



Knowledge for Change

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Appendix 10 **HR Policy**

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Recruitment and Progression

Introduction

The success of K4C depends on the quality of its human resource. We are committed to the development of effective and fair recruitment processes, appropriate to the nature of the positions and the national context. We seek to engender a culture of equality of opportunity and mutual respect. It is K4C's policy:

- To recruit and retain a competent, professional and flexible team to ensure optimal effectiveness.
- To endeavour to have a team that reflects the diversity of the communities in which we operate.
- To select the best available person for each vacancy regardless of sex, race, colour, religion, ethnic origin, age, disability or sexual orientation.

K4C recruits from a variety of contexts into a variety of positions. Ensuring equitable and ethical recruitment, in this environment, necessarily means that we cannot and should not treat everyone exactly the same.

Effective recruitment and selection practices attract applicants who have the relevant skills, qualifications and experience to make a positive, innovative contribution towards K4C's goals. K4C staff have received training in equal opportunities employment via the University of Salford and have the necessary accreditation to take part in and Chair recruitment panels.

K4C Faculty

Most of the UK-sourced human resource are operating (from a strictly legal perspective) on a voluntary (ie non-remunerated) basis. In effect, they are super-numerary faculty in the Ugandan/Tanzanian health systems. K4C has a policy of 'compensating' (as opposed to remunerating) some of these Faculty through payment of essential costs which may include flights, accommodation, airport transfers, clinical registration and work permit costs and a monthly stipend to cover subsistence costs. Not all faculty member are offered funding support, and individuals who apply to K4C to undertake shorter-term placements (of 5 months or less) are advised that K4C is not usually in a position to fund their stays.

We are aware that being offered a placement, in itself and irrespective of remuneration,

constitutes an important 'status' for our Faculty enhancing future career access and progression. On that basis, we have an open advert for non-remunerated Faculty and try our best to promote these opportunities through social media and events to as wide a group of individuals as possible.

On occasion, when K4C secures project funding for aspects of our work, and where funding is then available for specific positions, we are bound by the rules of those funding bodies. This may enable us to offer a more or less generous stipend (which we actively seek to achieve) in return for more specific duties. Specific funding sources may also limit our ability to offer positions to people from outside the UK, either Ugandan/Tanzanian citizens or from other countries. This is true in the cases of some UK funding, for example, focused on the skills enhancement of the UK's NHS workforce. In other cases, the funding may specifically require us to recruit Faculty or Employed staff locally in Uganda/Tanzania.

All Faculty are required to complete an application process including an interview and references. Through careful negotiation, we also provide a Role Description (which can be subject to change).

All Faculty are required (where necessary) to register with local professional bodies and apply for work permits to ensure full compliance with Ugandan/Tanzanian law.

Once selected, they are required to sign the K4C Code of Conduct (see K4C's Code of Conduct).

All Faculty who remain with K4C for over a year will be offered an Annual Professional Development Review.

K4C Employees (UK)

K4C has signed an MOU with the University of Salford such that the staff are employed directly by the University (see University of Salford's Recruitment Policy). K4C part-funds a number of Project Management positions in the UK. These posts are funded or co-funded by external income sources in partnership with the Salford University. As and when these positions become available, they are advertised via the University and K4C in compliance with University of Salford HR policies (and in full compliance with UK employment law and policy).

K4C Employees (Uganda/Tanzania)

K4C employs several staff in Uganda and Tanzania which include clinical, project management, administration and other support staff. These positions are advertised locally and recruitment complies with applicable laws and best practices and references.

Pay, Benefits and Conditions:

K4C reviews volunteer remuneration on an annual basis to ensure it remains appropriate, ethical and cost-effective. This process includes collecting feedback from professional volunteers as well as reflecting changes in the cost of living in the relevant country. K4C's ability to provide volunteer remuneration is dependent on sufficient funding being available.

In terms of the recruitment of staff in Uganda/Tanzania, K4C is committed to sustainable and equitable deployment that minimizes the disruptive impact that foreign NGOs have on local labour markets. On this basis, we have made the decision to benchmark staff salaries at a similar level to their peers who work in similar roles in the public sector. Where possible and appropriate, we may augment this by providing free accommodation (an entitlement most Ugandan staff have in theory, but not in practice) and/or by providing opportunities for career enhancement and international travel.

In practice, this means that expatriate and local K4C Faculty may not receive exactly the same compensation package, but we take the view that treating people the same is not the same as treating people fairly.

Management of Faculty and Staff

K4C will endeavor to secure resources to optimally develop its faculty and staff:

- All Faculty will be subject to a 6-month probationary period
- All Faculty who remain with K4C for over a year will be offered an Annual Professional Development Review
- Managers will ensure that faculty and staff comply with the Code of Conduct as well as all of K4C's Governance and Finance Policies (see K4C Code of Conduct as well as; Safeguarding, Anti-Bribery, Fraud, Whistle Blowing, Conflict of Interest, Procurement and Finance Manuals) and where necessary face appropriate disciplinary action (see K4C Disciplinary Policy)

Implementing Our Policy

The **Board of Trustees** has the responsibility to ensure that:

- Recruitment and selection policy and practice continues to meet the aims of the organisation and legal and regulatory requirements.
- Faculty and Staff have access to the required resources to support their career development.
- Role Descriptions are made available to Trustees.
- Ensure that the selection processes provides an objective assessment of candidates against the agreed criteria so that sound and unbiased selection decisions are made and evidenced.
- Ensure that information provided is only processed for the purpose of considering applications and managed appropriately.
- Make any reasonable adjustments, due to disability, for applicants.

Reviewing Our Policy

Date of last review: July 2023

Date of next review: July 2024