



**HUMAN RESOURCES POLICY OF  
CENTRE FOR RESEARCH AND  
ANALYSIS NOVUS**

## Document Change Control

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## 1. Background

Association CRA NOVUS Strumica is established in 2013 as a non-profit and non-governmental organization which is working in the field of youth, human rights, non-formal education, youth engagement and active citizenship, socio-economic policies and development, promotion and strengthening youth policies and politics, promotion of EU values, social and cultural promotion and development as well as promoting transparent working of the authorities and the institutions.

## 2. POLICY STATEMENT

CRA NOVUS is committed to providing a positive work environment in which employees feel that they are valued, treated fairly and given recognition for their contribution to the organization success. CRA NOVUS aims to provide an environment that fosters good working relationships at all levels and offers flexible and supportive work practices.

CRA NOVUS is committed to providing employees with working conditions that comply with relevant legislation.

## 3. PURPOSE AND SCOPE

The purpose of this policy is to outline the responsibilities of the organizers and its staff to create atmosphere with fair and equitable work environment. This policy applies to all employees and volunteers in the service, to its departments and boards.

## 4. PROCEDURES

The procedure of CRA NOVUS is to promote self-respect, strengthening, cooperation, teamwork, devotion and spirit for achievement between all employees. These procedures should be implemented on a fair, consistent and transparent way.

### 4.1. Equal opportunities for employment/Affirmative action

CRA NOVUS provides equal employment opportunities without discrimination in the processes of recruitment, promotion, benefits, contributions and all other aspects of employment practices on the basis of gender, ethnicity, age, race, sexual orientation, marital status, religious affiliation or disabilities that do not affect individual ability to perform the essential working activities.

### 4.2. Recruitment, interviews and selection process

Every position must be announced on the web page and in the familiar email lists and social networks.

All interested applicants must send CV and when requested motivational letter.

All applications are subject for pre assessment from the assessment commission.

After the initial selection a complete interview follows. If the person is a volunteer or intern in the organization have an advantage to be engaged on the position.

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The Executive Director along with the President of CRA NOVUS in consultation with relevant Project Managers and employees is bringing the decision from the interviews.

Applications of the candidates are held in the documentation, for the purposes of other processes of selection.

After employment and starting a new position in CRA NOVUS, the employee must pass six-month trial period. During this period, the supervisor will assess the ability of employee to handle tasks.

At any moment, during the trial period, employment may be terminated without notice and without justification, taking the discretion right of the team coordinator, in consultation and approval of the President, in case the project coordinator responds directly to the President.

If for some reason, the employee is transferred on a new position which doesn't correspond to his/her skills, CRA NOVUS will make an effort to find a relevant position similar the previous.

### **4.3. Promotions/Transfers**

If the title of the employee and the description of the tasks change, the supervisor should inform the employee prior the change is set in place. If an employee is promoted or reassigned to another position, CRA NOVUS can make this change without arranging a formal process of recruitment. The change of the position will be announced and circulated within the organization, except in cases where the same position was created as a respond to the initiative taken by the individual and the supervisor.

### **4.4. Job description**

The person responsible for human recourses (the Executive Director) manages and completes documentation for the job descriptions. A job description copy also is given to every new employee in the orientation phase and the employee who gets a promotion.

### **4.5. Orientation for a new employee**

The person responsible for human recourses (the Executive Director) is responsible for providing orientation which includes introduction of a new employee with all the major teams, work rules, procedures and basic rules of the office. Direct supervisor of the new employee is responsible for the scheduling of this orientation. Additionally, the supervisor for the new employee will provide a specific orientation and training, focused on his/her working position.

### **4.6. Employment contract**

Each employee of the organization (both part-time and full-time) signs an Employment Contract with the organization. The legal representative on the CRA NOVUS side is the Executive Director who must sign all employment contacts. In order to ensure segregation of duties, the Employment Contract of the Executive director must be signed by one of the organization founders / Board of Directors.

### **4.7. Employee's status**

Full-time employee works at least eight hours a day, five days a week on a regular basis, including half an hour lunch break every day, and if it's not otherwise specified, he corresponds to the other contributions described in this manual.

Part-time employee works less than 40 hours a week, according projects requirements, on a regular basis. To be qualified for contributions, part time employee must work minimum 10 hours a week on a regular basis. To be qualified for vacation leave, personal leave and holidays, the part-time employee should work

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at least 10 hours per week on a regular basis. The employees who work less than 10 hours a week are not qualified for any kind of fringe benefits.

#### **4.8. Consultants/ Experts**

CRA NOVUS employs consultants and experts complement to the team, to overcome short time needs and to cover geographical regions where that kind of engagement is more efficient than engaging full or part time employees. The consultants are not qualified for health insurance, vacation, sick leave, personal leave, holidays or other fringe benefits described in this manual.

#### **4.9. Working hours**

Regular full-time employee works minimum eight hours a day, 40 hours per week including half an hour lunch break a day.

Regular part-time employee works less than eight hours a day, at least 10 hours per week, according the arrangement with his supervisor, including half an hour lunch break.

Usually the working hours start at 8:00 am, and finish at 16:00 pm, including the half hour lunch break.

When employees are absent without prior notification of absence, according the period of absence there will be a salary decrease.

Most often, finishing the assignments, in the field of work of CRA NOVUS, takes more than 40 hours per week, but it's expected that the employees complete their obligations appointed by their position.

#### **4.10. Time Sheets**

When working on a project, each employee must record Time Sheets (existing excel format) per project on a daily bases. Coordinators and assistants' time sheets must be approved by Project Manager. Project Manager time sheet must be approved by the foundation Executive Director. Executive Director time sheet must be approved by one of founders/ Board of Directors member, to ensure segregation of duties.

#### **4.11. Overtime**

Employees are not paid extra for work exceeding eight hours a day and time should be compensated with time off. The overtime or compensation time must be approved in advance by the supervisor.

#### **4.12. Compensation time**

The employees are expected to work as many hours as needed to finish their assignments, even so, CRA NOVUS takes in consideration that its employees sometimes have to work longer than anticipated, sometime even far from home. Because of that, the employees are qualified for compensation time for overtime working.

The employees are encouraged to work with a flexible schedule more than to accumulate compensation time. If compensation time is acquired, it should be used as practically as and as close to the period when it was earned.

#### **4.13. Administration of salaries**

The salary for each employee shall be determined before the employment.

The employees of CRA NOVUS take their salary once a month, usually in the second half of the month for the current month, but no later than the end of the current month.

There are no standard salary raisings. Corrections are done accordingly, if there is inflation, and depending on available funds.

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Additional raisings can be granted for a success in the work, higher responsibilities and as a result of promotion.

#### **4.14. Holidays**

CRA NOVUS does not work on any of the state holydays of the Republic of Macedonia (Appointed in the Act for holidays of the Republic of Macedonia).

#### **4.15. Vacation leave**

The employee of CRA NOVUS has a right to a vacation leave in duration of 24 working days, which makes it two days per month.

The employer is obligated to issue an approval to the employee with a permission to use the vacation leave.

Holidays, weekends, and days off, sick leaves as well as other cases of justified absence are never included in the days of vacation leave.

Employees that work less than 40 hours a week on regular bases are given a paid vacation leave in a duration calculated on a ratio equal to that for full time employees.

The vacation leave can be used in two halves, only the first half, not less than 12 days, must be used till the end of the ongoing year, and the second half must be used by the 30<sup>th</sup> of June next year.

The usage of the vacation leave is regulated directly with the supervisor, using the vacation leave request form, submitted enough time in advance, enabling that an appropriate replacement is found.

The vacation leave can't be compensated with financial means.

If the employee does not use the vacation leave according to these regulations, he/she he she loses the right to a vacation leave.

#### **4.16. Sick leave**

The employees are entitled with 21 days of paid sick leave with contributions, calculated from the date the sick leave started. After the 21-st day the sick leave is paid by the Fund for Healthcare Insurance.

According to the Law for labor relations and the law regulations for healthcare insurance, for a sick leave of one to seven days, the employee gets 70% of the salary, 80% to 15 days, and in all other cases, except for maternity leave the employee is entitled to 90% of the net salary. The maternity leave is fully covered by the Found for Healthcare Insurance.

The employee is obligated to call the office in a period of three days and report the sick leave. The employee is obligated to present doctor's proof of sickness.

The sick leave is used for a sickness that stops the employee to come to work and perform the normal work activities, medical exams that last more than a few hours and a sick child dependent on the parent.

The sick leave must not be used as an extension to the vacation leave.

#### **4.17. Leave of absence**

The employee may need and take an unpaid leave of absence not longer than his/her accumulated vacation leave, personal home leave or personal sick leave. Absence is considered differently from case to case. This kind of absence is approved by the president of the association.

- If the employee has to use a day for personal needs, than days of the vacation leave will be used.
- If the daily absence is between 1 to 4 hours, a half of the working day from the vacation leave can be used and the other half can be used another time.
- If the absence is longer than 4 hours, a full working day is used.

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#### **4.18. Parental leave of absence**

Mothers or fathers of a newborn baby are entitled to a nine month leave if he/she has worked in CRA NOVUS for at least six months. The employee can use his/her sick leave, personal leave and vacation leave to extend the parental leave.

While on parental leave the employee does not accumulate personal leave time and vacation leave.

#### **4.19. Absence in a case of death in the family**

Any employee on a test period or an employee in a regular working relation, on a personal request, is entitled to an absence of maximum five working days after a case of death of a close family member.

As members of the close family are considered: spouse, partner, child, mother, father, sister, brother, grandson, granddaughter, grandmother or grandfather, no matter if the person did or did not live in the same place as the employee.

This leave won't be detracted from the vacation leave or sick leave.

Any employee on a test period or an employee in a regular working relation, on a personal request, is entitled to an absence of maximum two working days after a case of death of relatives in law. With permission from the manager or the President the employee can have a two day leave in a case of death of another person not mentioned in the text above.

#### **4.20. Leave of absence for wedding**

Any employee on a test period or an employee in a regular working relation, on a personal request, is entitled to a paid absence of three days.

#### **4.21. Code of conduct**

The Code requires employees to behave professionally and always with respect to treat other people. We support freedom of expression, but require employees not to misuse this freedom at the expense of basic respect for colleagues, donors and the general public.

#### **4.22. Products of the work and documents**

All materials, documents and products of the employees who were supplied by the CRA NOVUS or achieved during the operation in general, remain the property of the organization after the employment. All written documents, databases, logos, designs, artwork and computer programs made during employment remain the property of the organization. The organization retains ownership and authenticity without the need to request permission from the employee or former employee. Employees may carry with them all personal documents, but all official documents, documents in electronic or printed form and other documents and publications remain as property of CRA NOVUS.

After the termination of employment, employees are required to remove all personal documents all organizational software licensed their name for domestic use during the employment relationship in general.

#### **4.23. Confidentiality**

Information on staff and in some cases other information, seek confidential treatment. Managers of teams must provide security in the storage of such documents when they are not used. All employees must ensure adequate transmission of confidential information and limit the reproduction of the same. Employees are warned not to discuss or communicate such information without prior authorization from the head of the team. Transmitting confidential information to colleagues, clients or the work of CRA

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NOVUS may be cause for termination of employment. If a worker left the organization, he or she should not take with him confidential information or documents to the CRA NOVUS or to provide such documents or information of another person or organization.

#### **4.24. Defining Free Will Employment**

All employees of the CRA NOVUS are employed in free will and employment can be terminated either by the CRA NOVUS or by employees at any time.

#### **4.25. Resignation**

The employee should submit his I her resignation in writing to the Head of his I her team. Resignation is expected to be sent in as soon as possible, but at least four weeks before the termination of employment.

#### **4.26. Mutual agreement**

The employee and the Executive Director may decide that the termination of the employment is a common interest. In this case, the rule does not apply notifying in advance.

#### **4.27. Termination of funding**

CRA NOVUS projects depend on funding. Loss of donors may result in changes in the agreement of the employee before its expiring, or during negotiations for renewal of the contract. The President and Executive Director is responsible for securing and managing funds of the organization and to inform employees of any changes in financial condition that may affect the functioning of the organization.

#### **4.28. Employee conduct**

In order to ensure the work efficiency, the rights and security for all employees, CRA NOVUS has developed certain procedures which should be a guide for the conduct of employees. Behavior of employees at work or outside the working environment should not:

- 1) Be in violation of professional work, including the work of the Board;
- 2) Discredit the organization;
- 3) To attack people and groups working with the organization or with colleagues, or
- 4) Prejudice the rights and safety of others.

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