves the institution staff information.

3- is one of the practices that insures the institution transparency as being written, clear, applied and pronounced.

3)Use of the Guide:

This guide is used as a work reference in the institution, so as to review the section related to get use of.

This guide is one and only in order to be applicable in all the civil institutions with only some special amendments related to each institution's particularity so as to fit its size and capacity.

The relevant institutions shall make a periodic review for this guide in order to evaluate its suitability and applicability, or its need to be amended according to expected changes in the institution and its local surrounding environment.

This guide is divided to various sections each of which contains general procedures and necessary requirements to ensure the effectiveness of the policies pursued in the institution. It also includes the detailed procedures of every activity and the person responsible for its implementation.

This guide aims at the working staff in the civil institution in general, and the staff of the personnel in particular.

This guide is considered to bea vital means for application after it is being approved of by the Board of Directorsin the related institutions.

4) About Human Resources Management:

• **Human Resources Management & its Definitions:**

Human management has many definitions of which are:

1- Human Resources Management is the management which believes that the working members in the various activities of the institution are the most important resources and that it is its duty to provide them with all means of that help them do their works for the benefit of both. It is also its duty to supervise them and provide them with necessary incentives in order to ensure its success and their success, too.

2- Human Resources Management is a series of decisions special for functional relations that have influence on the effectiveness of the institution and its staff.

3- Human Resources Management is a process of choosing, using, developing and compensating human resources in the institution. The Human Resources Management is divided into four related parts which are planning, organizing, directing and monitoring in aspects which are related to get members, develop them, compensate and maintain themin order to achieve the goals of the institution.

- **Causes behind Human Resources Management Emergence**:

The industrial development in the modern life is the main cause behind the emergence of Human Resources Management. This led to international organizations to emerge. After that, difficulties, problems and conflicts began to appear between the Human resources and the management itself. The management tried to use some methods to face these problems, but that didn't decrease the need for a specialized management that could take human resources for granted and process its problems.

Also, the massive expansion in education and the imposition of the general culture in front of the human resources led the awareness of workforceto increase as a result of the higher educational and cultural levels among them. This required specialists in the field of Human Resources Management, and more modern means to deal with such new qualities of human resources.

Among other reasons are the increase of the government interference in the working relations between employees and employers via issuingregulations that avoid the institution from problems with the government, as a result of its failing to comply to these regulations; also, the emergence of workers syndicates and organizations that defend the human resources; then the importance of a specialized administration to create an atmosphere of effective cooperation between the administration and the international organisations and to regain new policies for the relations. Finally, the emergence of important binding laws and regulations, especially those about the media and the local organisations in Iraq, and the importance of

participation and consultation are considered reasons behind the emergence of human resources.

And because organising the work within the institutions in order to increase its effectiveness and enhance transparency and the sense of belonging among the employees to preserve their rights and commit to their duties in the non-profit institutions in Iraq.

- **Development of the Human Resources Management Concept**

    First: The stages" Development of the Human Resources Management Concept" relates to the term used in the organisations to indicate the task of running the staff and members' affairs. To some extent according to chronological order, it took one of the following forms:

    1- Employees boss
    2- Members manager
    3- Social affairs manager
    4- Human resources manager

    A characterization to the role that has often been pledged by the human resources management to the administrator or manager who can have that looking at the needs of the institution, as well as the aspirations of members. However, this classification is brief, because there are bosses that can get involved in humanitarian issues.

Second: By virtue of some studies, a large development in the content, organizing the function of Personnel Management itself happened, especially in its goals, objectives and policies. But some thinkers and administration scientists ignored what occurred especially after the industrial revolution, and specializing factory system, led to a need to human resources knowledge and independent practices to emerge, especially when the work-workers relations began to complicate. This was clearly evident after the industrial revolution, and the rise of the machines and communities.

And about the concept of Human Resources Management Development I would like to indicate the following:
- The Industrial Revolution
- The emergence of international movements, syndicates and unions
- The emergence of scientific thinking management
- The emergence of human relations science
- The beginning of emergence of some specialists in the management of human resources

- **The Importance and Goals of Human Resources Management**

The importance of human resource management is as follows: (the interest in the main resources in the institution - the members; Institutions expansion and the multiplicity and diversity of functions; the increase in the number of employees and the complexity of

relations between the various departments of the same institution; developing personnel skills who are working in the institution; developing appropriate plans for training; studying and dealing with the members problems; Choosing the right people for jobs occupancy and deciding on a professional basis to evaluate the staff with reference to the system of incentives.

As for the goals of the Human Resources Management: they are improving the quality and effectiveness.

1- Improving the quality: through attracting capable human resources that are able to achieve the goals of the institution and working to choose it and introducing the institution properly so that it attracts business opportunity seekers to join the crew of that institution.

Retaining the successful members in the selection process and the stability of the workforce in the institution.

2- The effectiveness: It is to make the workforce achieve what is required of them successfully. The effectiveness is related to many factors of which are motivating the members, improving their ability and skills, making them acquire new skills with the materials that help achieving that, and help them reach the required performance level.

5) <u>Human Resources Management Functions</u>
The most important functions are:

- **Study of the needs**

This will be with the participation of the general director, the department managers and the financial manager. The human resources manager works to do an annual study that identifies the institution's needs of new functions taking for granted the needs that the employees identify or the substitution and merging of functions. The following criteria are identified:

a)Existence of an adequate budget to cover the function, and identify the project that will bear this expense.

b) Existence of Position requirements like fixed assets and a suitable work place.

c) Identifying the nature of the program or project needs for new jobs, or cancelling or mergingthe existing ones.

d) Designing questionnaires to study the need of staff like training.

- **Function Analysis**

The concerned department manager works in corporation with the general director to prepare a list of new functions in the institution, approves the duties and activities that make up the function and the employees responsibilities in addition to the required specifications for the nomination to the function.

In the case of old jobs in the institution,job descriptionand job requirements are reviewed annually, and modified if necessary with the participation of the department in charge of general director.

When there is need to create a new job, the department manager asks the managements with an initial description of the function explaining the reasons for this new function.

Announcing the function and reviewing the requests:

To preserve "the integrity of the institution" and ensure the principle of equality and inclusiveness,the available functions in the public institution must be announced, so as to open the opportunity equality for those involved.It ispreferred to be advertised in local newspapers and the website of the institution, if any:it is better to choose one and only way for receiving the applications, either by fax, or by e-mail.

The administrative assistant, or who represent him/her receives the applications, preferably one person should do this process. The institution staff has the right to apply for the open positions if they have the required specifications, but to enter the competition with external applications without prejudice.

A committee of at least two people (including the relevant department manager) reviews the applications, and prepare a list of the best eight candidates. All the applications are to be saved in a file special for this position.

- **Test Process (During the Interview)**

A committee of three persons is to be formed: the department manager, the managing director, and a third person familiar with the technical requirements of the job. The first eight are recommended to be invited to a written test that measures his level of knowledge concerning the

details of the function. The above mentioned committee prepares the questions and the standard answers for them and evaluates the candidates' performance in the test.

The committee should be highly qualified and objective; that is to say, there should not arise clash of interests between the members of the committee and the people who submits the test.

The above mentioned committee shall invite the best five candidates based on the test results, and prepare a form for evaluating the interviews, this same form is used for the candidatesand through which they agree to certain and clear standards for evaluation. The three members of the committee shall attend the interviews (the department manager, the managing director, and a third person familiar with the technical requirements of the job). Accordingly the initial selection process is made. After this process is the final inquiry about the candidate through the institutions in whichhe/she worked or was volunteer.

It is possible to reduce the number less than five in case there are no suitable candidates for the position, but it is preferred to be five in order to expand the committee's options. In any case, the candidates who are to be interviewed shall not be less than three. It is probable that the members of the committee may differ on what is being asked here in the absence of the three above mentioned persons. In this case it is possible for the committee to include other members, provided that they are familiar with the job knowledge and its requirements.

• Designing the System of Wages and Job Sequence

Wage categories for jobs shall be specified in addition that a suitable system for wages shall be taken into consideration which ensures fairness and objectivity for the value and importance of the various positions in the institution. This system shall be designed to take into account the minimum wage as part of the good governance. There must not be a big gap between the wages so as to create a loyalty by the employees towards the institution.A job ranks shall be designed based on the efficiency like the educational level and the practical experience. The institution shall the take labour law and the executive regulations issued by it as a minimum for the rights of the employee.

• Designing the Incentive Systems

Incentive process concentrates on the outstanding performance bonus whether individually or collectively, through individual incentive systems, according to evaluating the incentive individual performance and the collective incentive systems, in addition to stimulating incentives based on the collective performance of the institution that satisfies the employees' needs in a frame that achieve the institution goals.

Healthcare and social care for the employees is recommended to be provided as well as giving the employees definite advantages as the special insurance for sickness, the interest-free loans and so forth.

- **Performance Evaluation**

Human resources management in institutions, how various they are, take care of evaluating the employees' performance. This evaluation is carried out for three reasons: first, standing on the efficiency of employee's performance; second, knowing aspects of the deficiency in the level of that performance in coordination with the direct supervisor of the employee; and third, specifying the annual incentives that the employee deserves as linking the performance result with the annual increase percentage as decided by the institution.

The evaluation process shall be discussed with the employee concerned so as to ensure better results that achieve the required target of the evaluation; that is, motivating the employee to be good at his work and testing the development of his skills and performance.

Training and Administrative Development

Training and administrative development aims at raising the efficiency of the employees through developing their knowledge and skills and promoting their positive sides towards their works. Training doesn't only concern with promoting the performance, but it also concerns with improving the employee's behaviour through the performance.

Through the discussion with the employees to identify their training needs(or through a questionnaire) and based on the institution balance and the available sources, it is recommended to prepare an annual plan for developing the cadre.

• **Annual and Sick leaves Management**

Reviewing the administrative guide and considering the labour law as minimum for labourer's rights, the human resources management informs all the employees of their rights leaves.

This management preserves the employees' dues such as leaves and it register them and type them in the computer (excel) according to the institution abilities, and updates these information periodically.

The employee has to fill in the form for the leave at least a day before the leave in case its period is not more than two days, and if the leave period is more than two days then he has to apply at least a week before the leave.

In addition to the above mentioned, the human resources management saves a file for each employee that contain the following information:

1- a copy of the employee's official diplomas (institute, university, faculty, ..)
2- a copy of the employee's experience diplomas and recommendation letters.
3- a copy of the employee's ID.
4- a copy of the employee's bank account, if any.
5- a personal photo of the employee.
6- a copy of his CV.
7- the employee's own work contract.
8- the employee's leave applications.
9- warning that the employee received.
10- the employee's performance evaluations.
11- any other documents related to the employee (social insurance, loand, ..)

The above mentioned procedures are considered to be simplified, that can be used in all kinds of institutions. Besides in case of the absence of the job description for the manager of the human resources, the administrative manager has to do all the duties assigned to him. And in case of the absence of the job description for the administrative manager, then the general director has to do all the duties assigned to the former.

6) <u>Procedures</u>
The procedures include some information as mentioned in the below table:

Procedure Description	
a- Procedure name: work analysis	P: 1
Procedure Number: 1	From: 1
No.	The steps
1	The employee in charge of the resourceshas, frequentlyand when needed, to get knowledge about the assigned activities and the duties existing in the updated institution.
2	He also has to assign the job description for each duty.
3	He has to assign all the duties and responsibilities for each position, job description.
4	He has to identify the specifications and the experiences for the qualified person and the necessary training for this position.
5	And he will send them to theadministrative manager for reviewing.
6	The administrative manager in turn will send them to the general director for agreement which then be sent to the board of directors for ratification.
7	The board of directors will certify the job description and the employee qualifications to the senior administrative position, or the administrative board for other positions.

Procedure Description	
b- Procedure Name: Human Resources Planning	P: 1
Procedure Number: 2	From: 1

No	The Steps
1	The person in charge will restrict the institution needs of workforce in terms of quality and quantity as per the current institution request, based on the institution strategic plan periodically and when it is necessary.
2	He has also to identify what is available of the workforce.
3	He has to compare between what is available and what is required to assign the deficit/ the surplus.
4	Also he shall mention how to manage the surplus as to cover the deficit.
5	He has to write a report and deliver it to the administrative manager for review.
6	The administrative manager in turn will send them to the general manager for agreement which then be sent to the board of directors for ratification.
7	The board of directors will certify the job description.

Procedure Description	
c- Selection and Designation	P: 1
Procedure Number: 3	From: 1

No	The Steps	Implementation Responsibility
1	The person in charge of human resources has to frequently and when necessary search for the available human resources in the markets.	
2	The committee of employment has to study all the employment requests, the appointments and the personal interviews as well as all othersuitable ways of attraction in order to put the	Employment Committee

	right person in the right place.	
3	The person in charge of resources has to raise all his recommendation to the administrative manager for review who, in turn, will raise them to the general director for agreement, and then to the board of directors to be ratified. (for more details, please find it in the implementation procedure in the guide book)	Human

Procedure Description	
d- Procedure Name: Designing the System of Wages	P: 1
Procedure Number: 4	From: 1

No	The Steps
1	The person in charge of human resources shall study wages scale in the institution and analyse it annually and when needed.
2	He shall also study wages scale that are applied in the similar institutions, and review the work law and its issued implementing regulations.
3	He also recommends wage categories for the positions according to the scientific degree and the practical experience, along with best ensuring a suitable system for wages that guarantees fairness and objectivity for the value and importance of the different positions in the institution.
4	He also sends his recommendations to the administrative manager for review; the administrative manager, in turn, sends them to the general director for agreement, and to the board of directors for ratification.

5	The financial manager follows up the employees wage systems practice and sends the related reports to the administrative manager.

Procedure Description	
e- Procedure Name: designing the systems of incentives	P: 1
Procedure Number: 5	From: 1

No	The Steps
1	The person in charge of the resources analyses the applied personal and collective systems of incentives in the institution annually and when needed.
2	He studies and analyses the systems of incentive applied in similar institutions, and also reviews the work and workers law.
3	He also decides personal and collective systems of incentives (the material and in-kind), taking for granted the total performance of the local institution so as to satisfy the employees' needs in the context of achieving the institution goals.
4	He also sends his recommendations to the administrative manager for review; the administrative manager, in turn, sends them to the general director for agreement, and to the board of directors for ratification.
5	He also follows up the employees'incentive systems practice and sends the related reports specially to the administrative manager.

Procedure Description	
f- Procedure Name: Developing systems for service and employees' advantages	P: 1
Procedure Number: 6	From: 1

No	The Steps
1	The human resources manager studies methods of employees' social and health care in the local institution and analyses them annually and when needed.
2	He also studies the social and health services in similar institutions and analyses them, and reviews the work law and the rules and regulations issued there under.
3	To the administrative manager concerning granting the employees such as insurances like sickness, transport, housing, subventions, loans, …etc
4	The administrative manager reviews them and sends them to the general director.
5	The general director sends them to the board of directors for ratification.
6	The human resources manager follows up the employees' service and advantages practice and sends reports specially to the general director.

Procedure Description	
g- Procedure Name: Performance Evaluation	P: 1
Procedure Number: 7	From: 1
No	The Steps
1	The human resources manager studies the system of performance evaluation applied in the institution and analyses it periodically and when needed.
2	He also compares the applied system with the performance evaluation systems applied in similar institutions.
3	He also designs and builds an effective system for performance that ensures the employee's performance efficiency, and to know the aspects of

	deficiencies in this performance.
4	He sends recommendations to the administrative manager for review; the administrative manager, in turn, sends them to the general director for agreement.
5	The general director sends them to the board of directors for ratification.
6	The human resources manager applies the ratified system of performance and sends the performance results along with the recommendations to the administrative manager for review who, in turn, sends them to the general director to decide the suitable arrangements (promotion, warning, installation, ...etc)

Procedure Description	
h- Procedure Name: Training and Administrative Development	P: 1
Procedure Number: 8 – *This procedure depends on recommendations and continuous consultation with the financial manager and directors of departments in the institution.*	From: 1
No	The Steps
1	The human resources manager, along with in consultation with the directors of departments and the financial manager, prepares the objectives, the public policies the special strategies for training.
2	Through the recommendations from other departments, the human resources manager identifies the employees' training needs, through distributing questionnaires periodically or when needed to train some employee, (presenting a new service, or new project)

3	He also puts the training plan and develops it continuously so as to be able interprets the general needs to detailed needs distributed to each activity.
4	He also identifies the general programmes and the ones specialized to meet the training needs, and those which will be implemented or shared abroad.
5	He also studies the different offers from the specialized training institutions and chooses the best of them.
6	He also prepares the planning and estimating budgets for the training activity.
7	He sends reports that reflects the trainees' activities, the training itself, and the training institutions performance to the administrative manager.
8	He supervises preparing the internal training programmes their related articles.
9	He follows up the employees sent to special courses and conferences.
10	In coordination with the administrative manager, works to get from the related institutions grants that promote the training process.
11	He also supervises the training equipment that are needed like audio-visual equipment and the like.

7) Patterns

This Item consists of many cards (forms) and contents, which are:

a- the post description card

Post description card
First: post definition:
Post title:
Post location:
The post title direct boss:

Titles of subordinates posts for the post: The general specialization:
Second: Duties and Responsibilities: -   -
Third: post Relations: -   -
Fourth: The minimum qualifications required of who hold the post: Qualification: Experience: Languages: Special skills and Training: -   -

b- Work Planning Sample:

Work Planning**							
Needs		Available		Deficit/Surplus		Recommendations	
Quantity	Quality	Quantity	Quality	Quantity	Quality	Quantity	Quality

**This sample is used to identify the logistic needs required when installing a new employee like furniture, stationery, etc to ensure availability when the new employee starts the job.

c- Training Needs Identification Sample:

Training Needs Identification Sample					
The person	Post Title	Required Training	Goal of Training	Training Period & Place	Estimated Cost

A sample form of the coach's commitment

The coach's commitment letter

Date:

Dear sir/madam,

The institution highly appreciates The skills and abilities that you bring in your work, and we, as an institution, adhere to provide opportunities and motivate you to enrich and widen your skills and the base of your experience.

I have the pleasure to inform you that the following training programme has been arranged for you. All the costs of the programme are covered by the institution.

- Name of the programme
- The training:
- Dates:
- Place:
- Cost:

The goal behind this training is to empower your abilities as part of the work team in the institution, as to empower the institution itself, and you have to read the attached conditions here carefully:

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1- You admit with your signature that the training aims at the institution interest, and that you adhere to its conditions.

2- Choosing number 1 (costs to 1500 US dollar)contains the following:

   a) You adhere to go on working in the institution as for a minimum period of six month after the end of the training.

   b) You agree that in case you resign or act

inappropriately, the institution will find itself obliged to fire you out of work within the period specified in term (a), and that you will pay back all the costs of the training in which you participated. For instance and if you leave the work four months after you began again after the training, then you will pay 1000 US dollar(1500 US dollar X 8 months) 12 months – four months (12 months = 1000 US dollar) is to be paid by the employee to the institution.

3- Choosing number 2 (a cost more than 1500 US dollar) according to the following conditions:

a) You adhere to rework again in the institution as _ for a period of at least one year after the end of the training.

b) (You agree that in case you resign or act inappropriately, the institution   will find itself obliged to fire you out of work within the period specified in term (a), and that you will pay back all the costs of the training in which you participated. For instance; and if you leave the work four months after you began again after the training, then you will pay 4445 US dollar (5000 US dollar X 32 months) 32 months – 4 months (/36 months

=4445 US dollar) is to be paid by the employee to the institution.

I congratulate you again for this opportunity and look forward to the expected interests for the institution after you turn back from the training.

Yours faithfully,

The General Director

_____
_____

Through signing this document, I admit that I have read and understood all the mentioned conditions related to the training which has been awarded to me by the institution, as it is clear in this letter, and I accept the conditions.

Name of trainee

_____

Signature of the trainee

_____

Date:

Sources

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- The Human Resources Management role in institutional development IDMC
- Human Resources Management and its importance in developing management, The UN, the Economical and Social Committee of Western Asia.
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Human Resources