
HR Policies and Procedures

VERSION : 2.02



FIELD READY

PURPOSE

This document delineates the comprehensive policies and procedures concerning staffing and human resources within our organization. It reflects the meticulous consideration that Field Ready Türkiye management has invested in fostering a fair and conducive work environment. Additionally, this handbook aligns with prevalent industry standards, prioritizing a proactive approach to address potential challenges.

It is imperative to assimilate this handbook alongside the Orientation Handbook to gain a comprehensive understanding of the organizational fundamentals.

Regular review of this document is scheduled at least annually to ensure alignment with evolving organizational needs. Minor revisions, including policy updates, may occur without re-issuance, while significant amendments will be communicated to all staff members.

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ABOUT FIELD READY TÜRKIYE

Field Ready Türkiye is pioneering innovative approaches to the world's toughest challenges. We meet humanitarian needs by transforming logistics through technology, design, and engaging people in new ways. We make useful items to solve problems locally in various sectors such as health, livelihoods, protection, water, and sanitation. We do this by using appropriate and exponential technology. We pass on these skills to others through training, technical advice, and capacity building. The impact of this is dramatically improved efficiency in aid delivery by quickly meeting needs and cutting procurement costs. Field Ready Türkiye is a non-governmental, non-profit organization, registered in Türkiye, in 2021

Vision Statement: To save lives, reduce human suffering, and build resilience in affected communities by transforming supply chains.

Mission Statement: We achieve our vision through technology, engaging people in new ways and innovating the way aid is provided.

Values: As a team, we uphold three main values: Commitment, Service, and Positivity. Within these three values are found respect for others and adherence to humanitarian principles, bias toward action, learning, and openness, using a lean and agile approach. Along with this, we have win-win attitudes and abundance mindsets.

What Sets Us Apart: There are five elements that make our organization strong and unique. These are the things that make us unique.

- We are humanitarian: We have a deep passion for helping people in the most difficult places on earth. We have the knowledge and experience to follow established standards and practices. We follow the highest ethical standards.
- We know technology: We were founded to bring the right technologies to international aid. We use appropriate technology where needed and exponential technology, not just today, but as it becomes available in the future.

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- We are innovative: We identify and solve problems in areas that might be quite challenging for others. We use design thinking and other methods to derive unique solutions. We do this on-the ground and by working directly with people to solve their own problems.
- We have an outstanding team: We prize teamwork, share ownership, and rely on our diversity. Our team includes experts in their fields who have a broad diversity of perspectives, qualifications, and experiences.
- We value partnership: We don't "go it alone", but rather work within the system to effect change. We have a diverse and growing list of partners. We lend our thought leadership through presentations, training, workshops, publications, and mentoring others.

A note on the term Team Members: Titles can be tricky things and often come with baggage. At Field Ready Türkiye, our emphasis is on effective teamwork, so titles are less important. We use 'team members' here and throughout internal documents, policies, and procedures to include all contractors, volunteers, interns, consultants and even our advisors and board members. We do this not only because of the nature of our agreements, but the term is more inclusive and has a higher set of expectations than 'employee.' We want an environment where people never say things like 'That's not in my job description.' Team members - our staff- are important contributors in making an impact and should feel a sense of ownership over our failures and successes. See Annex 4 for more information.

Expectations

This document articulates the core policies and procedures governing staffing and human resources within Field Ready Türkiye. It embodies our commitment to fostering an inclusive and impactful organizational culture. Joining Field Ready Türkiye signifies a dedication to pioneering innovation and effecting positive change. As a member of our team, you will contribute to a dynamic, intellectually driven, and intrinsically motivated collective.

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We recognize and embrace the richness of diversity within our team, viewing our differences as a source of strength. Open communication and a culture of continuous learning are fundamental to our collaborative approach. While we prioritize action, we acknowledge the importance of thoughtful deliberation and collaboration. Above all, our mission centers on service and advancing more efficient and effective solutions to global challenges.

Our commitment to our mission extends to our team members. We prioritize your safety, well-being, and the cultivation of a respectful work environment conducive to productivity and impact.

Working with Field Ready Türkiye offers the opportunity to tackle real-world problems, enjoy flexible work arrangements, and be part of an extraordinary team. These benefits are tangible manifestations of our commitment to our employees. Within budgetary constraints, we endeavor to provide competitive compensation packages. As an organization, we are continuously evolving, and we welcome feedback on how we can enhance the benefits of working with us.

In line with our culture of openness and collaboration, we encourage all team members to voice questions, suggestions, and concerns. Should you have a query or proposal, begin by engaging those around you, followed by your supervisor, and then the senior team. In the event of a complaint, we encourage reflection from multiple perspectives before seeking clarification from your supervisor. If you possess a groundbreaking idea, we encourage you to share it with the appropriate channels. At Field Ready Türkiye, communication flows freely—any team member can engage with anyone else to drive innovation and progress.

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STANDARDS OF CONDUCT

Field Ready Türkiye holds diversity as a cornerstone value, recognizing that optimal outcomes stem from the genuine collaboration of individuals hailing from diverse cultural backgrounds, possessing a broad spectrum of skills and perspectives. To uphold this fundamental principle, Field Ready Türkiye is steadfast in maintaining and enforcing policies that cultivate relationships founded on mutual respect for the dignity and worth of each team member.

Prior to commencing any work for Field Ready Türkiye, all team members are required to sign a comprehensive agreement. This document delineates essential components including but not limited to the scope of duties and responsibilities, the duration of the agreement, compensation terms, and limits of liability. Furthermore, the agreement encompasses five annexes addressing pivotal policies pertaining to standards of conduct, which are detailed in the Annex section of this handbook:

- a. Code of Conduct
- b. Protection, Harassment, and SEA (Sexual Exploitation and Abuse) Policy
- c. Child Protection Policy
- d. Whistle-blowing Policy
- e. Anti-Fraud, Anti-Terrorism and Anti-Corruption Policy

In addition, there are approximately another policies that team members are expected to comply with. Field Ready Türkiye reserves the right to change any of these policies at any time without prior notice.

Related standard practices are followed by Field Ready Türkiye as noted here:

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Equal Employment Opportunity

Field Ready Türkiye is committed to providing equal opportunity to all applicants and team members regardless of gender, race, color, national or ethnic origin, religion, age, sexual orientation, disability, or marital status. Equal opportunities apply to all actions including, but not limited to, recruitment, professional training and development, and promoting personnel for all job positions. Field Ready Türkiye will strive to provide all team members equal rights and opportunities for participation in decision-making. Staffing decisions will be based on furthering the principle of equal employment opportunity.

Political Activity

Whilst representing Field Ready Türkiye, all team members should avoid any activity that may be considered as actions for or against any political faction or giving statements on any disputable political subjects or issues. Team members can express their own points of view on political subjects or issues as private citizens. However, team members are not permitted to make any statements of a political or sensitive nature that may be interpreted or attributed, directly or indirectly, as being made on behalf of Field Ready Türkiye. Field Ready Türkiye funds may not be used for any political purposes.

Criminal Activity

We hold ourselves to high ethical standards. Involvement in any criminal activity may result in disciplinary action, including suspension or termination of your agreement. Field Ready Türkiye has specific policies as they relate to social protection, terrorism, and fraud (see Annex for more information). Disciplinary action depends upon a review of all factors involved, including whether or not the team member's action was work-related, the nature of the act, or circumstances that adversely affect his or her performance at Field Ready Türkiye. Any disciplinary action is not dependent upon the disposition of any case in court. Inability to work according to his/her role description as a result of an arrest may lead to disciplinary action, up to and including termination of your agreement, for violation of an attendance policy or job abandonment. Any disciplinary action taken will be based on information reasonably available.

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In addition, Field Ready Türkiye promotes and maintains a drug-free working environment in the best interest of the health and safety of its team members and other stakeholders. Field Ready Türkiye considers substance abuse a serious matter that will not be tolerated. Addiction is seen as a disease and will be treated accordingly. The organization absolutely prohibits team members from using, selling, possessing, or being under the influence of illegal drugs, or controlled substances not medically authorized. Therefore, it is Field Ready Türkiye's policy that team members shall not engage in any Field Ready Türkiye work while under the influence of alcohol, illegal drugs, or any controlled substance or prescription drug not medically authorized.

Confidentiality

Team members shall not divulge confidential information related to any Field Ready Türkiye activity. Confidential information includes, but is not limited to, information on programs being considered or implemented, partners and team members (including personnel or salary details), financial or security information. This includes the creation of any intellectual property (IP) developed as a result of our projects. Such IP remains under the ownership of Field Ready Türkiye.

Violation of confidentiality constitutes grounds for disciplinary action including dismissal. Team members are not permitted to provide media interviews or statements about Field Ready Türkiye policies or operations without prior permission of the Director. If asked for a Field Ready Türkiye response, team members should defer comment until coordinating with the Director.

Treatment of Property

Field Ready Türkiye team members are responsible for the maintenance of all Field Ready Türkiye assets and must use them in the best interests of the organization. Theft or misuse of these assets is a disciplinary offense. Supervisors shall be responsible for equipment issued to other team members, who may be asked to sign an acknowledgment that they will take care of such equipment. Care of assets includes protecting assets from damage, not operating assets without proper maintenance, and the following of all safety procedures. Damage to assets must be reported to the supervisor or designee immediately and a written incident report may need to be filed.

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Open Door Policy

Our aim is to provide a collegial atmosphere that supports teamwork and collaboration between each other. At Field Ready Türkiye, anyone can talk to anyone (i.e., it is not necessary to go "up" or "down"). Within this environment, we pride ourselves on fostering relationships that respect the dignity and worth of each individual. To that end, we encourage team members to discuss job-related problems or suggestions with their supervisors without fear of reprisal. Team members should communicate requests, complaints, problems, or other issues that affect their work environment to those who can make decisions about changes. They should also bring suggested solutions to each challenge or problem encountered.

Intellectual Property

All contributions that can be defined as intellectual property created, established, and otherwise derived while working for Field Ready Türkiye shall remain under the ownership of the organization. Field Ready Türkiye subscribes to the open sharing of knowledge used with the intention of social good.

SPECIAL NOTE ABOUT INSURANCE

Field Ready Türkiye is committed to the well-being and security of its employees, which includes providing comprehensive social security coverage through the Social Security Institution (SGK) in accordance with Turkish legislation. SGK insurance coverage offers various benefits to our employees, ensuring financial protection and support during times of need.

Key features of SGK insurance for Field Ready Türkiye employees include:

- **Healthcare Coverage:** SGK insurance provides access to a wide range of healthcare services, including medical consultations, hospitalization, prescription medications, and surgical procedures. Employees can avail themselves of these services through designated healthcare providers within the SGK network.

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- **Workplace Injury and Illness Compensation:** In the unfortunate event of a work-related injury or illness, employees are entitled to compensation benefits provided by SGK. These benefits cover medical treatment expenses, rehabilitation costs, and compensation for temporary or permanent disability resulting from workplace accidents or occupational diseases.
- **Maternity and Family Benefits:** SGK insurance includes provisions for maternity and family benefits, offering financial support to employees during pregnancy, childbirth, and childcare. Maternity leave allowances, childbirth expenses, and childcare benefits are among the benefits provided to eligible employees.
- **Unemployment Insurance:** SGK insurance also encompasses unemployment insurance, offering financial assistance to employees who become involuntarily unemployed. Eligible employees may receive unemployment benefits for a specified period, helping to mitigate financial hardships during transitional periods.
- **Retirement Benefits:** SGK insurance contributes to employees' long-term financial security by providing retirement benefits. Through regular contributions made during their employment, employees accumulate pension entitlements, which are disbursed upon reaching retirement age.

Field Ready Türkiye ensures compliance with all legal requirements related to SGK insurance coverage for its employees. Additionally, the HR department is available to assist employees with inquiries, facilitate the enrollment process, and provide guidance on accessing SGK benefits.

For detailed information regarding SGK insurance coverage, employees are encouraged to refer to the HR manual or consult with the HR department for personalized assistance.

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RECRUITMENT PROCESS

Please see **Annex 2 for the detailed HR process.**

Recruitment shall take place according to program needs and available funding. Supervisors should coordinate with the Director to recruit for a vacant position. This request for, and recruitment of a new team member, whether core or project, must be approved by the Director and the manager responsible for the budget from which the new team member will be paid.

Positions will typically be announced via a vacancy notice. These may be announced internally and advertised externally. Announcements should include the following information:

- 1.Full name of the organization
- 2.Job title/position and duty station
- 3.Summary of role description/ main responsibilities
- 4.Contract duration/ other special terms
- 5.Education, skills or experience requirements
- 6.Deadline for applications and where they should be sent
- 7.Date(s) and place of interviews

Absolutely no payment will be exchanged relating to the hiring process. Violators of this policy may face immediate termination. Field Ready Türkiye believes it is the right of each individual to pursue his or her own career choices and will not support any effort that seeks to restrict the freedom of movement or choice.

Field Ready Türkiye offers employment on the basis of a fair, competitive process and does not impose or accept any restriction on applications or offers of employment. Where possible and feasible, Field Ready Türkiye encourages its team members to improve their education and skills.

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During the recruitment process, screening for safeguarding concerns will be undertaken in ways that are respectful, lawful, and accurate. Basic checks include establishing key information about the individual's employment history, their suitability for the post in question, employment references, and their right to work in their post location. These standard pre-employment checks are mandatory for all prospective staff and an individual cannot commence their employment until these checks have been completed satisfactorily.

Most will require no more than the basic level checks as detailed above. However, team members who are working in high-risk areas (and in particular if they are to be in contact with vulnerable populations, particularly children) may be required to undergo a higher level of security screening before commencing their responsibilities. As part of our child-safe recruitment policy, this may include criminal background checks carried out by private and/or government authorities. Team members occupying roles which are subject to higher-level screening may be required to have these checks repeated as needed (e.g., on an annual basis) to regulatory requirements. Failure to satisfactorily pass screening will result in amended duties, redeployment, or dismissal.

When Field Ready Türkiye undertakes enhanced screening, interview questions will include the following:

- Describe an ethical organization and tell us about a time when you faced an ethical challenge.
- Explain the ways that sexual exploitation, abuse, and gender-based violence occur.
- How can these situations be prevented? If it occurs, what should be done in response?
- Have you ever been involved in any incidents involving these concerns, either as a participant, observer or manager? What did you learn? [Please note: Candidates and staff should never be asked if they are survivors.]
- How can we ensure that Field Ready Türkiye upholds the highest safeguarding standards for children?

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Referees/references of applicants should be asked if there are any ethical concerns of the candidate.

Each position at Field Ready Türkiye should have a written role description (which serves as both a vacancy notice and a job description). In most cases, this will be a formal document while on occasion this may be a less formal term of reference. In all cases, role descriptions prepared by Field Ready Türkiye serve as an outline only. Due to organizational needs, team members may be required to perform job duties not within his/her written role description. We may have to revise, add to, or delete from a team member's job duties according to the organization's needs.

If a team member has any questions regarding his or her role description, or the scope of his or her duties, he or she should speak with his/her supervisor or the Director.

For certain assignments that are limited in scope and/or of a short-term nature, Field Ready Türkiye will employ temporary consultants. Consultants will sign an abbreviated agreement and will not necessarily be added to the Field Ready Türkiye email system.

PROBATION PERIOD

Everyone who starts working with a full-time employment contract at Field Ready Türkiye will be subject to a 2-month probation period. During this interval, either party may terminate the employment contract without any notice, with the only obligation being to pay or receive wages for the duration of work completed.

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INITIAL ORIENTATION / STARTING ON THE JOB

Establishing a pathway toward success is vital for each team member. Even when done in an expedited manner, the initial orientation period needs to be done with care. We want to establish high trust between team members; this is why we emphasize open communication and have instilled certain practices such as having dialogue about leave and performance.

There are a number of administrative steps that are needed before initial orientation can take place. When signing an Agreement and annexes, new team members will complete a New Hiring Form. New team members will also be asked to provide a scanned copy of his/her passports or government-issued identification to HR.

Retention of team members is important to us. The emphasis is on balancing individual strengths and preferences with organizational needs. While promotion is not guaranteed, Field Ready Türkiye seeks to improve the professional qualifications of its team members with the goal of improving program operations while also providing future advancement of team members within the organization. All proposed promotions should be accompanied by a written evaluation. Given the nature of our work (where funding and programs may come and go), a team member may be faced with a change in employment status. This could be in the form of a promotion, a lateral move, or a demotion.

STAFF WELFARE POLICY (SAFETY & SECURITY)

The safety and security of our team members, our partners, and the communities we serve is of utmost importance. In an emergency, it is therefore important that other Field Ready Türkiye team members are authorized to seek medical treatment in case of injury, accident, or illness arising from his/her work at Field Ready Türkiye, and team members will be responsible for these related medical costs. In the event of an accident or injury, the team member should notify his or her supervisor immediately.

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Field Ready Türkiye strongly encourages all team members to register with his/her host country's embassy when traveling outside of his/her home country.

The nature of Field Ready Türkiye's work may mean that certain team members are exposed to risks and dangers specific to the country or the humanitarian crisis involved. Such risks may include, but are not limited to difficult travel, hostile areas, sanitation and disease, the risk of kidnapping, violence, war as well as physical and emotional harm. Team members will be notified of such risks whenever possible and are obligated to abide by any separate policies and procedures specific to each area. Such policies and procedures may include but are not limited to limits on travel and certain lifestyle choices (e.g., geographical limits and/or curfews), safeguarding of assets, and limits on activity in certain weather conditions.

TIME AND EFFORT POLICIES

As with any dynamic and globally dispersed team, Field Ready Türkiye faces a number of realities. First, it is often difficult to tell where work and life separate. Whether you are connecting with loved ones at the office or reading emails at home, work and life are a blend no longer with distinct edges. The important thing is to find what works for you while getting the important stuff done. We encourage you to manage your life the best way you know how to optimize output while avoiding burnout. Ideally, you can look out ahead at the projects that need to be accomplished and plan your schedule accordingly. It is important that we find solutions that provide maximum flexibility AND peak performance.

Further, when responding to emergencies, extra time is required to meet humanitarian needs. Team members are kindly reminded of this as they communicate with others, both within Field Ready Türkiye and outside of the organization.

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Finally, we have to account for our donors who tend to request paperwork. Expectations of each team member's amount of time worked will be detailed in terms of reference/role description. If a team member cannot meet these requirements or knows of a planned absence, s/he is asked to notify his or her supervisor in writing as soon as practicable. The details of planned absences should be shared with other team members as needed and appropriate to ensure the continuity of work. Unplanned absences due to illness or other emergencies will be addressed on a case-by-case basis.

Monthly time and timesheets (attendance records) are to be filled out for all team members. Individual supervisors are responsible for ensuring that time and effort (reports, hours worked, leave, sick leave, etc.) are completed for everyone. S/he will coordinate with supervisors who will ensure that these are completed for each team member at the end of each month.

Field Ready Türkiye is obligated to keep accurate records of hours worked by its team members. Every team member is required to enter his or her hours worked accurately. Team members shall not complete the Timesheet of any other person or request that they do so for them. Falsification of the Timesheet or recording time for another individual may result in discipline, up to and including termination of your agreement.

Team members are asked to kindly submit time and effort reports as requested by HR. Team members are required to notify their supervisor and HR of any discrepancies between time worked and payment received.

COMPENSATION AND OTHER PAYMENT POLICIES

Team members will be compensated according to the terms of his/her Agreement. Payments for time worked will be made by bank transfer. Such payments will be made on a monthly basis for work performed the previous month. Payments will be made only after a Timesheet, Field Ready Türkiye's 'timesheet', has been submitted by the team member and approved by the team member's supervisor. When required by the donor, this will be done on a daily basis.

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As described in the Agreement, Field Ready Türkiye is responsible for all taxes and any fees that may arise as a result of his/her agreement with Field Ready Türkiye. The weekly working hours are set at 45 hours, with the workweek spanning five days, from Monday to Friday. Extraordinary circumstances are considered within the scope of overtime. The overtime procedure at Field Ready Türkiye is implemented in accordance with Turkish labor law and is as follows:

- 1.Overtime Calculation:** Overtime hours are typically compensated at a higher rate than regular hours. The exact rate of overtime pay is determined by law and may vary depending on factors such as the number of overtime hours worked and the day of the week (e.g., weekdays, weekends, or public holidays).
- 2.Maximum Overtime Hours:** Turkish Labor Law sets limits on the number of overtime hours that employees can work within a specified period. Employers are required to adhere to these limits to protect the health and well-being of their employees.
- 3.Written Consent:** Employers must obtain written consent from employees before assigning overtime work. This consent should clearly outline the duration and compensation for the overtime hours, as well as any other relevant terms and conditions.
- 4.Compensation Options:** In addition to monetary compensation, employers may offer alternative forms of compensation for overtime work, such as compensatory time off or additional benefits. However, such arrangements must comply with Turkish Labor Law regulations.
- 5.Record-Keeping Obligations:** Employers are responsible for accurately recording and documenting employees' overtime hours, including the dates, times, and reasons for overtime work. These records should be maintained for future reference and may be subject to inspection by labor authorities.

Field Ready Türkiye is committed to ensuring compliance with Turkish Labor Law regulations regarding overtime work. Employees are encouraged to familiarize themselves with the company's overtime policy and consult with the HR department for any clarifications or concerns regarding overtime work.

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Leave, Vacation and Holidays

Regarding leave, vacations, and holidays, we have multiple aims. We need to be a productive organization and achieve the vision we have. Basic professionalism is important, so issues like punctuality are important and ensure accountability. At the same time, we need to balance work with life (avoiding burnout) and be fair to each other. Ultimately, we need to have habits of high trust, accountability, and a focus on getting things done.

If you need time off for family reasons, please take it. If you want to attend a training course, make the arrangements. Not feeling well and need to recover? Please rest and unplug. If you've been working especially hard - particularly while on a deployment or response - you may need extra time and that's fine. If you have special plans and want to take unpaid time off, propose something creative. Above all, talk to your supervisor to make sure things are covered. The main thing is: don't leave other team members in a lurch. Please try to ensure equity between team members and find solutions that are fair.

In Türkiye, employees are entitled to various types of leave as mandated by Turkish Labor Law. Below are the types of leave along with their durations as specified by the law:

Annual Paid Leave (Yıllık Ücretli İzin): Employees are entitled to annual paid leave based on their length of service. The duration of annual paid leave is as follows:

- 1 to 5 years of service: 14 days
- 5 to 15 years of service: 20 days
- More than 15 years of service: 26 days

Employees are entitled to take their annual paid leave consecutively or intermittently, with the employer's approval.

Maternity Leave: Female employees are entitled to maternity leave before and after childbirth. The duration of maternity leave is as follows:

- Before childbirth: 8 weeks (6 weeks before and 2 weeks after)
- After childbirth: 8 weeks

Maternity leave can be extended by medical certification in case of complications.

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Paternity Leave: Male employees are entitled to paternity leave following the birth of their child. The duration of paternity leave is as follows:

- 5 days of paid leave

Sick Leave: Employees are entitled to sick leave in case of illness or injury. Each employee has the right to take a total of 5 days of sick leave without a medical certificate per year.

Public Holidays: Turkish Labor Law also mandates public holidays, during which employees are entitled to take a day off from work with pay. The number of public holidays may vary from year to year but typically includes days such as New Year's Day, and Republic Day, and religious holidays like Eid al-Fitr and Eid al-Adha.

Unpaid Leave: In certain circumstances, employees may request unpaid leave for personal reasons such as education, travel, or family matters. The duration of unpaid leave is determined by mutual agreement between the employer and the employee. For sick leaves exceeding 5 days, employees are required to obtain a medical report indicating their illness condition.

It's important to note that the specific terms and conditions of leave entitlements may vary depending on the collective bargaining agreements, employment contracts, and organization policies. Employees should refer to their employment contracts and relevant labor regulations for accurate information regarding their leave entitlements.

Hourly Leave: If an employee intends to take leave for less than half a day but covers one or more hours, they should fill out the hourly leave form, obtain their supervisor's signature, and submit it to HR.

The following is a short (not exhaustive) list of some major holidays. While some members of Field Ready Türkiye may be working on any given day, please be mindful that others may be observing a holiday and therefore not be available to work.

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Holiday	Type/Comment	Typical Date/Month
New Year's Day	Global	1st January
Ramadan	Islamic Holiday	Varies
National Sovereignty and Children's Day	National Holiday	23rd of April
Labor Day	National Holiday	1st May
Commemoration of Atatürk, Youth and Sports Day	National Holiday	19th May
Eid al-Fitr (1st day)	Islamic holiday	Varies
Democracy and National Unity Day	National Holiday	15th July
Victory Day	National Holiday	30th August
Republic Day	National Holiday	29th October

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PERFORMANCE AND EVALUATION

Team members need to be able to talk honestly to each other. Performance reviews should focus on a team member's strengths along with areas for improvement. Performance reviews recommending a team member's dismissal should only be used when a team member has been given opportunities to improve and has demonstrated an unwillingness or inability to do so. If improvement is sought, the supervisor and team member will agree upon written, measurable objectives as well as an action plan to enable improved job performance.

To this end, Field Ready Türkiye uses a tool known as the 'Win-Win Performance Agreement' [Te1] which aligns organizational goals with team member's work by linking strategy, with operational plans (e.g., found in project proposals) and individual role descriptions. This document is meant to be straightforward and generate useful conversations and specific actions. Periodically, the second part of this document can be returned to gauge and track performance. Using this tool, there needs to be sustained improvement to warrant promotion and justify pay increases.

By working with supervisors to develop actionable steps for performance improvement, team members can share knowledge and 'cross-train' to the extent possible. Examples include:

- Attendance at workshops/conferences and seminars
- Coaching and mentoring(internally and externally)
- Sharing knowledge and experiences (e.g., on the Tales from the Field calls)
- Directed learning (e.g., on DisasterReady.org or similar technical sites)
- Site visits and exchanges

Formal external courses can also be helpful.

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INFORMATION, COMMUNICATION, TECHNOLOGY AND RELATED ISSUES

This section covers three areas: equipment, communications, and document storage.

Equipment: In all cases except where deemed a necessity in a project site, team members use their own computer, software, and mobile phone. Team Members are asked to provide their phone numbers to be kept up to date. In a limited number of cases where local plans are necessary and the workload falls outside normal use, a team member may seek reimbursement for official data use/calls. Other equipment that may be necessary for a team member's work may include manufacturing equipment (e.g., 3D printers and laser cutters), making tools, and cameras. Any equipment owned by or donated to Field Ready Türkiye must be labeled as a Field Ready Türkiye asset and information on the (asset type of equipment, serial number, purchase/donated price, and location) must be provided for the purposes of accountability.

All computers, whether owned by the team member or by Field Ready Türkiye, shall have the following software and applications at a minimum: Microsoft Office, anti-virus software, and any other packages necessary to carry out one's job.

Regarding cyber security, it is the responsibility of all team members to safeguard Field Ready Türkiye's assets and files/other information. All computers should be password-protected. For Field Ready Türkiye-owned computers, the team member's supervisor shall hold an administrator's password. All assets must be kept in a secure (preferably locked) environment when not in use.

Communications: Field Ready Türkiye uses Microsoft Teams as the primary communication tool. This is available once a team member has access through organizational email. Guests (outside Field Ready Türkiye) can be added if when necessary.

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Weekly team calls are held via Teams on Monday as in-person or virtual if needed. All team members who can access Teams at that time are asked to participate. Minutes to these calls will be recorded and these will be made available on SharePoint.

Field Ready Türkiye has further details regarding communication including a strategy document and other useful references such as the pdf "How talk about Field Ready Türkiye." In order to ensure consistency in messaging and brand identity, Field Ready Türkiye has developed a Style and Branding Guide. As a general policy, team members should not deviate from these guidelines, nor should they create new or alternative accounts, websites, materials, and the like without prior approval from the Director.

Document Storage: All Field Ready Türkiye files are currently maintained on SharePoint.

Field Ready Türkiye offices should maintain the following mandatory hard-copy files (with softcopies maintained on SharePoint):

- Policy documents including, but not limited to this staff handbook and the finance handbook.
- Rental agreements for the office, apartments for expatriates, and equipment.
- Other documents required by donors (e.g., project proposals and agreements)

Wherever possible, the same titles should be used for computer subdirectories. Filed documents should be saved in Field Ready Türkiye for seven years, except for the Registration, Policy, and Strategy documents, which are maintained as long as Field Ready Türkiye operates in Türkiye. Also, program documents should be kept as determined by the donor agency. All files for the current year are considered working files, and files from previous years are archive files. The archive files should be stored in a secure place and easily retrieved. To ensure the protection of all important data stored in Field Ready Türkiye computers, regular backups should be made on external drives.

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DISCIPLINARY PROCESS (INCLUDING DEPARTURES)

Field Ready Türkiye strives to provide a comfortable, productive, legal, and ethical work environment. To this end, the organization wants all team members to bring any work-related problems, concerns, or grievances to the immediate attention of their supervisor and, if necessary, to the Director. Most problems can be resolved informally through dialogue between the team member and supervisor. If inappropriate or illegal conduct is suspected, please refer to Field Ready Türkiye's policies on Sexual Abuse & Exploitation, Child Protection, Whistleblowing and Anti-Fraud, Anti-Terrorism, and Anti Corruption.

Violation of Field Ready Türkiye's policies or procedures may result in disciplinary action that may include termination of a staff member's agreement. Field Ready Türkiye encourages a system of progressive discipline depending on the type of prohibited conduct. However, Field Ready Türkiye is not required to engage in progressive discipline and may discipline or terminate a team member where/he violates the Code of Conduct, or where the quality or value of the team member's work fails to meet expectations at any time. Again, any attempt at progressive discipline does not imply that work at Field Ready Türkiye is anything other than on an "at will" basis.

To improve performance and behavior, verbal feedback will be provided. In appropriate circumstances, Field Ready Türkiye will provide the team member first with a written warning. If the conduct is not sufficiently altered and policy violations or performance issues continue, the team member's agreement may be terminated after 3 written warnings as designated in Turkish Labor Law. The supervisor will make every effort possible to allow a team member to respond to any disciplinary action taken. While we are concerned with consistent enforcement of our policies, Field Ready Türkiye is not obligated to follow any disciplinary or grievance procedure, and, depending on the circumstances, team members may be disciplined or terminated without any warning.

HR Policies and Procedures

Field Ready Türkiye reserves the right to terminate the agreement of any team member when there is no longer funding available or a need to maintain a particular staff position. In such cases, Field Ready Türkiye will endeavor to find any affected team members a suitable alternative position, though no guarantee that suitable work will be available can be given. Every effort is made to give the to-be dismissed team member notification in writing (email) to the team member (staff downsizing) one month prior to dismissal. As such, if you wish to leave the organization prior to the expiration of your Agreement, Field Ready Türkiye asks that a standard notice period of 2-4 weeks is provided to ensure the continuity of activities and to maintain our commitments to various stakeholders.

Termination/Resignation Procedures or End of Assignment

As outlined in the Agreement, Field Ready Türkiye and its team members both have the right to terminate the agreement upon written notice by either party. Written notice should be given to the team member's supervisor and the Director. As an "at will" agreement, neither the team member nor Field Ready Türkiye is obliged to delineate the cause. At the same time, Field Ready Türkiye takes its commitment to team members very seriously and senior staff undertake every effort to keep hardworking and quality team members. The termination process involves several steps and considerations to ensure compliance and fairness. Here's an overview of the termination process according to Turkish Labor Law:

Justifiable Grounds for Termination: Turkish Labor Law specifies justifiable reasons for terminating an employment contract. These reasons include but are not limited to:

- Incompetence or inadequate performance.
- Misconduct or violation of company policies.
- Economic or technical reasons necessitating workforce reduction.
- Health reasons preventing the employee from fulfilling their duties.

HR Policies and Procedures

Severance Pay: In cases of termination without just cause, the employer may be obligated to provide severance pay to the employee. The amount of severance pay is determined based on the employee's length of service and salary.

Procedure for Dismissal: Employers must follow specific procedures when dismissing an employee, including notifying the employee in writing of the termination decision and the reasons for termination. Additionally, employers may need to hold meetings with the employee to discuss the situation and provide an opportunity for the employee to respond.

At the end of an assignment or the termination/resignation of a team member, the team member shall promptly return all equipment, keys, and any other property of Field Ready Türkiye to his or her supervisor. The departing team member may be asked to help with the reassignment of his/her job responsibilities prior to leaving Field Ready Türkiye. The departing team member's supervisor will be responsible for notifying the Field Ready Türkiye team of this departure and whom to contact as a replacement. The manager of departing staff should also notify the HR Lead and Director of the planned last date.

If asked for a reference, Field Ready Türkiye's policy is to confirm dates of contract work and job title only. Please forward any requests for employment verification to the Director. If the former team member is requested to provide a prospective employer with additional information by way of reference, s/he shall be asked to sign a form that holds Field Ready Türkiye and the prospective employer harmless from any claims related to any information provided in response to that reference.

Team members may be asked to participate in an exit interview when s/he leave Field Ready Türkiye. The purpose of the exit interview is to provide Field Ready Türkiye with greater insight into the work completed, and organizational environment and to avoid unnecessary team member claims.

Cooperation in the exit interview process is appreciated.

HR Policies and Procedures

ANNEXES

- Annex 1: Code of Conduct
- Annex 2: Human Resource Process
- Annex 3: List of Field Ready Türkiye Tools
- Annex 4: Categories of Field Ready Türkiye Staff
- Annex 5: Onboarding Checklist
- Annex 6: Have a 'Field Day'

Contact

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