

MODULE 1.11, HANDOUT #1: 'Certificate of Employment' (template)

CERTIFICATE OF EMPLOYMENT

Employer:Conservancy

Postal address:
.....

Physical address:
.....
.....

Tel:

Employer's industry: *registered conservancy*

Employee details:

Name:

Position:

Postal address:
.....

Physical address:
.....
.....

Tel:

Duration of service:

Remuneration:

Reason for termination of service:

Employer's stamp:

MODULE 1.11, HANDOUT #2: 'Job Description' (template)

JOB DESCRIPTION

Name:

Job title:

Reports to:

Location:

Key purpose of the role:

Key responsibilities:

Key working relationships: internal/external

Resources responsible for:

Financial

People

Equipment

Person specification: Essential qualifications and skills required

Signature (jobholder) Date:

Signature (supervisor) Date:

MODULE 1.11, HANDOUT #3: 'Job Description' (example)

JOB DESCRIPTION

Name:

Job title: *Field Officer*

Reports to:

Location:

Key purpose of the role:

To lead the NRM team and enable XXXXXXXX Conservancy to effectively manage and conserve their wildlife and other natural resources, in partnership with government and neighbouring communities.

Key responsibilities:

- Implement, monitor and audit the Event Book System.
- Assist with bi-annual game counts (wet and dry season).
- Follow up human wildlife conflict issues and report.
- Investigate poaching incidents and report.
- Manage and train the Game Guards.
- Produce workplans and monthly reports for the Conservancy Committee.

Key working relationships: internal/external

- Conservancy Committee and members
- Traditional Authorities
- MET, NNF, IRDNC

Resources responsible for:

Financial: nil

People: 2 Game Guards

Equipment: tent, pot, spotlight

Person specification: Essential qualifications and skills required

- Self motivated; team worker; able to plan and organise own/others work activities.
- Record-keeping skills (basic numeracy); communication skills (good verbal/fair written); physically fit (able to walk 20kms in a day).

Signature (jobholder) Date:

Signature (supervisor) Date:

Module 1.11, Handout #4: 'Job Description' (example: Treasurer)

JOB DESCRIPTION

Name:

Job title: *Treasurer*

Reports to: Conservancy Manager

Location:

Key purpose of the role:

To support the Chairperson/Manager by ensuring all conservancy financial transactions are managed efficiently, effectively and in compliance with legal requirements and the conservancy's financial policy.

Key responsibilities:

- Keep the cash analysis book up to date and accurate, detailing the conservancy's income and expenditure.
- Reconcile cash and bank funds monthly.
- Keep cash safe and secure.
- File receipts, bank statements and payment vouchers methodically.
- Receive cash, including preparing receipt vouchers.
- Make authorised payments, including preparing payment vouchers.
- Prepare monthly payroll, make salary payments for employees and keep records.
- Pay authorised HACCSIS claims and forward required records to IRDNC.
- Produce and deliver monthly financial reports to the Conservancy Committee.
- Produce and deliver the AGM Financial Report.
- Monitor the conservancy budget.
- Co-sign cheques and financial reports.
- Attend team meetings, Conservancy Committee meetings, AGM and general meetings.

Key working relationships: internal/external

Conservancy staff, Conservancy Committee and members. Partner organisations (IRDNC, private enterprise, e.g., professional hunter, lodge owners).

Resources responsible for:

Financial: Conservancy budget (jointly with the Manager)
People: Nil
Capital Items: Nil

Person specification: Essential qualifications and skills required

- Manage conservancy financial procedures, policies and control systems.
- Manage financial records, requisitions, cheque vouchers and returns.
- Conduct day-to-day handling of cash book and countersign cheques.
- Develop and present conservancy budget and financial reports for approval by members, partners and MET.
- Monitor conservancy bank accounts and investments.
- Manage all conservancy assets.
- Supervise bookkeeper.

Signature (jobholder) Date:

Signature (supervisor) Date:

Module 1.11, Handout #5: 'Job Description' (example: Secretary)

JOB DESCRIPTION

Name:

Job title: *Secretary*

Reports to: Conservancy Manager

Location:

Key purpose of the role:

To support the Chairman/Manager by ensuring all administration tasks are carried out efficiently and effectively. Provide advice and guidance to Conservancy Committee and conservancy members, as appropriate.

Key responsibilities:

- Arrange meetings, i.e., Agenda, invitations, venue, and logistics.
- Take minutes of meetings, distribute minutes, and file copies.
- Complete HACCSIS claim forms and keep all HACCSIS records, e.g., authorised claims, properly filed.
- Provide secretarial service to the KLHC.
- Keep records up to date, i.e., Social Security, Asset Register, Membership, Equipment inventory.
- Manage correspondence.
- Maintain an efficient filing system.
- Monitor stationery, office expenditures, e.g., phone bills, office equipment.
- Set up and maintain staff personal files.
- Attend team meetings, Conservancy Committee meetings, AGM and general meetings.

Key working relationships: internal/external

Conservancy Committee, staff and members; partner organisations, e.g., IRDNC and NDT, government departments (e.g., MET, DoF, Land Board); and private enterprise (e.g., professional hunter, lodge owners).

Resources responsible for:

Financial/Budget: Nil

People: Nil

Capital Items: Conservancy equipment

Person specification: Essential qualifications and skills required

- Inform members of meetings, prepare agenda for meetings, good command of English and local language.
- Record keeping: file conservancy correspondence, keep conservancy filing system, maintain reports, records, financial statements, etc.
- Basic computer skills for writing letters and agendas and emailing.

Signature (jobholder) Date:

Signature (supervisor) Date:

Staff Module 1.11, Handout #6: 'Job Description' (example: Conservancy Manager), page 1 of 2

JOB DESCRIPTION

Name:

Job title: *Conservancy
Manager*

Reports to: Conservancy Chairperson

Location:

Key purpose of the role:

To plan, execute and monitor the day-to-day operations of the conservancy and coordinate all activities to ensure that the Conservancy Committee delivers its management plans efficiently and effectively, on behalf of their members.

Key responsibilities:

- Manage employed staff by:
 - ~ Facilitating the recruitment and selection process.
 - ~ Agreeing and monitoring staff workplans for direct reports, and enabling them to do the same for staff they supervise.
 - ~ Managing the staff performance and development process.
 - ~ Managing the conservancy Disciplinary Code and Procedures.
 - ~ Holding regular team meetings.
- Maintain good working relationships with partners and the TA.
- Implement and monitor the conservancy's Annual Work and Development plans.
- Implement and monitor any donor-funded project activities.
- Produce and deliver a monthly report of activities to the Conservancy Committee.
- Contribute to the Chairperson's Report for the AGM.
- Attend Quarterly Planning Meetings, AGM and general meetings, partner meetings/workshops as required.
- Coordinate activities for the Annual General Meeting.
- Participate in the HACCSIS Review panel.
- Coordinate the MNC zonation and water working groups.
- Be a member of the KLHC and Conservancy HIV/AIDS committees.
- Co-sign cheques and contracts.

Key working relationships: internal/external

Conservancy Committee, staff and members; partner organisations, e.g., IRDNC and NDT, government departments (e.g., MET, DoF, Land Board); and private enterprise (e.g., professional hunter, lodge owners).

Staff Module 1.11, Handout #6: 'Job Description' (example: Conservancy Manager), page 2 of 2

Resources responsible for:

Financial: Conservancy budget
People: Secretary, Treasurer, Field Officer, SCRM and Security Guard.
Capital items: 2 computers, 1 printer

Person specification: Essential qualifications and skills required

Management skills: Staff, resources, finances, assets.
Facilitation skills: Represent conservancy at all levels.
Communication skills: Good command of English, facilitating at meetings and AGMs, liaise with various partners.
Reporting skills: Writing reports.

Signature (jobholder) Date:

Signature (supervisor) Date:

MODULE 1.11, HANDOUT #7: Job advertisement (example)

XXXXXXXXXXXX is a well-established and well-regarded conservancy within the Namibian Community-based Natural Resource Management Programme. We are currently seeking to employ a **Field Officer** to manage our Natural Resource Management team, which helps us to manage, conserve and monitor our wildlife and other natural resources.

We are particularly looking for someone who has the following competencies:

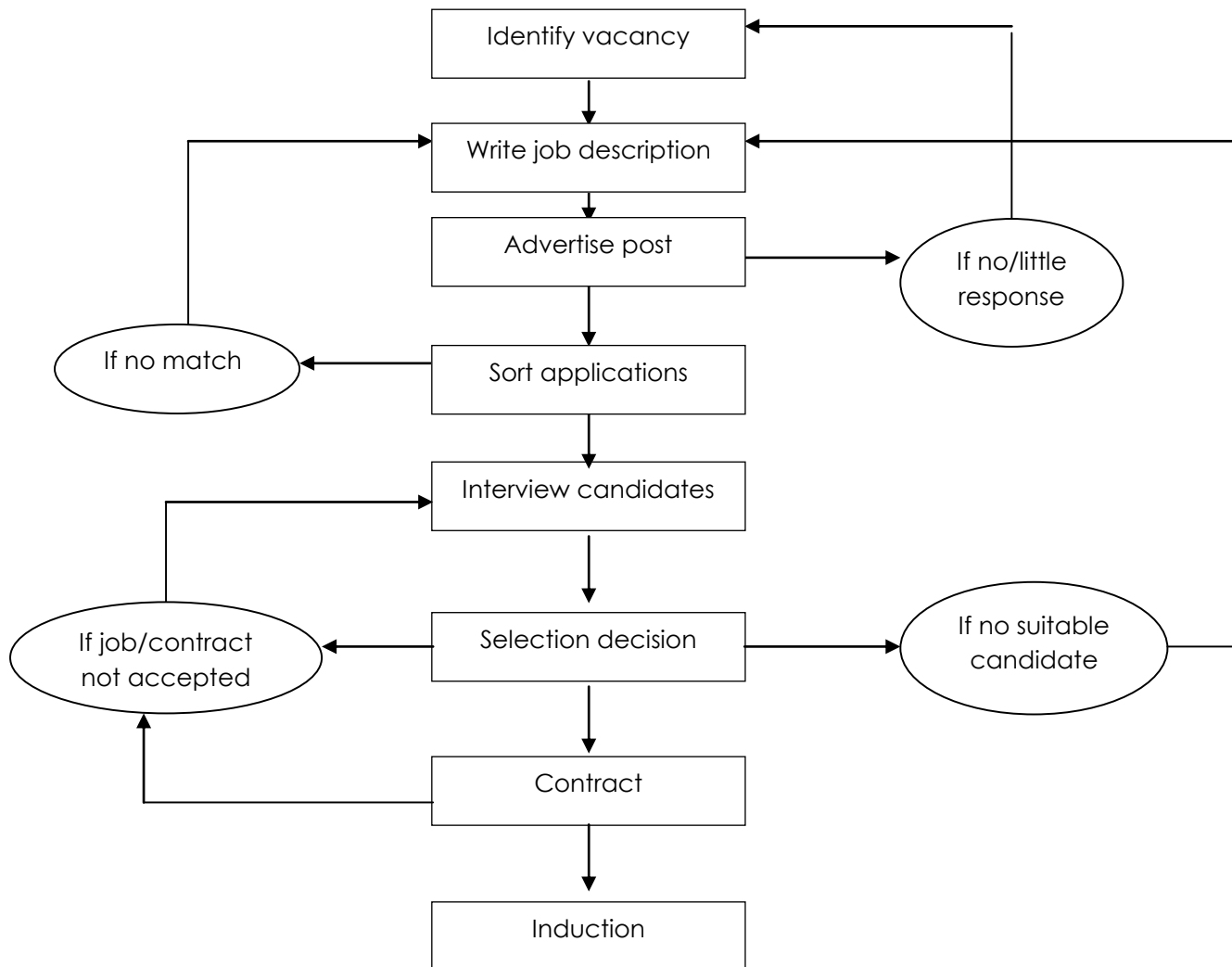
- Ability to work without supervision, and plan and organise their own work activities to meet the organisation's goals and workplans.
- Ability to lead and manage a small team of experienced Game Guards.
- Willingness to work wherever and whenever called upon, even outside normal hours.
- Ability to keep legible, accurate and up-to-date records.
- Ability to write reports.
- Strong verbal communication skills in English and the relevant local language.
- Ability to work as part of a team with other conservancy staff and the Conservancy Committee.
- Two years' of relevant work experience.
- Good physical fitness, since the job entails a considerable amount of bush-walking.

If you believe you have the skills and personal qualities we are looking for then please apply in writing, attaching your CV and giving us the names and contact details of two referees to:

The Manager, xxxxxxxxxxxx Conservancy
P O Box xxxx
xxxxxxxxxxx

The closing date for applications is xx December 2011.

MODULE 1.11, HANDOUT #8: Overview of the recruitment and selection process



**MODULE 1.11, HANDOUT #9: 'Contract of Employment' (template),
page 1 of 3**

MEMORANDUM OF AGREEMENT OF EMPLOYMENT MADE AND ENTERED INTO BY
AND BETWEEN:

..... Conservancy

Address: E-mail:
Tel:
Fax:

(Hereinafter called the Employer and represented by the Chairperson of the
Conservancy Committee) [add name].....

and

[Name of new employee].....

Born:
Identity Number:
Home address:

Contact tel. number:
(Hereinafter called the Employee)

APPOINTMENT DATE AND POSITION

The Employee shall be appointed as a: [insert job title]
Date of employment period: [insert date]
Contract term: 2 years and the contract will be reviewed by [insert date]

The Employer reserves the right to change duties or the work as might be required
from time to time. It is, however, understood that such changes are discussed with
the Employee and that the Employee is capable of fulfilling these duties.

REMUNERATION

Basic monthly salary: N\$ [insert amount].
The salary payable by the Employer to the Employee will be paid monthly on or
before the [insert day] of each month. [insert whether by cash or direct into the
employee's bank account].

MODULE 1.11, HANDOUT #9: 'Contract of Employment' (template), page 2 of 3

WORKING HOURS

The Employee shall be expected to work a total of [insert number] hours per week. Overtime, or work on a Sunday/public holiday, will be paid in accordance with the Namibian *Labour Act*. Any time off in lieu due will be taken in accordance with the conservancy Staff Policy.

PROBATION PERIOD

The engagement is subject to a period of probation of [insert number] months. During this period, the Employee shall be on temporary staff only and at any time within that period his/her employment may be terminated by one week's notice. Once the probation period has been satisfactorily completed and employment has been confirmed, the period of notice increases to one month. Notice periods may be waived and the employment may be terminated forthwith if the Employee does anything that is regarded by the Conservancy Committee as being inconsistent with the position he/she holds. For example, if s/he commits a criminal act or an act that undermines the goals and objectives of the conservancy.

LEAVE

The Employee is entitled to [insert number] working days leave per year. Therefore up to[insert number] days may be taken during the remaining period of this leave year. Only in very exceptional circumstances will unpaid leave be granted and then only on receipt of written application to the Conservancy Committee or their duly authorised representative.

USE OF VEHICLES

Use of the Employer's vehicle must be done in accordance with the conservancy Staff Policy. Private use of the Employer's vehicles outside of the Employee's immediate working area is subject to approval by the Conservancy Committee. The vehicle must be serviced regularly and the logbook meticulously kept. Driving under the influence of alcohol or providing false information in a vehicle logbook will result in the Employee being instantly dismissed.

PROTECTION OF ORGANISATION INTERESTS

The Employee shall not in any way pledge the credit of the conservancy, or expose the organisation to any liability except in so far as he/she may from time to time be authorized to do so by the organisation, whether generally or in any particular case. The Employee shall at all times obey the orders of the Conservancy Committee and his/her supervisor, and shall carry out their directions to the best of his/her knowledge and ability. The Employee shall not divulge any of the confidential information of the conservancy, nor do anything likely to damage its legitimate activities in any way. A Breach of any provision contained in this paragraph shall render the Employee liable to dismissal. While on duty, the Employee shall do all in his/her power to promote, develop and extend the goals and objectives of the conservancy.

**MODULE 1.11, HANDOUT #9: 'Contract of Employment' (template),
page 3 of 3**

STAFF POLICY

It is the responsibility of the Employee to read and understand the contents of the Staff Policy document. By signing this contract they are undertaking to comply with the policies at all times throughout their employment.

VARIATION TO CONTRACT

No variations or additions to this contract are valid unless given in writing and signed by both parties.

Dated at [*insert location*]on this, the

_____ day of _____ 2011.

EMPLOYEE: _____

EMPLOYER: _____

MODULE 1.11, HANDOUT #10: 'Personal Review' form

Name:

Review period: Date:

1. **Your accomplishments:** List your achievements during this review period. Relate them to your agreed outputs and activities (workplan).

2. **Areas for improvement:** How would you like to improve your job knowledge/skills? What specific activities could be improved on? What obstacles are there?

3. **Outputs and activities for next period:** List projects and activities that will support your conservancy's objectives for the next year. Include ways your supervisor may help you to achieve those outputs. Suggest indicators.

4. **Your work environment:** Make suggestions on what improvements are needed to make your job easier/more fulfilling/more effective.

**MODULE 1.11, HANDOUT #11: 'Staff Appraisal' form (template),
page 1 of 3**

STAFF APPRAISAL FORM

Name: _____ Supervisor: _____

Period of employment: _____

Job title: _____ Period of review: _____

Overall performance rating: _____

Job Description:
Attach from personal file, if it exists

This appraisal is based on YOUR job description and duties.

There are two aspects of the appraisal: an evaluation of performance, and the identification of future development/training needs.

Under the Performance rating section, each factor should be scored on a scale of:

Weak (😞) = Performance does not consistently meet standards and expectations. *Performance improvement is therefore required.*


Good (😊) = Performance meets, and occasionally exceeds, standards and expectations. Activities are on time and planned outputs completed. Individual utilises his/her ability and experience.

Excellent (😄) = Performance exceeds standards and expectations. This can be clearly recognised by peers and immediate supervisors.

Under the Training/development needs section, each factor should be analysed as: '**Has skills**' OR '**Needs skills**' (tick).

Now supply some comments where appropriate.

MODULE 1.11, HANDOUT #11: 'Staff Appraisal' form (template), page 2 of 3

| Performance factors | Performance rating | | | Training/development needs and comments | | |
|--------------------------------|---|---|---|---|-------------|----------|
| |  |  |  | Has skills | Needs skill | Comments |
| 1. Technical standards | | | | | | |
| 1.1 | | | | | | |
| 1.2 | | | | | | |
| 1.3 | | | | | | |
| 1.4 | | | | | | |
| 1.5 | | | | | | |
| 1.6 | | | | | | |
| 2. Management standards | | | | | | |
| 2.1 Report writing | | | | | | |
| 2.2 Financial administration | | | | | | |
| 2.3 Leadership skills | | | | | | |
| 2.4 Supporting staff | | | | | | |
| 2.5 Decision making | | | | | | |

MODULE 1.11, HANDOUT #11: 'Staff Appraisal' form (template), page 3 of 3

| Performance factors | Performance rating | | | Training/development needs and comments | | |
|--|--------------------|---|---|---|-------------|----------|
| | ☺ | ☹ | ☹ | Has skills | Needs skill | Comments |
| 3. Professional standards | | | | | | |
| 3.1 Communication skills | | | | | | |
| 3.2 Problem solving | | | | | | |
| 3.3 Work quality and quantity | | | | | | |
| 3.4 Organisation timeliness | | | | | | |
| 3.5 Working relationships | | | | | | |
| 3.6 Commitment/ motivation | | | | | | |
| 3.7 Reliability | | | | | | |
| General comments: <i>(mention strengths, required improvements and possible action)</i> | | | | | | |

Signed by

Staff member: _____

Staff Supervisor: _____

Date: _____

MODULE 1.11, HANDOUT #12: Performance factors

To assess job performance, consider how employees demonstrated these performance factors throughout the review period:

1. MANAGEMENT STANDARDS

Report writing - Ability to write timely and clear reports. The reports should be informative and describe the activities and outputs completed during the reporting period.

Financial administration – Ability to account for and reconcile monthly advances.

Leadership skills – Ability to convey a sense of unity and co-operation among staff. Obtains good information from others and conveys ideas effectively. Respected by staff and community members. Builds constructive working relationships, takes initiative, and makes things better – leads by example.

Supporting staff – Establishes clear, specific job performance goals. Provides constructive feedback. Delegates effectively and is supportive.

Decision making – Makes decisions based on the conservancy's perspective. Has an understanding of conservancy and staff needs. Balances long-term needs with short-term demands in establishing priorities and deadlines.

2. PROFESSIONAL STANDARDS

Communications skills – Effective exchange of information. An example is clear, accurate and timely sharing of information – verbal and written.

Problem solving – Ability to: add insight into an existing or new situation; identify new opportunities and problems; propose changes or new approaches; and consider alternative ways to increase effectiveness and efficiency.

Quality and quantity of work – Produces an acceptable amount of work. Outputs are clear and thoroughly achieved. Uses initiative to enhance work product and has an attention to detail.




Work organisation and timeliness – Ability to accomplish tasks and fulfil responsibilities within established time frames. Organises and prioritises work in a timely fashion and anticipates interruptions and future events/problems.

Working relationships – Ability to get on effectively with staff, Conservancy Committee, community members and partners. Contributes towards building a team spirit.

Commitment/motivation – Believing in the CBNRM vision/conservancy programme. Ability to show commitment towards work, e.g., working out of hours, results driven.

Reliability – Ability to do exactly what s/he has agreed to do on every occasion.

MODULE 1.11, HANDOUT #13: 'Staff Appraisal' form: Conservancy Manager (page 1 of 2)

| Performance factors | Performance rating | | | Training/development needs and comments | | |
|--------------------------------|---|---|---|---|-------------|--|
| |  |  |  | Has skills | Needs skill | Comments |
| 1. Technical standards | | | | | | |
| 1.1 Joint ventures | | | x | | X | New to this topic as just negotiating our first JV. Needs a workshop. |
| 1.2 Trophy hunting | | x | | | | Has managed the TH contract well and got PH to comply. |
| 1.3 Enterprises - campsite | | x | | | | Keeps involved with campsite staff and monitors standards and books. |
| 1.4 HACCSIS | | x | | | | The scheme has worked more smoothly this year. |
| 1.5 Institutional governance | | | x | | X | Not all the aspects that need to be monitored are in place, e.g., staff management, Benefit Distribution Plans. Needs coaching by support NGO personnel. |
| 2. Management standards | | | | | | |
| 2.1 Report writing | | x | | | | Reports are well produced and on time. |
| 2.2 Financial administration | | | x | | | Leaves this aspect of his role to the Treasurer and has no oversight. Needs to get more involved and take responsibility jointly with Treasurer. |
| 2.3 Leadership skills | | | x | | | Needs to work on the bigger picture – be proactive rather than reactive. |
| 2.4 Supporting staff | x | | | | | Shows patience and helps them develop their potential. |
| 2.5 Decision making | | x | | | | Not afraid to take decisions and see them through, e.g., PH conflict. |

MODULE 1.11, HANDOUT #13: 'Staff Appraisal' form: Conservancy Manager (page 2 of 2)

| Performance factors | Performance rating | | | Training/development needs and comments | | |
|--|--------------------|---|---|---|-------------|--|
| | ☺ | ☹ | ☹ | Has skills | Needs skill | Comments |
| 3. Professional standards | | | | | | |
| 3.1 Communication skills | | X | | | | Presents the conservancy and its activities well to visitors, e.g., exchange trip, donor field trip. |
| 3.2 Problem solving | | X | | | | Analyses situations and suggests options, e.g., staff issue. |
| 3.3 Work quality and quantity | | X | | | | This is acceptable but will need to do even more next year as the conservancy starts another JV and builds a new office. |
| 3.4 Organisation timeliness | | x | | | | Appears to be methodical, has put administrative systems in place, and meets most deadlines. |
| 3.5 Working relationships | x | | | | | Respected and liked by Conservancy Committee, staff and partners. |
| 3.6 Commitment/ motivation | | x | | | | Self motivated – works without direct supervision. |
| 3.7 Reliability | | | x | | | Does not always do what he says he will do, e.g., arrange Conservancy Committee exchange trip. |
| General comments: <i>(mention strengths, required improvements and possible action)</i> | | | | | | |

Signed by

Staff member: _____

Staff Supervisor: _____

Date: _____

MODULE 1.11, HANDOUT #14: 'Staff Appraisal' form: Treasurer (page 1 of 2)

| Performance factors | Performance rating | | | Training/development needs and comments | | |
|--|--------------------|---|---|---|-------------|--|
| | ☺ | ☹ | ☹ | Has skills | Needs skill | Comments |
| 1. Technical standards | | | | | | |
| 1.1 Recording income and expenditure | | X | | | | Keeps accurate and tidy records and regularly balances the books. |
| 1.2 Managing petty cash | | x | | | | Records and cash box match at each month-end reconciliation. |
| 1.3 Preparing Annual Budget | | | X | | X | Seems to struggle to prepare a budget – items not included, e.g., missed off fuel and allowances last time. Needs workshop on budgeting process. |
| 1.4 Monitoring and reporting on budget | | | x | | X | Appears to not check if conservancy is following budget. Does not make CMC aware of overspending on lines. |
| 1.5 Producing financial reports to CMC and AGM | x | | | | | Prepares timely, detailed and accurate reports. |
| 2. Management standards | | | | | | |
| 2.1 Report writing | | x | | | | Produces reports on time, neat and clear. |
| 2.2 Financial administration | | | | | | See above |
| 2.3 Leadership skills | | | | | | N/A |
| 2.4 Supporting staff | x | | | | | Firm but fair when dealing with financial issues of staff. |
| 2.5 Decision making | | x | | | | Acceptable in own role – does not offer suggestions on wider issues. |

MODULE 1.11, HANDOUT #14: 'Staff Appraisal' form: Treasurer (page 2 of 2)

| Performance factors | Performance rating | | | Training/development needs and comments | | |
|--|--------------------|---|---|---|-------------|---|
| | ☺ | ☹ | ☹ | Has skills | Needs skill | Comments |
| 3. Professional standards | | | | | | |
| 3.1 Communication skills | | x | | | | Communicates clearly in own language but less confident in English. |
| 3.2 Problem solving | | x | | | | Tries hard to follow up and resolve any financial queries. |
| 3.3 Work quality and quantity | | | x | | | Tends to only be prepared to do financial duties and is reluctant to take on anything else. |
| 3.4 Organisation timeliness | | x | | | | Systematic and meets deadlines. |
| 3.5 Working relationships | | x | | | | Professional in her approach to donors and NGO staff. Friendly with colleagues. |
| 3.6 Commitment/ motivation | | | x | | | Would like to see her take on more of the administrative workload when her co-workers are struggling. |
| 3.7 Reliability | | x | | | | A good Treasurer who takes her responsibilities seriously. |
| General comments: <i>(mention strengths, required improvements and possible action)</i> | | | | | | |

Signed by

Staff member: _____

Staff Supervisor: _____

Date: _____

MODULE 1.11, HANDOUT #15: 'Staff Appraisal' form: Secretary (page 1 of 2)

| Performance factors | Performance rating | | | Training/development needs and comments | | |
|--------------------------------|--------------------|---|---|---|-------------|--|
| | ☺ | ☹ | ☹ | Has skills | Needs skill | Comments |
| 1. Technical standards | | | | | | |
| 1.1 Arranging meetings | | x | | | | Prepares well and informs others in good time of the arrangements. |
| 1.2 Minute taking | | | x | | x | Minutes sometimes lack all the detail needed, e.g., all the action points agreed, and are not distributed fast enough. Possibly a workshop required. |
| 1.3 Keeping accurate records | | x | | | | Neat documentation; prepares information required by Conservancy Committee readily. |
| 1.4 Keeping a filing system | | | x | | x | She can find papers she needs but anyone else struggles when she is not at work. Needs a more logical system. |
| 2. Management standards | | | | | | |
| 2.1 Report writing | | | | | | N/A |
| 2.2 Financial administration | | | | | | N/A |
| 2.3 Leadership skills | | | | | | N/A |
| 2.4 Supporting staff | | x | | | | Very helpful to colleagues. |
| 2.5 Decision making | | | x | | | Appears to lack confidence to make decisions and defers to the Manager unnecessarily. |

MODULE 1.11, HANDOUT #15: 'Staff Appraisal' form: Secretary (page 2 of 2)

| Performance factors | Performance rating | | | Training/development needs and comments | | |
|--|--------------------|---|---|---|-------------|---|
| | ☺ | ☹ | ☹ | Has skills | Needs skill | Comments |
| 3. Professional standards | | | | | | |
| 3.1 Communication skills | | X | | | | Good verbal and written skills. |
| 3.2 Problem solving | | X | | | | Sorts out her day-to-day problems herself. |
| 3.3 Work quality and quantity | | | X | | | This has been affected by lots of short absences from work this year. |
| 3.4 Organisation timeliness | | X | | | | When on duty, the office is well organised and her time keeping is good. |
| 3.5 Working relationships | | X | | | | Friendly and helpful to everyone. |
| 3.6 Commitment/motivation | | X | | | | When at work she gets on with her job, but will discuss at meetings why she is taking so much time off. |
| 3.7 Reliability | | | X | | | When absent she frequently doesn't inform the manager. |
| General comments: <i>(mention strengths, required improvements and possible action)</i> | | | | | | |

Signed by

Staff member: _____

Staff Supervisor: _____

Date: _____

MODULE 1.11, HANDOUT #16: Conservancy 'Staff Policy' document typical structure

1. Appointments
2. Promotions
3. Termination of service
4. Retrenchment
5. Working hours
6. Leave
7. Field and travel allowances
8. General policies
9. Fuel budgets
10. Vehicle log books and monthly reports
11. Private trips using conservancy vehicles
12. Private vehicles used for conservancy activities
13. Lifts for non-employed personnel
14. Dismissal offences related to vehicle use
15. Vehicle maintenance
16. Vehicle accidents
17. Driver liability for accidents
18. Conservancy project vehicles and the community
19. Progress reports
20. Advances
21. Types of misconduct
22. Disciplinary code and procedures
23. Procedures for disciplinary inquiries
24. Offences warranting instant dismissal
25. Grievance policy and procedure
26. HIV/AIDS policy

Module 1.11, Handout #18: Self-assessment evaluation for participants

Participants receiving training in Module 1.11 are not subject to formal assessment. However, in order for you to assess the knowledge and skills you have acquired on staff management, and for the trainer to ascertain how effective the training has been, you are encouraged to answer for yourself the following questions and discuss your answers – as part of a group or individually – with your trainer.

- 1. Can I describe why it is important to comply with the *Labour Act*?**
- 2. Can I list the key areas of the *Labour Act* covered in this workshop?**
- 3. Can I give reasons why job descriptions are important, and explain the purpose of each main section of a job description?**
- 4. Am I able to describe the benefits of advertising a staff vacancy and suggest where a job advert might be placed?**
- 5. Can I explain why contracts of employment are essential and list the main components of such a contract?**
- 6. Can I state the advantages of introducing a staff appraisal system and list the key sections of the 'Staff Appraisal' form?**
- 7. Am I able to explain the purpose of introducing a 'Staff Policy' and describe five of the components one would expect to see in a 'Staff Policy' document?**
- 8. Can I list the three sections of the 'Disciplinary Code and Procedures' document?**
- 9. Can I list the different sanctions a conservancy can impose?**
- 10. Can I explain why the conservancy should hold inquiries in some cases and why an appeals procedure should be in place?**
- 11. Am I able to describe the procedure for dealing with staff complaints/grievances?**