



HEART فريق الإغاثة والتعزيز الإنساني
Humanitarian Empowerment and Relief Team



HEART's Human Resources Policy

(Official Internal Policy Document)

Version	1.1
Dated	March 18, 2026
Approved by	Board of Directors

This Human Resources Policy establishes the general principles and standards governing employment and workforce management within HEART. Implementation of this policy shall be aligned with applicable national labor laws and regulatory frameworks in the countries where the organization operates.

Operational procedures, employment contracts, and staff benefits may be adapted where necessary to ensure compliance with local legal requirements.

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Document Code: HEART/POL/HR/2026/009

Version: 1.1 – Revised on: March 18, 2026



1) Document Control

Document Title	HEART's Human Resources Policy
Document Code	HEART/POL/HR/2026/009
Version	1.1
Designated Responsible Unit	Human Resources/ Administration Unit
Approved by	Board of Directors (BoDs)
Oversight by	Oversight & Audit Committee
Effective Date	March 18, 2026
Review Date	Before: March 17, 2028

Controlling Notes:

Review Cycle

This policy shall be reviewed every two years or earlier if required due to operational needs, regulatory developments, organizational growth, or donor compliance requirements.

Related Policies and Documents

This policy forms part of HEART's governance and accountability framework and shall be read in conjunction with the following documents:

1. HEART's Financial Regulations Policy ([HEART/POL/FIN/FINREG/2026/004](#)).
2. HEART's Procurement and Financial Compliance Policy ([HEART/POL/PRC/PROC/2026/005](#)).
3. HEART's Code of Conduct Policy ([HEART/POL/GOV/COC/2026/001](#)).
4. HEART's Safeguarding Policy ([HEART/POL/SAFE/SG/2026/007](#)).
5. HEART's Anti-Corruption and Anti-Fraud Policy ([HEART/POL/FIN/AC-AF/2026/003](#)).
6. HEART's Programme Management and Emergency Response Policy ([HEART/POL/PRG/ERP/2026/010](#)).
7. HEART's Relevant financial and operational procedures.



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2) Policy Objective

The purpose of this Human Resources Policy is to establish a clear institutional framework governing the relationship between HEART and its staff, volunteers, and other personnel. The policy aims to ensure fair, transparent, and consistent human resource practices that promote professionalism, accountability, and respect for humanitarian principles.

This policy supports the creation of a safe, inclusive, and motivating work environment while strengthening organizational effectiveness, staff well-being, and compliance with HEART's governance and accountability standards.

3) Policy Authority and Compliance

1. This Human Resources Policy is issued under the authority of the Board of Directors of the Humanitarian Empowerment and Relief Team (HEART) and forms an integral part of the organization's governance and accountability framework.
2. Compliance with this policy is mandatory for all staff members, volunteers, consultants, interns, and any other individuals engaged by or working on behalf of HEART. All personnel are expected to adhere to the provisions of this policy and to uphold the organization's values, humanitarian principles, and standards of professional conduct.
3. Failure to comply with this policy may result in administrative or disciplinary measures in accordance with HEART's Code of Conduct, Safeguarding Policy, and other applicable organizational regulations.

Article One: General Principles

1. This Policy/Bylaw aims to regulate the relationship between HEART and its employees and volunteers, ensuring a fair, safe, and motivating work environment.
2. It applies to all individuals working with HEART, whether as permanent staff, temporary contract employees, or volunteers.
3. This Bylaw shall be interpreted in accordance with the Constitution and relevant national regulations.



Article Two: Recruitment and Hiring

1. Recruitment policies shall be transparent, merit-based, and free from discrimination.
2. Job vacancies shall be publicly announced through official channels, with clear job descriptions.
3. An independent recruitment committee shall evaluate candidates based on objective criteria.
4. Each employee shall sign a contract specifying tasks, duration, salary, and working hours.
5. Emergency recruitment may be permitted in urgent humanitarian responses, following simplified procedures.
6. Recruitment requests shall be initiated using the Recruitment Request Form (Annex 1).

Article Three: Job Descriptions and Performance Evaluation

1. A clear job description shall be established for each position, outlining duties, responsibilities, qualifications, and reporting lines.
2. Job descriptions shall be reviewed annually or as needed.
3. An annual performance evaluation shall be conducted for all employees, using both quantitative and qualitative indicators.
4. Performance evaluation results shall inform promotions, rewards, and professional development plans.
5. Job descriptions shall be developed and documented using the Job Description Template (Annex 2).
6. Performance evaluations shall be conducted using the Performance Evaluation Form (Annex 4).

Article Four: Rights and Duties

Employee Rights:

1. A safe and respectful work environment.
2. A clear employment contract with fair working conditions.
3. The right to appeal any unfair administrative decision.
4. Access to continuous training and professional development.
5. Protection from harassment, discrimination, or exploitation.

Employee Duties:



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1. Commitment to HEART’s humanitarian values and principles.
2. Respect for administrative hierarchy and internal policies.
3. Safeguarding confidentiality of organizational information.
4. Representing HEART professionally within and outside the workplace.

Article Five: Volunteering

1. HEART welcomes volunteers and provides them with a safe and motivating environment.
2. Volunteers shall sign an agreement outlining tasks, duration, and expectations.
3. Volunteers shall be awarded a certificate of participation and recognition upon completion of their service.
4. The same standards of professional conduct shall apply equally to volunteers and employees.

Article Six: Promotions and Rewards

1. Promotions shall be granted based on performance, commitment, and organizational needs.
2. Financial or non-financial rewards may be provided to encourage outstanding performance.
3. Gender balance and fairness shall be respected in promotion opportunities.

Article Seven: Disciplinary Measures

1. Progressive disciplinary measures shall be applied in cases of misconduct or breach of duties.
2. Disciplinary actions may include: verbal warning, written warning, salary deduction, suspension, or termination.
3. Employees shall have the right to appeal before an independent committee.
4. All disciplinary actions shall be formally documented and kept in the employee’s file.
5. All disciplinary actions shall be documented using the Disciplinary Action Form (Annex 7).

Article Eight: Termination of Service



1. Employment may end due to contract expiration, resignation, dismissal, or legal reasons.
2. Employees shall be given written notice prior to termination and shall receive all entitlements as per their contracts.
3. An exit interview shall be conducted to document feedback and recommendations.
4. Exit interviews shall be conducted using the Exit Interview Form (Annex 8).

Article Nine: Work Environment and Safety

1. HEART shall provide a safe working environment, free from hazards.
2. Occupational safety measures shall be implemented, particularly in field operations.
3. Necessary protective equipment and safety training shall be provided to all staff.

Article Ten: Final Provisions

1. This Bylaw shall be reviewed every two years or as needed, with amendments approved by the Board of Directors.
2. The Bylaw shall be shared with all staff and volunteers upon joining HEART.
3. It shall be interpreted in consistency with the Constitution and national laws.

Article Eleven: Leave Management

1. Employees shall be entitled to leave in accordance with applicable labor laws and HEART policies.
2. All leave requests shall be submitted and approved using the Leave Request Form (Annex 5).
3. Leave records shall be maintained by the Human Resources Unit to ensure proper tracking, monitoring, and compliance.

Article Twelve: Attendance and Working Time

1. Staff attendance shall be monitored to ensure accountability, productivity, and adherence to working hours.
2. Attendance shall be recorded using the Attendance Sheet (Annex 6).
3. Any absence, lateness, or irregular attendance shall be documented and addressed in accordance with HEART's Human Resources procedures.



Article Thirteen: Approval and Promulgation

This policy is hereby approved and enters into force on the date indicated below.

Approved by:

HEART's Board of Directors

Signed by:

Dr. Mohamed Mahdi – The Chairman, HEART

Signature:



Date: March 18, 2026



Annexes and Operational Tools

Annexes List:

Annex	Code
Annex 1: Recruitment Request Form	HEART/FOR/HR/REC/2026/001
Annex 2: Job Description Template	HEART/TMP/HR/JD/2026/002
Annex 3: Employment Contract Template	HEART/TMP/HR/CON/2026/003
Annex 4: Performance Evaluation Form	HEART/FOR/HR/PERF/2026/004
Annex 5: Leave Request Form	HEART/FOR/HR/LEV/2026/005
Annex 6: Attendance Sheet	HEART/REG/HR/ATT/2026/006
Annex 7: Disciplinary Action Form	HEART/FOR/HR/DISC/2026/007
Annex 8: Exit Interview Form	HEART/FOR/HR/EXIT/2026/008



Annex 1: Recruitment Request Form

Annex Code: HEART/FOR/HR/REC/2026/001

Related Policy: HEART/POL/HR/2026/009

Recruitment Request Form / طلب توظيف

Item	Description / الوصف	البند
Request No		رقم الطلب
Department		القسم
Position Title		المسمى الوظيفي
Contract Type		نوع التوظيف
Justification		سبب التوظيف
Request Date		تاريخ الطلب

Approvals/الاعتمادات

HR	Finance	Director



Annex 2: Job Description Template

Annex Code: HEART/TMP/HR/JD/2026/002

Related Policy: HEART/POL/HR/2026/009

Job Description / الوصف الوظيفي

Item	Description / الوصف	البند
Job Title		المسمى الوظيفي
Department		القسم
Reporting Line		المسؤول المباشر
Job Purpose		الهدف من الوظيفة

Job Purpose / الغرض من الوظيفة

The purpose of this position is to support the planning, implementation, monitoring, and evaluation of activities in alignment with HEART's strategic objectives.

Organizational Setting:

This position is located within [..... Unit] and reports to [.....(Supervisor)].

Duties / المهام

Within delegated authority, the incumbent will be responsible for:

- 1.
- 2.
- 3.

Qualifications and Experience | المؤهلات والخبرات

Education/التعليم:

..... degree in the field of An advanced degree is desirable.

Experience/الخبرة:

Minimum years of relevant experience in the field of Experience in humanitarian or NGO settings is desirable.

Language / اللغة

Fluency in [Arabic/English] is required.

Note: This template is a standardized reference and may be adapted by the Human Resources Unit as necessary to reflect the specific nature, responsibilities, and requirements of each position.



Annex 3: Employment Contract Template

Annex Code: HEART/TMP/HR/CON/2026/003

Related Policy: HEART/POL/HR/2026/009

Employment Contract / عقد عمل

Item	Description / الوصف	البند
Employee Name		اسم الموظف
Position		المسمى الوظيفي
Contract Type		نوع العقد
Duration		مدة العقد
Salary		الراتب
Working Hours		ساعات العمل

Key Terms / بنود رئيسية

- **Compliance with HEART Policies:** The Employee agrees to comply with all HEART policies.
- **Confidentiality:** The Employee shall maintain confidentiality of all organizational information.
- **Code of Conduct:** The Employee agrees to adhere to HEART's Code of Conduct.

Termination Clause

Either party may terminate this contract by providing written notice in accordance with applicable policies and labor laws.

Signatures / التوقيعات

HEART's Authorized Signatory	Employee Signature



Annex 4: Performance Evaluation Form

Annex Code: HEART/FOR/HR/PERF/2026/004

Related Policy: HEART/POL/HR/2026/009

Position Type:

- Administrative
- Technical
- Field
- Managerial

Performance Evaluation/تقييم الأداء

Criteria / المعيار	Rating / التقييم	Comments / ملاحظات

The employee shall be evaluated only against the selected criteria applicable to their role and responsibilities.

Applicable Criteria / المعايير المعتمدة

- Job Performance/الأداء الوظيفي
- Compliance & Discipline/الالتزام والانضباط
- Teamwork/العمل الجماعي
- Initiative & Innovation/المبادرة والابتكار



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- Communication Skills/التواصل
- Problem Solving/حل المشكلات
- Humanitarian Values & Ethics/الالتزام بالقيم الإنسانية
- Time Management/إدارة الوقت
- Leadership /القيادة

Workplace Assessment / تقييم بيئة العمل

Item/البند	Excellent	Good	Fair	Poor
Work Environment/بيئة العمل	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management/الإدارة	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication/التواصل	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fairness/العدالة	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career Growth/فرص التطور	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Satisfaction/الرضا العام	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Final Score / النتيجة النهائية



Annex 5: Leave Request Form

Annex Code: HEART/FOR/HR/LEV/2026/005

Related Policy: HEART/POL/HR/2026/009

Leave Request / طلب إجازة

Item	Description / الوصف	البند
Employee Name		اسم الموظف
Leave Type		نوع الإجازة
From		من تاريخ
To		إلى تاريخ
Reason		السبب

Approval / الموافقة

Supervisor	HR



Annex 7: Disciplinary Action Form

Annex Code: HEART/FOR/HR/DISC/2026/007

Related Policy: HEART/POL/HR/2026/009

Disciplinary Form / إجراء تأديبي

Item	Description / الوصف	البند
Employee Name		اسم الموظف
Type of Misconduct		نوع المخالفة
Description		الوصف
Action Taken		الإجراء

Notes / الملاحظات



Annex 8: Exit Interview Form

Annex Code: HEART/FOR/HR/EXIT/2026/008

Related Policy: HEART/POL/HR/2026/009

Exit Interview / مقابلة خروج

Item	Description / الوصف	البند
Employee Name		اسم الموظف
Reason for Leaving		سبب المغادرة

Note:

This form shall be completed for employees leaving the organization at the end of their employment, including resignation, contract completion, or termination.

Feedback / تقييم الموظف

- Better Job Opportunity / عرض وظيفي أفضل
 - Salary & Benefits / أسباب مالية / الراتب
 - Work Environment / بيئة العمل
 - Management & Supervision / الإدارة والإشراف
 - Workload / عبء العمل
 - Role Clarity / عدم وضوح الدور الوظيفي
 - Career Development / فرص التطور المهني
 - Personal Reasons / ظروف شخصية
 - End of Contract / انتهاء العقد
 - Organizational Changes / إعادة هيكلة / تقليص
 - Location / Mobility / التنقل / موقع العمل
 - Other / أخرى: _____
- Would you recommend HEART as a workplace? Yes No Maybe

