



Justice Revived Foundation

Human Resources (HR) Policy

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This policy reflects applicable Ghanaian law and JRF standards. It is a management policy, not legal advice.

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1) Purpose & Scope

This policy provides a clear, fair, and compliant framework for managing people at JRF so our teams can deliver on the mission to eradicate discrimination, abuse, and injustice affecting women, children, and vulnerable people.

Scope: Applies to all employees, Board members, interns, volunteers, consultants/contingent workers, and candidates interacting with JRF.

2) Legal & Policy Framework

JRF adheres to:

- Ghana Labour Act, 2003 (Act 651) and subsidiary legislation.
- National Pensions Act, 2008 (Act 766) (Tier 1 SSNIT, Tier 2 Occupational, Tier 3 Provident).
- Data Protection Act, 2012 (Act 843).
- Children's Act, 1998 (Act 560); Domestic Violence Act, 2007 (Act 732).

- Internal policies: Child Safeguarding, PSEA, Anti-Fraud, Finance & Procurement, Data Protection.

Where a donor rule or law is stricter than this policy, the stricter standard applies.

3) HR Principles & Organising Commitments

1. **Merit & Fairness:** Decisions based on capability, experience, and values alignment.
2. **Dignity & Respect:** Zero tolerance for discrimination, harassment, bullying.
3. **Transparency:** Clear processes, documented decisions, auditable trails.
4. **Safeguarding:** Safer recruitment, mandatory training, boundary-keeping.
5. **Learning Culture:** Continuous development and constructive feedback.
6. **Accountability:** Clear responsibilities, due process, and consistent enforcement.

4) Governance, Roles & RACI

4.1 Roles

- **Board of Directors:** Approves policy; reviews HR dashboards and risk.
- **Executive Director (ED):** Accountable for HR strategy, culture, and resourcing.
- **HR Manager/Officer (HR):** Custodian of this policy; runs day to day HR; ensures compliance.
- **Line Managers:** First line for performance, wellbeing, and conduct.
- **All Staff:** Comply with policies; uphold JRF values.

4.2 RACI (selected processes)

Process	Board	ED	HR	Line Manager	Staff
Policy approval	A/R	C	C	I	I
Workforce planning	I	A/R	R	R	I
Recruitment & vetting	I	C	A/R	R	C
Performance appraisal	I	C	R (system)	A/R	R
Disciplinary cases	I	A	R (process)	R (facts)	C
Grievances	I	C	A/R	R	A (if claimant)

A = Accountable; R = Responsible; C = Consulted; I = Informed

5) Organisation Structure, Job Evaluation & Grading

- **Org Chart:** Maintained by HR; updated quarterly.
- **Job Descriptions (JDs):** Standard JRF template (Annex B), reviewed on recruitment and annually.
- **Job Evaluation:** Factor-based (responsibility, complexity, skills, scope, risk).
- **Grades & Salary Bands:** Approved by the Board; reviewed biennially; internal equity and market positioning considered.

6) Workforce Planning, Recruitment & Safer Hiring

6.1 Workforce Planning

Annual plan (Q4): headcount by programme, roles, budget. Vacancies require ED approval.

6.2 Recruitment Principles

- Open advertising (except justified internal moves).
- Gender-balanced panels where possible; structured interviews with **scored criteria** (Annex C).
- **Bias mitigation:** standard questions, diverse panels, documented rationale.

6.3 Safer Hiring Controls

- Application screening against essential criteria.
- **References (min. 2 written)**, including last supervisor; employment gaps explained.
- **Criminal background check** (Ghana Police) for all roles; enhanced checks for child-facing roles.
- **Conflict of Interest (CoI)** declaration from candidates and panel.
- Mandatory acceptance of **Safeguarding & PSEA Codes** before start.

7) Contracts, Probation & Onboarding

- **Contracts:** Written offer and contract issued before start date; include duties, pay, hours, place of work, leave, benefits, confidentiality, IP, and termination clauses.
- **Probation:** Typically 3-6 months with at least two formal reviews (mid-point and end). Outcome: confirm / extend / terminate with reasons.
- **Onboarding:** Within two weeks, mission & values, HR policies, Safeguarding & PSEA induction (signed), Anti-Fraud, Data Protection, H&S, role handover plan.

8) Compensation, Benefits & Payroll

- **Compensation Philosophy:** Competitive, equitable, mission-aligned; within approved bands.
- **Benefits:** As budgeted, statutory SSNIT (Tier 1), Tier 2 occupational pension, optional Tier 3 provident, health cover/NHIS top-up where applicable, group life, allowances per grade.
- **Payroll:** Monthly; segregation of duties (prepare, review, authorise); written approvals for changes; payslips provided.
- **Overtime/Allowances:** Pre-approved; compensated per policy and Labour Act.
- **Salary Reviews:** Annually subject to performance, market, and budget.

9) Working Time, Leave & Flexible Work

- **Working Hours:** Standard 40 hours/week; field flexibility by role.
- **Flexible/Remote:** Manager-approved, role-dependent, safeguarding considered.
- **Public Holidays:** Observed per Ghana law.
- **Annual Leave:** At least statutory minimum (not less than 15 working days after 12 months of continuous service). Seniority matrix may grant more; pro-rated for part-year.
- **Sick Leave:** As per medical certification and Labour Act; notify manager ASAP.
- **Maternity Leave: 12 weeks** (plus lawful extensions). Workplace support for nursing mothers per law.
- **Paternity/Parental Leave:** JRF grants a defined period (set by Board; e.g., **5–10 working days**) even where not statutory.

- **Compassionate/Study/Sabbatical:** Discretionary per policy and budget.
- **Leave Recording:** HRIS/leave form; balances shared monthly.

10) Performance Management & Learning

- **Cycle:** Goal setting (Q1), mid-year review (Q3), annual appraisal (Q4).
- **SMART Objectives:** Role-aligned; safeguarding responsibility included for all.
- **Ratings & Reward:** Transparent criteria linked to development and bands.
- **Under Performance:** Supported via Performance Improvement Plan (PIP) with clear targets, support, and timelines (Annex F).
- **Learning & Development:** Annual plan; priority for technical, safeguarding, MEL, finance, leadership; minimum training hours per role band.

11) Conduct, Disciplinary & Grievance Procedures

11.1 Conduct Standards

- Uphold JRF values and all policies. Prohibited: discrimination, harassment, bullying, victimisation, fraud, SEA, serious insubordination, substance abuse at work, data breaches, violence.

11.2 Disciplinary (Due Process)

1. **Preliminary Fact-Finding** (manager/HR).
2. **Written Notice** with alleged misconduct and hearing date (reasonable time to prepare; right to be accompanied).
3. **Hearing** (impartial chair; HR present; evidence considered).
4. **Outcome Letter:** no case to answer / verbal or written warning / final warning / demotion (if lawful) / dismissal.
5. **Appeal** to ED/Board delegate within 10 working days; final decision communicated in writing.

Gross misconduct may lead to summary dismissal after a fair hearing.

11.3 Grievances

- **Stage 1:** Written grievance to manager → meeting within 5 working days → response within 5 working days.
- **Stage 2:** Escalation to ED/HR → hearing within 10 working days → outcome within 10 working days.
- **Appeal:** To Board nominee within 10 working days of Stage 2 outcome; written final decision.

All processes adhere to natural justice and Ghana Labour Act requirements.

12) Diversity, Equity & Inclusion (DEI)

- **Equal Opportunity:** No discrimination on gender, age, disability, ethnicity, religion, marital status, pregnancy, or other protected grounds.
- **Reasonable Accommodation:** For disability and health needs.
- **Pay Equity & Representation:** Annual analysis to identify and address gaps.
- **Inclusive Culture:** Bias-aware recruitment, inclusive language, training for managers.

13) Health, Safety & Wellbeing

- **Duty of Care:** Risk assessments for offices, travel, field sites.
- **Incident Reporting:** H&S incidents logged; corrective actions tracked.
- **Wellbeing:** Access to psychosocial support/EAP, stress risk assessments, reasonable workloads and rest.
- **Ergonomics/Field Safety:** Guidance and equipment provided as role requires.

14) Safeguarding, PSEA & Speak-Up

- **Mandatory Training & Annual Re-sign** of Child Safeguarding and PSEA Codes.
- **Speak-Up:** Protected disclosures under Whistle-Blowing/Anti-Fraud Policy. No retaliation, breach is a disciplinary offence.
- **Boundary Management:** Two adult rule where feasible; prohibited private communications with beneficiaries except through authorised channels.

15) Data Protection, Personnel Files & Confidentiality

- HR processes personal data under Act 843 and JRF's Data Protection Policy.
- **Personnel Files:** Offer, contract, JD, vetting, training, performance, leave, discipline/grievance, exit.
- **Access:** Role-based; audit logs for sensitive records.
- **Retention:** Per HR Data Retention Schedule (Annex J).
- **Data Subject Rights:** Access/rectification/erasure per law.

16) Exit, Termination & Offboarding

- **Resignation/Retirement/Redundancy/End of Contract/Dismissal** follow lawful process.
- **Offboarding Checklist:** Handover, return of assets, system deactivation, final pay reconciliation, benefits guidance.
- **Exit Interview** (Annex I) to capture learning; trends reported quarterly.
- **References:** Provided per policy; factual and consistent.

17) Monitoring, KPIs & Reporting

Quarterly HR Dashboard to ED/Board includes:

- Headcount & turnover; time-to-hire; offer acceptance rate.
- Training completion (Safeguarding/PSEA; mandatory modules).
- Appraisal completion rate; % on PIPs & outcomes.
- DEI metrics (gender balance by grade; pay equity indicators).
- Grievance & disciplinary cases: volumes, resolution times.
- Leave balances trends and utilisation.
- H&S incidents and corrective actions.

18) Policy Review & Amendment

- **Scheduled:** Every two years (next by January 2027).
- **Triggered:** Legal/donor changes, audit findings, serious incidents.



- **Change Control:** HR drafts → consultation (10 days) → ED review → Board approval → communication within 10 working days.

19) Annexes (Templates & Tools)

- A. **Recruitment & Selection SOP** (requisition to offer, checks, approvals)
- B. **Job Description Template**
- C. **Interview & Scoring Sheet** (competency-based)
- D. **Reference Check Form** (structured questions + verification)
- E. **Performance Appraisal Form** (goals, values, development)
- F. **Performance Improvement Plan (PIP) Template**
- G. **Grievance Form & Procedure Flow**
- H. **Disciplinary Procedure Flowchart**
- I. **Exit Interview Questionnaire**
- J. **HR Data Retention Schedule** (document types, retention, legal basis)

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Approved by: Executive Director & Board Chair

Date: __ / __ / 2025