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PDP-Center



Preface

Due to PDP Center developing its staff capacity and program, we have faced some obstacles in human resource management while also lacking some basic documents. The existing documents are required to improve the progress of the organization.

PDP Center has decided to stipulate and amend points including work place environment conditions, encouragement, capacity building, job analysis, annual staff appraisals, scope of work and staff qualification requirements. Additionally we will amend aspects that relate to responsibility, good communication and assess how we can become an institution with characteristics recognized by stakeholders. We wish to fulfill the vision and mission aspired to by PDP Center.

This amendment transformed the staff policy to human resources management policy. The amendment also made some points related to staff operation more effective. All staff members are obligated to comply with this HR policy. Moreover, the HR policy forms a legal basis for the principles of transparency and justice for all staff. This amendment conforms to the labor law of the Kingdom of Cambodia enacted by the National Assembly on 25 July 2007.

The HR policy will be provided to all units of PDP Center to implement.

Chapter 1

Vision Mission Statement and Core Values

A. Vision

Our vision is to have a developed, prosperous and harmonious society.

B. Mission

Our mission is to build a liberal democratic ideal with human rights, respect, transparency, good governance, the promotion of well-being, climate change resilience and gender equality within the community (poor and marginalized men, women and youth) both in urban and rural areas through strengthening their engagement, participation, decision-making, networking and capacity.

C. Goal

Create a democratic society for the new Cambodian generation filled with respect for human rights, transparency and the improvement of social welfare.

D. Core Values

We need to follow the **PRRIL** principles in the course of our work wherever we are:

- Peaceful: In our advocacy and conflict resolution processes, we must be very confident, and be patient in sharing, facilitating and mediating for solidarity.
- Respect: We value the opinions, expressions, and decisions of our staff members, target communities and partners.
- Role model: We do not allow any of the staff or members to use or traffic illicit drugs and encourage them to avoid alcohol consumption in order to ensure their right to health.
- Independent: We do not affiliate with or discriminate against any political parties.
Listening carefully: We must listen well to our staff members, target communities and partners.

Chapter 2

General provisions

Article 1._ Purpose

The human resources management policy of PDP Center had been refined from the previous staff policy. It is aimed at ensuring ordered, effective and internally united processes to ensure transparency, confidence and responsibility. The policy is to assist staff to directly operate and fulfill their tasks with success and a high level of effectiveness.

Article 2._ Political Stance

PDP Center is a neutral non-governmental organization that does not affiliate with the government. All staff of PDP Center must not partake in any political activity on behalf of PDP Center that would affect the stance of PDP Center. However, individual members may become political party members or partake in political activities outside the official working hours of PDP Center.

Article 3._ Scope of the Policy

The HR policy covers all full-time staff of PDP Center. The policy shall be implemented in accordance with the mission and vision of PDP Center and enforced on employees who work for PDP Center.

Chapter 3

Staff recruitment

Article 4._ Criterias for Candidates

Candidates with the education, experience and relevant skills required of their position may apply to be interviewed as staff at PDP Center if they are not a minor, regardless of gender and without discrimination.

Article 5._ Sources of Recruitment

A. Internal Recruitment: the recruitment in this case has two points:

- *Encouragement:* PDP Center should first give priority to its internal staff when recruiting for any project, including volunteers, active members, former staff and former contractors of PDP Center. The new post can be equal or higher and or suitable with their capacity.
- *Internal Competition:* To ensure fair competition the administrative section announced the recruitment by advertising among staff, volunteers and members.

B. External Recruitment: All Cambodian people can apply.

Article 6._ Job announcements

The administrative section of the head office have to publicly announce staff recruitments for at least 2 weeks.

Article 7._ Documents for Recruitment

The document that candidates must attach are as follows:

- Cover letter
- Curriculum vitae (CV) including an address and phone number
- **Article 8._ Short List**

Candidates that have applied to work with PDP Center must go through the three following phases of procedure:

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- *Short list:* the candidate will be reviewed before being selected for an interview. The interview will be held one week after the announcement of the short list.
 - *Writing test* The writing test will take two hours according to each required field. Elimination processes may be applied in this phase.
 - *Oral Test:* The test will focus on:
 - **Appearance:** This will observe the attitude, characteristics, behaviors and general appearance of the candidates.
 - **Field of knowledge:** asking questions related to the basic knowledge of the job that they will implement, and general knowledge concerning social work, skills and experience as well as willingness to fulfill the job role.
 - **Sample work:** The candidates are required to produce a sample of work that relates to their skills.

***Note:** this procedure can be changed based on a decision of the selection committee in each post.

Article 9._ Seletion Committee

The selection committee of PDP Center will consist of two groups based on the post being recruited.

1. The committee's composition is as follows:
 - President of PDP Center
 - Program Officer
 - Officer from a concerned department (such as administration or finance).
 - Secretary for recording and report writing.
2. The committee's composition is as follows:
 - Concerned Program Officers in Phnom Penh

- Administrative staff in Phnom Penh and the provincial chief.

The selection committee is composed of at least 3 people. The leader of the committee is the President of PDP Center or program officer in Phnom Penh or administrative staff in Phnom Penh head office. The composition of the committee should have both men and women as members.

Article 10._ Tasks of the Selection Committee

- Review all applications of candidates for each position.
- Create a shortlist of candidates selected to partake in the writing test and interview.
- Designate time and date for the sample work and the writing and oral tests.
- Organize meetings to assess and decide on the postponing or termination of sample works.
- Define procedures in detail for the selected candidates.

Article 11._ Decision-making

Following the interview, the selection committee must select at least two qualified candidates for each position. A brief report on each interview must be written and signed by the committee's Chairman before being submitted to the Management Team for a final decision.

Article 12._ Calling Referees

After the interview, PDP Center will call referee's for additional information regarding the applicants:

- Communication
- Team work
- Financial management

- Responsibility
- Strength and weaknesses
- Reason for leaving their previous work place.

* The questions may be asked of people besides the persons named on the candidates' CV.

* Reference checks must be completed before informing the candidate of their selection.

Article 13._ Job Offers and Rejection

After someone has been selected, the committee must ask the administrative staff to inform the successful candidate, not more than one week after the decision has been made. The candidate will be asked by the administrative staff to sign the offer letter, clearly stating the:

- Duration of probation period
- Salary
- Additional benefits from PDP Center
- Duties to be fulfilled at PDP Center

Article 14._ Issuing the Offer Letter

An offer letter is issued to provide the successful candidate with evidence of the offer and to give confidence in their decision to resign from previous work place. The letter will also clearly outline what PDP Center will provide them in addition to the position requirements and expectations.

Article 15._ Employment Contract

Before commencing work, new employees will meet with administrative staff to ensure that both parties understand the content and expectations of the contract before signing. The contract will include a three month probation period.

Article 16._ Job Orientation

The Line Manager and administrative staff will be responsible for preparing an orientation program for new staff, including an introduction to the departments that he/she will work with. For the orientation format please see the Annex.

Article 17._ Duration of Probation

The purpose of probation is to measure the capacity, commitment, and characteristics of the employee. The new employee must work under probation for three months based on the labor law (article 68 of employment contract). During the probation, employees are not provided any benefits besides their salary. According to the labor law and staff policy of PDP Center, the benefits will not be provided until the probation has successfully passed. However, maturations will be provided according to article 26 of this human resource policy.

Article 18._ Transfer, Change and Removal of Position

By request of staff and according to decisions by the Management Team, the President of PDP Center can change or transfer staff who manage positions. A position transfer may be higher or lower than the employee's current capacity.

The Management Team is able to remove any position from staff if a direct supervisor requests it. The removal will not be valid until two thirds of the management team approve and the misconduct is serious, such as partaking in corrupt activities within the organization. Other misconducts are stipulated in this Human Resource Policy Booklet.

Article 19._ Staff Profile

After signing the employment contract and completing orientation, administrative staff must collate an employee profile to ease the management of staff.

Two copies of the employee profile should be prepared. One copy will be held in the administrative office in Phnom Penh while the second copy will be held in the employees specific office.

The employee profile shall include the following:

- Brief history provided by PDP Center (attached document)

- Certificates and/or Diploma (copy)
- Appointment letter (copy)
- Result of staff appraisal (copy)
- Letter of recommendation (copy)
- Identification or birth certificate (copy)
- Agreement (copy)
- Job description (copy)
- Other documents such as appreciation letter or warning letter (copy)
- Current photo (two copies)

Chapter 4

General conditions of work

Article 20. Working Hours

All full time staff must fulfill their work as identified below:

1. Work five days per week from Monday to Friday
2. In the morning start at 8:00 AM, finish at 12:00 PM
3. In the afternoon start at 2:00 PM, finish at 5:00 PM
4. The implementation of activities or work at the end of the week, or on national and international holidays will be remunerated, the value decided during appraisal.

Volunteers or specialists will fulfill their jobs according to a timetable identified in their individual agreements.

Article 21._ Discipline and Ethics

All staff must:

- Respect the working hours as identified in Article 20.
- Be honest and active in their work; endeavouring to complete the delegated tasks and work efficiently and with a high degree of responsibility.
- Behave politely and amicably, yet retain a strong ethical position with dignity. They must endeavour to work well with their colleagues.
- Avoid using profanities, viewing or sharing pornography and defaming or speaking about staff in a manner that would affect their dignity, honor and internal unity.

Chapter 5

Time Off

Article 22._ Weekly Time Off

All full time staff members are entitled to two days off per week; Saturday and Sunday. Staff members are prohibited to work more than five days in a week consecutively.

Article 23._ National and International Holidays

PDP Center will abide by the calender of the government's national and international holidays.

Article 24._ Annual Leave

Staffs are eligible to take 21 days of annual leave excluding national/international holidays, weekends and special leave. Staff working in the same department cannot apply for annual leave at the same time as two other colleagues.

Staff working within an urgent time frame can not apply for annual leave before the work is completed. Annual leave cannot be taken for more than five days at a time. Any remaining annual leave will not be carried into the next year.

Article 25._ Special Leave

Special leave refers to staff that have demanding personal lives or who are directly affected by the events or demands of family.

- No more than five days special leave can be taken. This includes paternity leave.
- No more than three days leave can be taken for a:
 - Child's wedding
 - Illness or death of spouse/parent/child/relative
- Special Leave is not included in annual leave.

Article 26._ Maternity Leave

Female staff are eligible to 90 days maternity leave. The benefits of maternity is as follows:

- Those who have completed one-year of work will receive 100% of their salary.
- Those who have worked less than one year will receive 50 % of their salary.
- Those who have not completed the probation period will not receive any percentage of their salary.
- PDP Center will contribute 50 dollars to each female member of staff taking maternity leave.
- The 90 days of maternity leave will be effective from one month before delivery and two months after delivery or after the applicant submits their letter to PDP Center.
- After maternity leave and during the first two months after returning to work they are only expected to perform light work.³
- PDP Center is prohibited from laying off pregnant women during their maternity leave or when the notice period falls within the maternity leave period.⁴
- For one year from the date of birth, mothers breastfeeding their children are entitled to one hour per day during working hours for this. This hour is to be divided into two periods of thirty minutes each, one during the morning shift and the other during the afternoon shift,⁵ or they are able to take the full hour once during the day. The mothers' breastfeeding time is excluded from other leaves.

Article 27._ Wedding Leave

Staff that celebrate their wedding are eligible to apply for one week leave without deduction from their salary. Additionally, they will receive 30 dollars as a contribution from PDP Center.

Article 28._ Sick Leave

Sick leave without a certificate from a medical doctor will be deducted from annual leave.

³ Article 182 Labor law (work by women)

⁴ Article 182 Labor law (work by women)

⁵ Article 184 Labor law (work by women)

If staff take sick leave with a medical doctor's certificate, PDP Center will pay their salary at the end of each month as follows:

- 100 % for the first month
- 50% for the second and third month
- No salary will be paid from the fourth to fifth month.
- PDP Center will end the contract with any employee requesting sick leave of more than six months.
- Paid sick leave only applies for staff who have worked for PDP Center for more than 5 years and are performing well professionally.

Article 29._Pregnancy Medical Appointment Leave

PDP Center will allow pregnant employees to go and see a medical doctor once (a half day) per month for every month during their pregnancy. This leave is excluded from special and annual leave.

Article 30._ Procedures for Asking for Leave

Before asking for leave, staff members have to ensure that all relevant work is completed or transferred to another colleague in the same section. Staff must give notice as follows:

- For leave less than 3 days they must give notice 3 days before.
- For leave from 3 days and over they must give notice at least one week before.

Employees that ask for annual leave have to fill in the existing form:

- For leave less than 3 days, the direct supervisor is able to certify and approve the leave before sending it to keep in the file at administrative office in Phnom Penh.
- For leave from 3 days and over, they have to send the application to the administrative office in Phnom Penh to be submitted to the President for

approval. It is then sent back to the administrative office for keeping in file.

- Staff members are unable to extend a leave they are currently on whilst still being on it.
- Staff members are unable to ask for leave before or after a national or international holiday in order to prolong their leave.

Every application for leave has to be sent to the administrative office at the head office. As an application for leave is not guaranteed, it needs to be approved by the direct supervisor.

Article 31._ Absence without Permission

Staff who are absent without reason twice will be warned verbally or in writing by the President. From the third time, they will be deducted 2 dollars from their salary each time. Being occasionally late in the morning till 9:00 am and afternoon from 3:00 pm will not be counted as absence.

Application for leave on the same day for a two week period will be prohibited.

Chapter 6

Contract

Article 31._Contract

The contract contains the following information:

- Position and working area
- Salary
- Job responsibilities and duration of work

- Reasons to terminate employment (event or staff action)
- Clarification of the Human Resources management policy of the organization and type of the contract

Article 33._Contract

Contracts differ for the two types of staff:

Program Staff. A program staff member is an employee allocated to a specific program. Normally, the contract period of program staff equals the length of the program. A program staff member will receive between 80% and 100% of the program salary of the program. The program staff members include: Program Manager, Program Officer, Program Assistant and Trainer.

Supporting Staff. A supporting staff member is an employee whose contract does not necessarily end when a program ends. Supporting staff receive a salary as a percentage of the program. In the case that the whole organization has to close, supporting staff, in particular the Accounting Manager and the Administrator, will have to end the contracts.

Article 34._ Suspension Letter

- PDP Center provides the right for staff members to apply for unpaid suspension from work up to a maximum of six months⁶.
- The duration of the suspension will not be affected by the seniority of the employee
- Valid reasons for staff members to apply for suspension from work are⁷ :
 - Being employed in the armed forces which has been verified by the authorities
 - Sickness, injury, sickness during pregnancy and after giving birth, provided that the doctor has already provided a certificate.

⁶ Article 71 of the Labor Law (the suspension of the contract)

⁷ Article 71 of the Labor Law (the suspension of the contract)

Article 35._ Applying for a Suspension Letter

Before applying for the suspension letter, the employee has to ensure that all work has been completed or handed over to other staff to finish. Staff members have to inform the organization at least a week in advance.

Staff members have to apply for the suspension letter through their manager and administrator in the head office. All documents have to be delivered to the President to be approved, then sent back to be kept at the administration office.

Article 36._ Termination of Contracts with Limited Timeframe ⁸

Contracts with a limited timeframe will end as specified by the timeframe. However, the contract could end before the specified date if both parties to the contract agree verbally.

But if there is no agreement between both parties of the contract, the contract with limited timeframe will not terminate unless in the case of gross misconduct or a natural disaster.

A contract with a limited timeframe should not be longer in duration than two years. The contract can be continually renewed numerous times as long as the contract length is no longer than the maximum of two years⁹.

Article 37._ Giving Notice about the Termination of Contracts with Limited Timeframe

PDP Center will give notice about the end of the contract as follows:¹⁰ ☺

- More than 6 months 10 days in advance
- More than 1 year 15 days in advance

⁸ Article 73 of the Law on employment (contract of limited duration)

⁹ Chapter 67 Labor Law (To establish and contract practices)

¹⁰ Article 73 of the Law on employment (contract of limited duration)

PDP Center will pay for the remainder of the salary that the employee should have for the contract, this remainder is at least equal to 5 percent of the salary¹¹. PDP Center will issue a work certificate for the staff member.

Article 38._ Termination of a Contract with Indefinite Duration

The contract with indefinite duration can be terminated through the decision of the contractor. To end the contract, the contractor has to write a formal letter, in which one party expresses the decision to end the contract willing of ending the contract to other party¹².

Article 39._ Giving Notice to Terminate the Indefinite Duration Contract

Staff members have to give notice to end the contract according to the following timeframe¹³ :

- | | |
|---------------------------------|--------------------|
| • Less than 6 months | 07 days in advance |
| • 6 months to 2 years | 15 days in advance |
| • More than 2 years to 5 years | 30 days in advance |
| • More than 5 years to 10 years | 60 days in advance |
| • More than 10 years | 90 days in advance |
- ❖ Employees can ask for permission for ordinary leave during the notice period. They cannot ask for special leave during this time.
 - ❖ Employees can take leave for two days within one week in order to find a new job during the notice period¹⁴. During this time PDP Center will issue a recommendation letter to the employee.

Article 40._ Severance for Firing Staff

If the contract is terminated by the employer due to gross misconduct by the employee, PDP Center will provide the following salary and benefits:¹⁵

¹¹ Article 73 of the Law on employment (contract of limited duration)

¹² Article 74 of the Labor Law (Indefinite Duration Contract)

¹³ Article 75 of the Labor Law (Indefinite Duration Contract)

¹⁴ Article 79 of Labor Law (Indefinite Duration Contract)

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- Salary and other for 7 days of work for staff who have been employed for 6 months to 12 months
 - If the employee has been employed for more than 12 months, the organization will provide a monthly salary as well other cash equivalent to 15 days of work for each year of service. The maximum amount of the severance cannot exceed the salary for one month and savings worth six months. If employees have worked more than a year but less than two, the severance package is calculated as if for one year.
 - This salary is also provided to employees that take absence due to health issues.

Article 41. _Employment Contract Keeping

The employment contract should be made into two copies, both signed by the employee and the President of the organization. The signed contract should be kept with other employee documents at the administration office, and a copy given to the employee.

Chapter 7

Staff Evaluation

Article 42. _Evaluation during the Probation Period

The Administration Office must monitor staff and inform the program manager to evaluate and report on the probation of each staff. Probation evaluation will be conducted based on the probation procedures outlined in the contract.

Article 43. _Evaluation Criteria

Staff evaluation should be based on the following points: ☺

❖ **Discipline**

¹⁵ Article 89 of the Labor Law (eviction)

- Time management
- Permission
- ❖ **Working Ability**
 - Setting an action plan
 - Implementing the action plan
 - Monitoring the action plan
 - Writing reports on activity and performance
- ❖ **Initiative**
 - Creating new ideas
- ❖ **Internal Solidarity**
 - Listening to colleagues and leaders
 - Motivating colleagues to work successfully
- ❖ **Team Work**
 - Sharing or transferring knowledge and experience
- ❖ **Ethics**
 - Maintaining a good attitude towards colleagues

Article 44. Evaluation Procedure

- ✚ **Stage 1:** Staff and managers must discuss work performance and complete evaluation indicators for a period of 3 months. The manager should continually provide feedback and should give the evaluation forms to the Administrator in order to arrange a meeting with the Executive Committee.
- ✚ **Stage 2:** The Administrator is responsible for preparing documents of the employee on probation and for arranging a meeting with the executive

committee to evaluate the probation period. The Administrator will prepare a document detailing the result of the probation. If the probation was unsuccessful, the probation time will be extended, albeit for less than a month. In total, the probation period cannot exceed 3 months.

Article 45. Annual Evaluation

In addition to strategies designed to enhance capacity and working ability, annual evaluations are conducted in order to identify staff achievements which can result in promotion or the transfer of staff to a more suitable role. The advantages conducting annual evaluations are :

- Providing staff with the opportunity to evaluate tasks at the end of the year
- Facilitating decisions on salary increases
- Improving decision making and organizational planning (See evaluation form in the Appendix)

Article 46. Annual Evaluation Focus

- ❖ **Discipline and performance**
 - Setting an action plan
 - Implementing the action plan
 - Monitoring the action plan
 - Writing reports on activities and performance
- ❖ **Working responsibilities and professionalism**
 - Commitment to fulfilling tasks
 - Willingness to learn new things
 - Following regulations and procedures
 - Time management

❖ Collaboration and ethics

- Giving and receiving feedback and advice to colleagues
- Demonstrating good attitudes and behaviors towards work colleagues and partners
- Transferring and sharing knowledge and experience
- Valuing work colleagues and partners

Article 47._ Evaluation Procedure

Staff must fulfill their duty and follow the instructions on the evaluation form which is focused on the work of the different staff divisions.

After completing the evaluation, the form has to be returned to the Directing Manager. The Manager will score each section and return it to the Administrator. If there are discrepancies in the scoring, the Administrator will arrange a meeting between the Manager and the employee to discuss this.

After this discussion, the Manager must write an evaluation report. If there any discrepancies remain between the two parties, they may each write from their perspective and a final decision will be made by the Management Committee.

Once the evaluation process is completed, the Finance Department will consult with the Administration Department to prepare a score list and submit a new payroll list, which will be reviewed by the Chairman. In the case of promotions or transfers, the Administrator must prepare a decision letter for the President to sign.

Article 48._ Transcript Confidentiality

Transcripts for the promotion or salary increases are stored confidentially in the Central Office headquarters. The transcript owner has the authority to make a copy for personal records.

Chapter 8

Practice and responsibilities of staff

Article 48._ Anti-Corruption

Each employee has the duty to avoid corruption and learn about PDP Center Anti-Corruption Policy of PDP Center attached in Annex.

Article 50._Against Discrimination for Employees Living with HIV and AIDS

PDP Center staff members who are living with HIV and AIDS are treated equally and the following policies are put into place to avoid discrimination:

- Remuneration equals that of other staff members in the same position
- Equal treatment and equal access to training opportunities, employment positions, employee benefits and chance to travel abroad unless they are incapable of performing their work
- Allowance for sufficient time for medical appointments
- Full responsibility is given to tasks that are manageable
- Provision of sufficient time for sickness leave as requested by a doctor.

Article 51._Confidentiality and Behavior toward AIDS

- PDP Center staff members are prohibited from demonstrating discriminatory behavior towards employees with HIV and AIDS.
- Staff must exhibit confidentiality by not revealing the identities of employees living with HIV and AIDS.
- Staff displaying discriminatory attitudes towards employees with HIV and AIDS will be issued a warning and requested to apologize personally to the affected staff member.

Article 52._Encouragement and Non-Discrimination for People with Disabilities

PDP Center respects the rights of people with disabilities. Disabled people will be given the opportunity to work for PDP and are considered as any other staff member would be. The Accounting and Administration Division encourages people with disabilities to apply.

Article 53._The Promotion of Gender Equality

PDP Center will promote and ensure gender equality in the workplace. Conditions and regulations to improve gender equality have been defined in a separate gender policy. Gender equality is implemented both in recruitment and activities of PDP Center.

Article 54._Substance Abuse

PDP Center prohibits substance abuse or trading of illegal drugs on the premises. All staff members are prohibited to use drugs, alcohol or cigarettes during working hours. Staff members that breach this policy will be terminated from employment immediately with no benefits provided. Employees working on alcohol policies projects must abstain in all circumstances, regardless of working hours; any breach of this leads to immediate termination of employment.

Article 55._Sexual Harassment

The sexual relationship is private and staff members are responsible for dealing with their own issues so as to not affect the reputation of PDP Center.

Pedophilia, pornography and all forms of sexual harassment in PDP Center are absolutely prohibited. In case of such activity, PDP Center will take legal action.

Article 56._ Affection to Interests and Reputation

- PDP Center staff must not use the name PDP Center for personal profit or any external work. This is enforced to protect the interests and reputation of the Centre.

Article 57._ Conduct

Any act through the behavior or words that affect the reputation of PDP Center are prohibited for all full-time and part-time staff members. However, employees have the right to express

criticisms of individuals or groups freely in the monthly, annual and other PDP Center meetings. But staff members have rights to express criticism of individuals or groups freely in monthly meeting, annual meeting and other meetings of PDP Center. This includes the management policy of the President, the financial management and other activities

Employees that discuss the organization such that it damages its reputation outside of meetings will be automatically terminated from their employment. In severe cases, the Center may take legal action.

Article 58._Responsibility

All PDP staff must act honestly and with integrity by not violating the role responsibilities as outlined by PDP Center staff divisions. PDP Center staff cannot transfer their responsibilities to others without permission from the Director or through a meeting of PDP Center.

Article 59._Respect

PDP Center must treat all employees fairly, with dignity and respect. PDP staff members have to treat their colleagues with equal respect and dignity to facilitate good communication and successful work.

Article 60._Threatening Behavior

Any threatening behavior by employees at PDP Center headquarters or any other working locations, will result in immediate termination of employment.

Article 61._Press Release

Any official statement or interviews with press journalism on behalf of PDP Center can only be made by the President or anyone with written confirmation by the President for undertaking that role.

Article 62._Ordering, Saving and Sanitation

- At the end of the working day, all employees have to organize and store documents in an orderly manner.

- Employees must keep the workplace clean.
- Employees must keep a calm atmosphere, avoiding causing disturbance to neighboring offices. If staff members have free time, they should use it to learn or research documents to further their knowledge.
- Employees must conserve energy by not wasting electricity, water, telephone, fax, printers, office paper and all kinds of supplies. The fan or any machines should be switched off when leaving the office.
- Materials and equipment such printing machine, computers, printers, air-condition, vehicles and other utilities should be used properly to avoid possible damage or loss.
- The use of these devices is solely for the benefit of PDP Centre and are not allowed to be dismantled or displaced without prior authorization from the responsible personnel.

Article 63. Contributions

- Employees with a salary of more than 200 USD a month must pay a contribution of 5 USD per month. Employees with a salary from 100 USD to 200 USD must pay a contribution of 3 USD per month. Employees with a salary less than 100 USD a month must pay a contribution 1 USD a month.
- Funds from the contribution payments are maintained in separate accounts administered by the accountant. Accountants of the central headquarters should collect the contribution payment on payday each month. Employees who are employed in the provinces must pay the accountant of the respective office, whereby the accountant submits the accountant budget to the central headquarters at the end of each month. The accountant of PDP Center must prepare and properly keep the funds received from the contributions

- Employees cannot request to have their contributions returned when they terminate employment at PDP Center. This is to prevent that the budget from the contributions cannot be spent.
- The funds from the contributions can only be used by decision of the Executive Committee of PDP Center. In the exceptional case that PDP Center has no more funds to support its operation, the budget can be used by organizing the committee's meeting.

Article 64._Salary Taxation

Salary taxation is obligatory for each employee. The Financial Officer is responsible for the collection of salary tax and for transferring the tax to the Government Tax Office.

Article 65._Mission

- A. **Meals and accommodation:** Headquarters staff working in provinces / cities are entitled to 2 USD in a day on food and 15 USD for accommodation costs per night. Provincial branches / solicitation staff are entitled to 12 USD in a day on food and 12 USD on cost accommodation per night.
- B. **Local Transportation:** Travel expenses can be claimed as according to these travel rates which are updated every two years:

1. Phnom Penh – Kandal Province	6 USD
2. Phnom Penh – Ta Keo Province	8 USD
3. Phnom Penh – Kampot Province	10 USD
4. Phnom Penh – Sihanouk Ville	12 USD
5. Phnom Penh – Koh Kong Province	25USD
6. Phnom Penh – Kampong Spue Province	8 USD
7. Phnom Penh – Kampong Chnang Province	12 USD
8. Phnom Penh – Porsat Province	12 USD

9. Phnom Penh – Battambang Province	12 USD
10. Phnom Penh – Banthey Meanchey Province	15 USD
11. Phnom Penh – Siem Reap Province	12 USD
12. Phnom Penh – Kampong Thom Province	11 USD
13. Phnom Penh – Kampong Cham	10 USD
14. Phnom Penh – Svay Rieng Province	15 USD
15. Phnom Penh – Prey Veng Province	15 USD
16. Phnom Penh – Kratie Province	20 USD
17. Phnom Penh – Rathanakiri Province	30 USD
18. Phnom Penh – Ourdor Meanchey Province	40 USD
19. Phnom Penh – Presh Vihear Province	30 USD
20. Phnom Penh – Mondul Kiri Province	20 USD
21. Phnom Penh – Bailin Province	40 USD
22. Phnom Penh – Kep Province	13 USD
23. Phnom Penh – Steng Treng Province	35 USD

Local transportation from the town to the actual work areas will be compensated with 5 USD a day. For more than 5 kilometers transportation, the travel costs are paid accordance with the actual cost. Provincial employees traveling to Phnom Penh are entitled to 3 USD for transportation in Phnom Penh for a day.

C. Food Policy:

- **Departure:** Staff members who travel from 10:00 AM in the morning are entitled to 3 meals a day. Staff members who leave between 10:00 AM to 1:00 PM will be provided with only 2 meals.
- **Return:** If staff members return to the office at 10:00 AM, they will be provided with breakfast. If staff members arrive at the office at 1:00 PM

there 2 meals will be provided. In case employee arrive at the office at 5:00 PM there will be a 3 meals provided.

❖ **Distribution of funds for each meal**

- Breakfast 4 USD
- Lunch 4 USD
- Dinner 4 USD

❖ **Payment:** Staff members completing their mission must submit activity reports to the administration office and submit financial reports to the accountant no more than 3 days after the completion of the mission. There is an exception for expense claims for transportation, accommodation and food. Provincial staff must submit their reports to PDP Center; when payment is due handwritten confirmation of receipt is required.

Chapter 9

Benefits for Employees

Article 66._Holiday and Permission

All staff will receive leave as follows:

- Annual leave
- Special leave
- National and international holidays
- Sick leave
- Maternity leave

For leave procedure, please see above article.

Article 67._Monthly travel costs

-
- President: 60 USD
 - Program Officer: 30 USD
 - Accountant: 15 USD
 - Province Head: 20 USD
 - Program Assistant and Trainer in the provinces: 15 USD
 - Administrator: 15 USD
 - Accounting Assistant: 15 USD
 - Postman: 20 USD

These expense allowances can change according to the activities and financial situation of PDP Center.

Article 68. Allowance for Khmer New Year

PDP Center provides a bonus once a year during the Khmer New Year. This bonus is equivalent to 30% of the monthly salary, but can vary according to the budgeting situation of PDP Center.

All the new employees during the probation period are not able to receive a bonus for Khmer New Year.

Article 69. Communication

Each employee of PDP Center will receive funding for monthly telephone service as defined below:

- President of the Head Office 40 USD a month
- Manager or Branch Manager 10 USD a month
- Trainer and Assistant 5 USD a month
- Administrator/Accountant 5 USD a month
- Postman 5 USD a month

This case can be changed according to the activities and financial situation of PDP Center.

Article 70. Bonus after Termination of the Contract

The bonus for staff members that have terminated employment is as follows:

- After employment of 3 years and more, the employee will receive a bonus equal to 1 monthly salary at the final salary rate
- After employment of 6 years and more, the employee will receive a bonus equal to 2 months salary at the final salary rate
- After employment of 9 years or more, the employee will receive a bonus equal to 3 months salary at the final salary rate
- For employees with seniority from 3 years upwards asking to resign at PDP center in order to commence employment elsewhere, PDP Center will pay a bonus of 50% of the final monthly salary.
- For employees with seniority from 3 years upwards asking to resign at PDP center in order to continue their studies or retirement, PDP Center will pay a bonus of 100% of the last salary.

In order to receive this bonus, the employee terminating their employment have to complete a full, informative handover to their replacement and transfer all their tasks.

Notes: Employees whose employment is terminated by PDP Center or for employees that have been working less than the time specified above, are not entitled to this bonus.

Article 71. Capacity Building

PDP Center staff will have an opportunity to develop their skills relevant to their work individually or in a group both at home and abroad. For training that PDP Center provides for that is less than 3 months, the salary will still be paid. For training that employees undertake that is not related to their work at PDP for more than 3 months such that work at PDP Center cannot be fulfilled, salary will be terminated after 3 months.

Article 72._Sharing Expertise

PDP Center staff members are encouraged to provide consulting services by providing expertise or training to other organizations and sectors for no more than 20 days per year. If the employee works on this for more than 20 day, the employee has to pay 30% of the income generated to PDP Center.

Article 73._ Short-term Special Projects or Programs

PDP Center staff are encouraged to assist on short-term special program or projects from other organizations providing that these are less than 20 days in duration and an agreement has been made between the organization and PDP Center. Note that 30% of generated income must be paid to PDP Center.

Article 74._Health Support and Other Accidents

PDP Center will purchase health and accident insurance for each staff annually.

Article 75._Compensation for Loss of Labor Capacity and Mortality

PDP Center will provide accident insurance for staff during their employment with PDP Center. 1,000 USD will be provided to the staff member or their family in the case of death of the following instances of loss of capacity:

- Blind on both eyes
- Completely deaf
- Unable to use hands or legs
- Paralysis

This policy does not apply to employees who were disabled prior to commencing employment at PDP Center or to employees whose death was a result of criminal activity.

Article 76._Procedure in Case of Illness

If an employee falls ill, they must seek treatment by their own accord and then report to the insurance company. If the employee is seriously ill such that they are unable to work, they have to inform managers who will in turn inform administrative staff at the Phnom Penh head office.

Chapter 10

Salary

Article 77._Payroll

Each employee must be paid their salaries according to their position, responsibilities and relevant experience and expertise. The salaries table is already set in the financial policy. Employee's salary must be paid at the end of the month by transfer into the employee's account or paid in cash directly to the employee.

Article 78._Salary Revisions

PDP Center will review salaries individually if the organization learns that an employee has performed exceptionally well within the organization. Consequently the organization will increase the employee's salary.

Article 79._Annual Salary Bonus

Staff salary bonuses will be paid according to the status and size of an employee's current responsibilities, as follows:

- President will receive 12% of basic salary
- Head of every department will receive 12% of basic salary
- Head office staff and programs assistant will receive 13% of basic salary
- Head of provincial branch will receive 13% of basic salary
- Provincial/Branch Staff and other staff will receive 15% of basic salary

The salary bonus will be paid on the anniversary of each year. The bonus depends on the funds and/or income received each year.

Article 80._The Salary Loan

Employees may file a request for a salary advance in certain cases of urgency. The advance may not exceed two months salary. The repayment period cannot exceed six months. A request to borrow funds must be approved by the President and must be submitted at least one week before funds are required.

Chapter 11

Incentives

Article 81._Incentives

Director of the PDP center can reward employees who achieve outstanding results in their work.

Article 82._Incentive Requirements

Employees must meet the following qualifications to receive the rewards:

- Employees must have worked with PDP center for at least 12 months.
- Employees must have been admired from many staff and managers with results clearly depicted in the annual evaluation.

Article 83._ Material for Motivation and Reward

Incentives offered by PDP Center to employees who received impressive annual results may include:

- A budget of \$50 USD
- An Admiration Certificate
- A review and salary increase
- A promotion to a higher position and a paid study tour abroad.

Chapter 12

Conflicts of Interest and Capacity

Article 84._ General Principles

PDP Center staff cannot use the name of the organization for personal profit. PDP Center staff cannot be paid at two different organizations.

Article 85._ Job Classification

To avoid conflict of interest, the PDP center prohibits the following workplace arrangements:

- Relatives (including siblings and spouse) cannot work together in the same department, especially in finance and administration.
- The relative of the President of PDP Center may not be employed at PDP within the finance or administration departments.

Article 86._ The Sale and/or Rental of Office and Materials

Staff must not earn a profit from the PDP Center offices from the sale or rental of PDP Center property and/or facilities. If such a violation occurs, the PDP Center Chairman has the right to dismiss the employee immediately.

Article 87._ Procedure of Resolving Conflicts of Interest

If the PDP center is alerted to any staff breach of the above conflict of interest, the principles stated in the artificial Human Resource Management Policy will be implemented.

Chapter 13

Dispute resolution procedures

Article 88._Purpose

The purpose of this mechanism is to establish a clear process and chain of responsibility for handling complaints that provides those involved in the procedure with a safe and just system.

Article 89._The Scope of the Claim

This lawsuit covers the staff and board members of PDP Center.

Article 90._Complaint Eligibility Requirements

When one person is being violated against under PDP Center policy, that person is permitted to file a complaint to PDP Center.

Article 91._ Types of Complaints

The two ways to make a complaint are as follows:

Oral Complaints:

- Stakeholders can make an oral complaint if they are unable to satisfy the written complaint procedures (e.g. they are illiterate or located too far away).
- An oral complaint will be filed by a complainant by describing their issue to someone else who can fill out the complaint form.

Written Complaints:

- The written complaint form can be found at the PDP Center offices.
- Written complaints can be filed in several ways:

- In the complaints box at the door of the PDP Center office.
- By post to:
Director of the PDP Center
House number 16, Street 160, Tuol Kork, Phnom Penh, Cambodia
- By email to:
 - { HYPERLINK "mailto:admin@pdpcenter.org" } or
 - { HYPERLINK "mailto:president@pdpcenter.org" } for any complaints directly regarding management staff.

Article 92._Confidentiality of Complaints

Complaints regarding corruption and labor violations will be resolved in a manner that ensures the safety and confidentiality of the complainant and relevant parties.

Article 93._ Dispute Resolution Procedure

A. Filing a Complaint to Manager: Problems in YCUD between staff members A and B shall be solved by their manager. In the case that a problem has not been solved or could not be solved, a complaint has to be forwarded to the upper department.

B. Filing a Complaint to the President: In the case that the problem solving with manager has failed to work or is not appropriate then a complaint may be filed directly to the President. The President has to discuss the complaint with the relevant parties and attempt resolution through a meeting.

C. Filing a Complaint to the Board of Directors: In this case, there are two ways to file a complaint:

- Case 1: When conflicts between two employees have not been satisfactorily resolved through mediation with the head of the institution, a complaint can be made directly to the board of directors.

- Case 2: When conflicts occur between the head of the institution and staff members, complaints may be filed to the board of directors.

Notes:

- Complaints can continue to the courts if direct management has not been successful or considered fair.
- In the event that the mediator does not have the power to implement a penalty, the case may be sent to the President to apply the established punishment.
- A copy of each complaint must be made for the relevant parties and to be stored in the administrative office.

Article 94._Proceedings of Complaint Resolution

All written complaints must be solved within seven days from the time of complaint.

Committee members' problem solving is based on the scope and type of the complaint, if there is a complaint between two staff members then the solution will involve both parties. But if the complaint is against the President then the solution shall be made from the President. In the case that the complaint is forwarded to the council then there must be involvement from the President and at least 2 council members.

Article 95._Receiving Information Regarding Complaints from the Commission

After receiving complaints, the committee must officially respond via a letter, informing the complainant that they have received the complaint and that they're not required to solve all complaints. Complaints must be checked and reviewed before being dealt with.

Article 96._Dispute Confidentiality

The name of the complainant will be kept confidential, except for the principal complainants and if they name themselves. The subject of the complaint must be kept confidential among those involved in the complaint.

This confidentiality only applies to complaints involving irregularities relating to conflicts of interest, corruption, and abuse of power, ethics and work level.

Article 97._Imposing Fines

- **Executive Committee:** the Executive Committee has the power to investigate and dismiss any employee who is found to have committed a serious mistake as it is written in the policy book.
- **The President:** The President has the power to administer disciplinary investigation by writing warning letters to any employee found to have committed a breach.
- **The Directing Manager :** The Directing Manager can discipline staff under his/her supervision that engage in misconduct after investigating the alleged misconduct.
- **Officer/Chief:** The office/chief is entitled to give a first time written warning and to investigate cases sent to him/her by the Administrator before deciding whether to pass on the case to the President

Article 98._ Rights to Appeal

In case staff that were subject to disciplinary action do not agree with the decision of the manager, staff may file a complaint to his/her superior. If the staff member does not agree with the decision of the President, the complaint can be filed to the Director. If there is still no

agreement, staff can appeal to the Executive Committee, and as a last stage to the Board of Directors.

Article 99._Rights Protection

Employees who are accused of gross misconduct have the right to:

- Lay forward their own evidence
- Have legal assistance external to the organization for their defense
- View the case and check the evidence after the commission has made a decision
- Receive notification at least 3 days after being accused

Article 100._The Validity of Evidence

Any evidence which has not been shown during the meeting shall not be used as evidence against the accused staff member.

Chapter 14

Steward¹⁶

Article 101._ Steward

Delegates are representatives of the employees at PDP-Cente. The enterprise that employs between 8-50 staff from 8 to 50 must have 1 Full Authorized Delegate and 1 Assistant Delegate¹⁷. The delegate must be elected and has 2 levels:

- Full Authorized Delegate
- Assistant Delegate

¹⁶ Human Resorce Management of The Back of Investment and Developemnt in Cambodia .PLC.

¹⁷ Labor Law 1997 (Staff representative in Enterprise)

Article 102._Voting for Delegate

Voting for Full Authorized Delegate and Assistant Delegate shall be made secretly and arranged in the working hours under the presence of the Council

Staff who have an authority to vote must be 18 years old or above, have been working in YCUD at least 3 months and have completed probation successfully.

The qualified candidate for election must be at least 25 years old and have been with YCUD for at least 6 months.

Article 103._Delegate Responsibilities

- Generating a report for the President about complaints, working conditions, operating working law, regulations and other policy implications.
- Generating a dispute resolution report to the commission regarding criticisms or claims related to the implementation of labor laws and regulations..
- Proposing practical measures to improve the health, safety and working conditions in PDP-Center.
- Participating in giving advice during the drafting and modification of internal rules.
- Participate in giving advice during planned reduction in staff by reducing missions or structural arrangements in PDP-Center.

- The delegate has to work at least 2 hours per week, keeping the same salary and benefits.

Article 104._The Mandate of the Delegation

- Full Authorized Delegate and Assistant Delegate have to be elected every 2 years.
- In the case that Full Authorized Delegate is absent temporarily, the Assistant Delegate must take over the tasks.
- In the case that Full Authorized Delegate resigns permanently, the Assistant Delegate must take over the tasks until their term ends.
- In the case that Full Authorized Delegate and the Assistant Delegate resigns at the same time, voting for new delegate shall be cast.

Article 105._Ending the Delegation Mandate by the Employer

- Termination of the standing candidates, other candidates or former candidates must be approved by the Board of Directors.
- The termination of the mandate or a transfer of the work of the delegate, that lead to a loss of position must be approved by the board of directors.

Article 106._Ending Delegate Mandate by Employee

In the case that a delegate failed to fulfill their duties properly, employees can vote for the discharge of the delegate but must show specific conditional evidence for this to occur. When a Full Authorized Delegate has been discharged, the Assistant Delegate must take over the tasks until there is a new Full Authorized Delegate for a new term

Article 107._ Right to File a Complaint

Staff that think that their working conditions, salary, operating working law, regulations and/or policies operating have been violated they may file a written complaint to a Delegate. The complaint must explain the violation with clarity and detail.

Article 108._Confidentiality of Complaint

The identity of the person who files a complaint will remain confidential unless that person demands to be known.

Chapter 14**Offence****Article 109._General Principle:**

Disciplinary measures will be used in order to ensure the human resource management practices are effective. The policy also serves to improve, give advice or even warn staff who engage in misconduct so they can be aware of their actions and take responsibility, in some cases they may be discharged if their misconduct occurs repeatedly.

Article 110._ Level of mistakes

The level of mistakes are:

- Serious
- Medium
- Slight

Actions that classify as serious mistakes

- ✚ Engaging in corruption, nepotism and embezzlement from PDP-Center
- ✚ Disclosing confidential information or professional secrets
- ✚ Inappropriate decision making or incautiousness or any act toward exploitation (negligence or fraud) that may affect the reputation of PDP-Center
- ✚ Inciting staff to commit acts that cause damage or loss to PDP-Center or inciting staff to commit gross misconduct
- ✚ Threatening verbally or physically abusing staff or co-workers at PDP-Center
- ✚ Bringing any type of weapons or explosives into PDP-Center
- ✚ Committing any crimes that are prohibited by law, such as trafficking and illicit drug use
- ✚ Alcohol trafficking during working hours
- ✚ Alcohol use during working hours
- ✚ Taking part in activities to support a particular political party during working hours

- ✚ Conducting a medium level mistake repeatedly three times

Actions that classify as medium mistakes

- ✚ To use any rude words, display immorality with no dignity or spread gossip which affects the dignity and/or reputation of the association and its staff
- ✚ Gambling or drinking during working hours
- ✚ Absence without permission or reason for a period longer than 3 days
- ✚ Neglect in performance, paying less attention to details and guidance
- ✚ Not following instructions from the manager without reason

Actions that classify as slight mistakes

- ✚ Not respecting working hours
- ✚ Causing noise that disturbs neighboring offices
- ✚ Carelessness in maintaining or saving the use of any materials and/or office equipment
- ✚ Loss of documents
- ✚ Take leave without permission
- ✚ Not engaging in activities in keeping the workplace clean etc.

Article 111._ Disciplinary Practices

- ✚ Verbal Warning
 - Verbal warning will be issued for slight to medium mistakes

- Making a slight mistake 3 times will lead to one verbal warning. If an employee receives 3 verbal warning during one month, the salary will be reduced by 5 USD.
- Making a medium mistake once will lead to one verbal warning. If an employee receives a verbal warning for medium mistakes, their salary will be reduced by 5 USD.

Written warning

- Written warning will be carried out if:
 - Employees have received a salary deduction 5 times due to misconduct
 - Employees make a large technical error
- The Administration Office has to issue a written warning and make a copy for concerned staff members, keeping one copy in the legal documentation in the office.

Termination of employment

- Employees that commit a serious mistake will be terminated from employment
- Employees that have received 3 warning letters will also be terminated from employment.

- The employment termination letter has to be signed by the PDP-Center President after a meeting of the Board or Executive Committee

Chapter 16

Final Provision

Article 112._

Every employee of PDP-Center is required to comply with this policy. Any breach of this policy that occurs intentionally or by accident is prohibited by this policy. Practices that violate the Human Resources policy are not valid.

Phnom Penh March 18, 2014

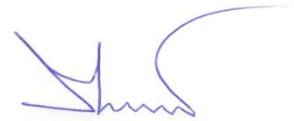
Phnom Penh, March 18, 2014

Board of Director
Chairperson



Vong Sreytouch

PDP-Center
President



Yong Kim Eng

Receiving Place

- Board members (for information)
- Staff (to perform)
- Records-Archives