

STAFF HANDBOOK

HR Policies and Procedures



Version 3: 2021

Purpose

This document outlines the policies and procedures related to staffing and human resources. It is designed to reflect the thought Field Ready management has put into making the organization a fair and good place to work. At the same time, this document strives to be in line with common practices so its focus tends toward the 'worst case' by necessity.

This handbook should be read in conjunction with the Orientation Handbook to provide a fuller grounding about the fundamentals of the organization.

This document will be reviewed at least yearly. Edits – including changes to policy – may be made without re-issuing the document while major edits will be announced to all staff.

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1. About Field Ready

Field Ready 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 is a non-governmental, non-profit organization, registered in a number of countries (including as a 501(c)(3) entity in the United States).

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: At least five elements distinguish us from other organizations. 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.
- **We are innovative:** We identify and solve problems in areas that others don't dare. 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, 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

Joining Field Ready is a commitment to creating something new and to having an impact. As such, you can expect to be a member of a dynamic, intelligent and intrinsically motivated team. We value our differences and view those differences as a strength. Within the team, we have open communications and value learning. Our emphasis is on action, but we recognize the need to think and collaborate. Above all, our focus is on service and how others can be helped in more efficient and effective ways.

We apply our mission to those who fulfill it—our team members. We are committed to promoting your safety and wellness, and to providing you with an environment of respect in which to work productively and to make an impact.

Working for Field Ready gives you an opportunity to work on making an impact on real-world problems, flexible work arrangements and belonging to an awesome team. These are tangible benefits. Within the constraints of funding, we try to be as generous as possible with regard to pay. We are continually evolving and we welcome input in regards to the benefits of working with our organization.

If you have a question or suggestion, first ask those around you, then your supervisor and then the senior team. If you have a complaint, first think about it from the perspective of others and then ask for clarification from your supervisor. If you have a great idea, raise it with the right people. It's all this simple; anybody can talk to anybody.

2. Standards of Conduct

Field Ready values the diversity of its team and recognizes that our work is best accomplished through the true collaboration of individuals from many cultures, with a great variety of skills and perspectives. In support of this core value, Field Ready maintains and enforces policies to foster relationships that respect the dignity and worth of each individual.

All team members are required to sign an agreement prior to commencing any work for Field

Ready. This outlines such things as: his or her duties and obligations, the duration of the agreement, compensation and limits of liability. Additionally, this agreement contains five annexes that address key policies regarding standards of conduct (found in the Annex section of this handbook):

1. Code of Conduct
2. Protection, Harassment and SEA (Sexual Exploitation and Abuse) Policy
3. Child Protection Policy
4. Whistle-blowing Policy
5. Anti-Fraud, Anti-Terrorism and Anti-Corruption Policy

In addition, there are approximately another ten policies which team members are expected to observe. Field Ready reserves the right to change any of these policies at any time without prior notice. These are currently available on our website here: https://130a1e01-ed5d-f31b-eb3f-e23f77fab438.filesusr.com/ugd/84d105_0ee2dddd77d54caa9fa3c4c1202ffac7.pdf More information can also be on our internal website: www.fieldreadyonboard.org

Policies can also be found in other organizational documents and, given our global presence, may be embedded in policies with different titles or wording. For instance, our communications policy is found in our Style Guidelines and finance manuals cover our policies in those areas. In other instances, such as issues around data usage and privacy are found both in our Data Policy and in the privacy statement on our website. Similarly, fundraising is addressed in our gift policy and donation policies. Field Ready does not have separate DRR, development or relief policies because these are our *raison d'être*; it is what we do and who we are.

In addition, a number of related standard practices are followed by Field Ready as noted here:

Equal Employment Opportunity

Field Ready 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 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, 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. Field Ready 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 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. 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.

In addition, Field Ready 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 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 legal marijuana or illegal drugs or controlled substances not medically authorized. Therefore, it is Field Ready's policy that team members shall not engage in any Field Ready work while under the influence of alcohol, legal marijuana, 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 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. Violation of confidentiality constitutes grounds for disciplinary action including dismissal. Team members are not permitted to provide media interviews or statements about Field Ready policies or operations without prior permission of the Executive Director. If asked for a Field Ready response, team members should defer comment until coordinating with the Executive Director.

Treatment of Property

Field Ready team members are responsible for maintenance of all Field Ready assets and must use them in the best interests of the organization. Theft or misuse of these assets is a disciplinary offence. Supervisors shall be responsible for equipment issued to other team

members, who may be asked to sign an acknowledgement 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.

Open Door policy

Our aim is to provide a collegial atmosphere that supports teamwork and collaboration between each other. At Field Ready, 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 shall remain under the ownership of the organization. Field Ready subscribes to open sharing of knowledge used with the intention for social good.

A Special Note about Insurance

Field Ready has a range of insurance coverage. The current insurance program covers the global liability (including employers, public and products), global professional indemnity (sometimes referred to as professional liability), global directors and officers and finally the personal accident/travel for the group. Full limits of cover as well as the terms of each policy are to be found within each set of policy documents. We also have a director and officers (D&O) liability insurance with an aggregate limit of USD 1,000,000. We do not provide personal health or workers compensation coverage. An overview (very brief) below:

Combined Liability

Public Liability: USD 2,500,000 Occurrence & Aggregate Limit (Rising to USD 15,000,000 (AUS 20,000,000) in respect of claims arising out of the execution of the contract with World Vision Australia only)

Product Liability: USD 2,500,000 Occurrence & Aggregate Limit

Employers Liability: USD 2,500,000 Occurrence & Aggregate Limit

Professional Indemnity

Professional Liability: USD 1,000,000 Aggregate Limit

Personal Accident/Travel - (All of the below has a USD 1,000,000 combined per event limit)

Accidental Death & Dismemberment: USD 50,000 Per Insured Person
Permanent Total Disablement (Accidents): USD 50,000 Per Insured Person
Accidental Medical Expenses & Evacuation/Repatriation due to accidents/sickness: Combined Limit USD 250,000 Per Insured Person
Baggage and/or Personal Effects: USD 1,000

IN THE EVENT OF A SERIOUS MEDICAL EMERGENCY

Contact the assistance company Intana-Global (everywhere except inside the UK):

Telephone: +44 (0)20 7902 7400 Fax: +44 (0)20 7928 4748

E-mail: operations@intana-global.com

Website: www.intana-global.com

At the same time, regardless of the time of day, the Executive Director should also be contacted at +1 773 969 9750 (this is needed for a proper organizational response and to ensure the insurance is effective) or through Teams.

3. 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 Executive 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 Executive 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:

- Full name of the organization
- Job title/position and duty station
- Summary of role description / main responsibilities
- Contract duration / other special terms
- Education, skills or experience requirements
- Deadline for applications and where they should be sent
- 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 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 freedom of

movement or choice. Field Ready 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 encourages its team members to improve their education and skills.

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., an annual basis) to regulatory requirements. Failure to satisfactorily pass screening will result in amended duties, redeployment or dismissal.

When Field Ready 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 upholds the highest safeguarding standards for children?

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

Each position at Field Ready 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 terms of reference. In all cases, role descriptions prepared by Field Ready 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 Executive Director.

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

4. 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 to before initial orientation can take place. When signing an Agreement and annexes, new team members will complete a Bio-Data and New Hiring Form. New team members will also be asked to provide a scanned copy of his/her passport or government issued identification to the HR Lead.

To prepare for the success of every Field Ready team member, it is essential that everyone reviews the entire online “Onboard” site in its entirety (www.fieldreadyonboard.org). Because this is an internal site, it is password protected (this password is shared in a welcoming email to every new team member and is available by request). This site consists of a number of in-depth modules covering all aspects of our work, policies, procedures and a range of administrative areas. The site also includes key internal handbooks, useful resources, information about the team and a page of ‘frequently asked questions.’ Once these are studied, new staff should complete the quiz contained therein. Finally, under ‘ongoing training,’ the site also contains professional development topics and mandatory training material that all team members should be familiar with.

Field Ready uses MS 365 for its IT needs including our email system. New team members may be given an email account and should add his/her signature according to the **Style and Branding Guide**. Depending on the position, new team members may then be introduced to the entire Field Ready team (team@fieldready.org) via email. Short-term consultants will not necessarily be added to the Field Ready email system or have access to other tools such as Teams.

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 seeks to improve the professional qualifications of its team members with the goals 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.

5. 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 team members are authorized to seek medical treatment in case of injury, accident or illness arising from his/her work at Field Ready, 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.

Field Ready strongly encourages all team members to register with his/her host country embassy when traveling outside of his/her home country. Field Ready also encourages all team members to check such resources as the Center for Disease Control (www.cdc.gov) and the European Centre for Disease Prevention and Control (www.ecdc.europa.eu) for health updates and recommended vaccinations specific to the country in which s/he will be working as well as information on preventing infection and illness.

The nature of Field Ready's work may mean that certain team members are exposed to risks and dangers specific to the country or 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.

6. Time and Effort Policies

As with any dynamic and globally dispersed team, Field Ready 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 email 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, in order to optimize output while avoiding burnout. Ideally you are able to 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.

Second, workload and responsibilities vary significantly across the organization. As such, hours and schedules worked may vary greatly. For example, some areas work Monday-Friday while others work Sunday-Thursday. And some staff work standard office hours (e.g., 9am-5pm) while many others work flexible schedules based on "deliverables." Further, when responding to emergencies, extra time is required to meet humanitarian need. Team members are kindly reminded of this as they communicate with others, both within Field Ready and outside of the

organization.

Finally, we have to account to our donors who tend to like paperwork. Expectations of each team member's amount of time worked will be detailed in the 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 effort reports (attendance record) 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 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 Time and Effort Report of any other person or request that they do so for them. Falsification of the Time and Effort Report 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 soon as possible (with the goal of doing so by the 10th of the next month). Team members are required to notify their supervisor of any discrepancies between time worked and payment received.

7. Compensation and Other Payment Policies

Team members will be compensated according to the terms in his/her Agreement. Payments for time worked will be made by check or ACH transfer for US team members and by wire for international team members. Such payments will be made on a monthly basis for work performed the previous month. Payments will be made only after a **Time and Effort Report** (T&E report), Field Ready'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.

As described in the Agreement, all team members are responsible for income taxes and any fees that may arise as a result of his/her agreement with Field Ready.

In accordance with the requirements of donors and Field Ready, and with the aim of regulating costs, Field Ready does not pay overtime. At times when work demands are exceptionally high, team members may be asked to work on weekends. Extra days worked may be compensated, by taking compensation time in lieu of receiving an overtime premium. However, this is not a right. Supervisors must verify all claims for compensated time off and give final approval.

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.

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

Holiday	Type/Comment	Typical Date/Month
New Year's Day	Global	1 January
MLK Day	US	16 January
President's Day	US	20 February
Passover (first day)	Jewish holiday	Varies
Good Friday	Christian holiday	Varies
Easter	Christian holiday	Varies
Wesak	Birth of Buddha	Varies
Ramadan (first day)	Islamic holiday	Varies
Memorial Day	US/UK Bank holiday	Last Monday of May
Eid al-Fitr (1 st day)	Islamic holiday	Varies
Independence Day	US	4 July
Bank holiday	UK	28 August
Labor Day	US & Canada	First Monday in September
Mawlid An-Nabi	Islamic holiday	Varies
Rosh Hashanah	Jewish holiday	Varies
Yom Kippur	Jewish holiday	Varies
Ashura	Islamic holiday	Varies
Indigenous People's Day/Columbus Day	US	Second Monday in October
Diwali	Hindu holiday	Varies
Veterans/Armistice	US/UK and others	Second Monday in November
Thanksgiving Day	US	4 th Thursday of November
Christmas Day (Western)	Christian holiday	25 December
Boxing Day	UK, Australia, etc...	26 December

8. 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 uses a tool known as the '**Win-Win Performance Agreement**' 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.

9. 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 in the BioData and New Hiring Form and these should be kept up to date. In a limited number of cases where local plans are necessary and 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 must be labeled as a Field Ready 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, 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's assets and files/other information. All computers should be password-protected. For Field Ready-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 uses MicroSoft Teams as the primary communication tool. This is available once a team member has access through organizational email. Guests (outside Field Ready) can be added if when necessary.

Weekly team calls are held via Teams on Thursdays (currently starting at 6am North American Central Standard Time). 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 has further details regarding communication including a strategy document and other useful references such as the pdf "How to talk about Field Ready." In order to ensure consistency in messaging and brand identity, Field Ready 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 Executive Director.

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

Field Ready 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 for seven years, except for the Registration, Policy and Strategy documents, which are maintained as long as Field Ready operates in a country. 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 computers, regular back-ups should be made on external drives.

10. Disciplinary Process (including departures)

Field Ready 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 Executive 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's policies on Sexual Abuse & Exploitation, Child Protection, Whistle-blowing and Anti-Fraud, Anti-Terrorism and Anti-Corruption.

Violation of Field Ready's policies or procedures may result in disciplinary action that may include termination of a staff member's agreement. Field Ready encourages a system of progressive discipline depending on the type of prohibited conduct. However, Field Ready is not required to engage in progressive discipline and may discipline or terminate a team member where s/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 is anything other than on an "at will" basis.

To improve performance and behavior, verbal feedback will be provided. In appropriate circumstances, Field Ready 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. 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 is not obligated to follow any disciplinary or grievance procedure and, depending on the circumstances, team members may be disciplined or terminated without any prior warning.

Field Ready 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 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 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 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 Executive Director. As an "at will" agreement, neither the team member nor Field Ready is obliged to delineate cause. At the same time, Field Ready takes its

commitment to team members very seriously and senior staff undertake every effort to keep hardworking and quality team members.

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 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. The departing team member's supervisor will be responsible for notifying the Field Ready team of this departure and whom to contact as a replacement. The manager of departing staff should also notify the HR Lead and Executive Director with the planned last date.

If asked for a reference, Field Ready's policy is to confirm dates of contract work and job title only. Please forward any requests for employment verification to the Executive 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 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 leaves Field Ready. The purpose of the exit interview is to provide Field Ready with greater insight into the work completed, organizational environment and to avoid unnecessary team member claims. Cooperation in the exit interview process is appreciated.

Annexes

Annex 1: Code of Conduct

Field Ready Contractors and Volunteers shall:

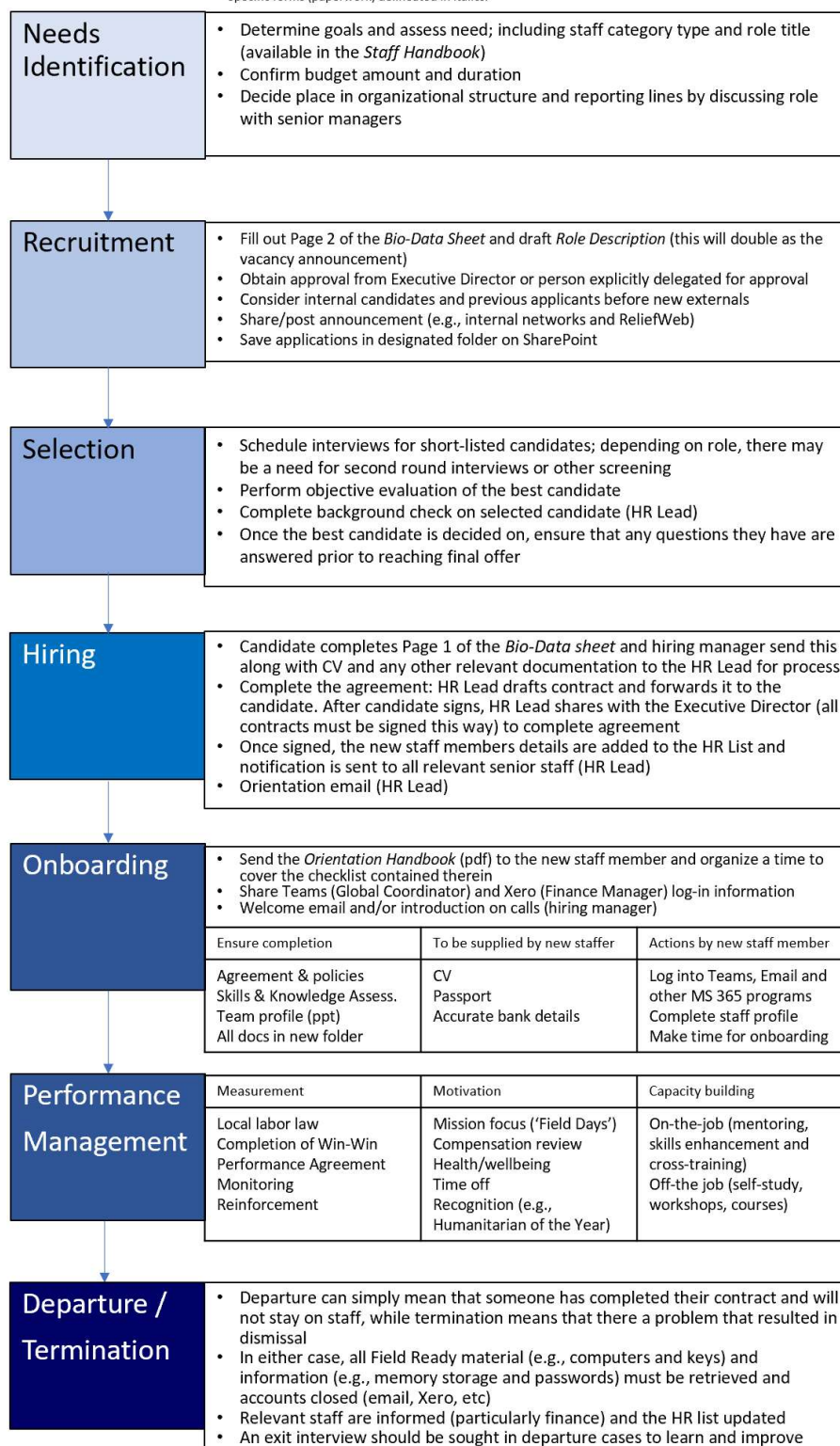
- Conduct all activities with the understanding that the humanitarian imperative comes first.
- Treat everyone with respect, loyalty, patience, integrity, courtesy, dignity and consideration.
- Respect the culture and customs of the communities we serve.
- Be motivated by the altruistic desire to help those in demonstrable need. Aid is given regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind.
- Strive to behave in such a manner as to not bring disrespect or dishonor to Field Ready or fellow Contractors and Volunteers.
- Always comply with health and safety laws and regulations, as well as with Field Ready guidance covering health, safety and security.
- Adhere to the highest ethical standards. Field Ready places people at the center of our work. All Contractors and Volunteers must make every effort to ensure that no harm occurs as a result of our activities. We must perform actions that ultimately promote the rights, dignity and capabilities of people affected by disasters. Whenever innovative activities are undertaken, they must be done with fairness, equity and accountability.
- Understand and follow Field Ready's policies and procedures.

Annex 2:



Human Resource Process

Steps to be completed by the 'hiring manager' unless otherwise noted in parenthesis or by specific titles. Specific forms (paperwork) delineated in italics.



Annex 3: List of Field Ready Tools

- Finance: Accounting and Procurement Manual (plus accompanying Excel with over 20 forms), Accounting Handbook, travel expense report, anti-fraud and corruption and related policies
- HR: contract templates, JDs/TORs, staff performance agreement, skills & knowledge assessment, protection/SEA policy, whistleblowing policy, staff list, reference check template, background check (for key areas, names are checked in compliance with OFAC, SAM and UN databases)
- Program framework, ToC and roadmap, framework of frameworks
- Fundraising process
- Resource mobilization tool which contains a scoreboard, organizational budget, risk register and other tools
- Technology: strategy and risk assessments
- Technical briefs which touch on policy (one finished, others under draft or planned)
- Deployment and new country start-up guidelines (also touched on in Technical Brief #1)
- Global security manual
- Communications: style guide (which contains a number of things that need to be followed), 'how to communicate about Field Ready' briefing
- TORs for technical advisors, advisory group and board of directors
- Charter, Board by-laws and Global Operating Agreement

Annex 4: Categories of Field Ready staff

Type	Maximum Duration	Paid (Y/N)	Background Check	Field Ready Email/SharePoint
Helper	5 days/quarter	N	N	N
Volunteer	25 days/quarter	N	Y	N
Intern	40 hours/week	Stipend possible	Y	N
Temporary staff	Varies	Y	Y	varies
Consultant	Varies	Y	Y	varies
Staff member	40 hours/week	Y	Y	Y
Board Member	5 years	N	Y	N

Notes:

1. Recruitment of helpers, volunteers and unpaid interns at the field levels may be performed without approval of the Executive Director, however, notification must be given to the Executive Director prior to the start of work so that insurance records may be properly maintained, background checks may be performed (if applicable) and the Field Ready team can be made aware of new staff members. Recruitment of paid interns, temporary, consultants and staff at the field level should be approved by the Executive Director before work begins. The Executive Director oversees recruitment of all senior level staff.
2. Temporary staff may work up to 40 hours/week but have limited contracts (typically days or weeks). Consultants are brought on to accomplish specific tasks.
3. Orientation of helpers and volunteers can be done at the field level; all others need to undergo the full checklist.
4. Everyone who is paid is technically a contractor and they are responsible for their own income taxes, other fees associated with paid contractual work, and country-specific income reporting requirements.

Annex 5: Onboarding Checklist

I. Background of Field Ready / Programs			
	Topics/Tasks	Person Responsible	√
1	Review of role description & how fits into the existing team (direct and indirect reporting lines)	Exec. Dir / Supervisor	
2	Overview of systems, documents and who to approach for what	HR/Coordinator	
3	Contract and annexes provided for review	HR	
4	How programs are developed, approved & prioritized	Exec. Dir / Supervisor	
5	How to recognize potential partners/projects/people to speak further with	Exec. Dir / Supervisor	

II. HR			
	Topics/Tasks	Person Responsible	√
1	Contract and annexes signed & scanned. Copy given to new hire.	HR	
2	References confirmed and background check completed	HR	
3	Introduced in writing to supervisor	HR	
4	Introduced in writing to whole team (team@)	Supervisor	
5	Introduced in weekly team meeting	Supervisor	
6	Biodata and New Hiring Form	HR	
7	Role Description, CV/Resume, Government Issued ID Attached with Fully Completed BioData Sheet	HR	
8	Confirm bank details for pay/expenses	HR/Finance	
9	Business cards ordered (if approved)	Exec. Dir.	

III. Communications			
	Topics/Tasks	Person Responsible	√
1	Team calls: when, how, what and why. Where to find minutes.	Coordinator	
2	Style Guide explained	Communications	
3	Document naming convention	Communications	
4	Media briefing/review of current media	Communications	
5	Social media: twitter, Facebook, etc., Humanitarian Makers – how to connect with these	Communications	
6	External contacts – what to do if you get an introduction about something you aren't working on directly (who to tell)	Supervisor	
7	How to interview people on video (microphone etc)	Communications	

8	How to store all research (photos, videos, write ups, purchasing, contact list)	Communications/ Supervisor	
9	Guidance given about what photos and videos we need and how to collect	Communications	

IV. Finance/Accounting Needed for Position

	Topics/Tasks	Person Responsible	√
1	Time and Effort Template explained	Finance	
2	Monthly invoicing & expense process explained. Set up on Xero for submitting invoices.	Finance	
3	Approval process for spending explained (including supporting documents needed)	Finance	
4	Procurement explained / Global Accounting & Procurement Manual	Finance	

V. Information & Technology

	Topics/Tasks	Person Responsible	√
1	Field Ready email account created. Name confirmed to meet criteria (chosen-name.surname@fieldready.org) Guidance on format for email signature	HR/Coordinator	
2	Field Ready equipment provided & stickered, if necessary (for example, mobile phone, computer). Added to inventory list.	Supervisor	
3	For new computers, administrator access added (in addition to user access)	Supervisor	
4	Software set up (if needed)	Supervisor	
5	Calendar invites for team meetings and other relevant meetings sent in Google calendar, using Doodle for meeting availability	Coordinator	
6	Cameras and other assets set up, stickered and inventoried	Supervisor	

VI. Field-Based Staff - Country Specific Items

	Topics/Tasks	Person Responsible	√
1	Safety and security briefing conducted (first priority)	Supervisor	
2	Country overview, program objectives and activities	Supervisor	
3	Encouraged to register with home country	Supervisor	
4	Transportation	Supervisor	
5	Keys and other local details	Supervisor	
6	Basic Equipment Use & maintenance, if applicable	Supervisor	

VII. End of Assignment / Departure / Termination			
	Topics/Tasks	Person Responsible	√
1	Return keys, IT and other equipment - including any IT passwords	Supervisor	
2	Debriefing/exit interview	Supervisor	
3	Duties of departing staff member re-assigned. Files transferred.	Exec. Dir / Supervisor	
4	Departing staff member removed from email and all IT systems; HR Lead notified prior to last day	HR/Coordinator	
5	Team notified of staff departure & whom to contact instead	Exec. Dir / Supervisor	
6	Reference letter provided, if requested	Exec. Dir / Supervisor	

Annex 6:

Team members are strongly encouraged to at least periodically connect with beneficiaries and affected populations, 'end users,' partners and other stakeholders in our programs. We call this a 'field day' and it is an important aspect of our work. Here are guidelines to support this work.

Have a 'Field Day'

Step 1: Find out more: Spend a day observing, asking questions, building rapport, listening, participating and, above all having empathy

Sample for interviewing an aid worker:

1. What is your job title? How long have you worked here and in this industry? Please describe the roles you've had.
2. Did you receive formal or informal training that prepared you to work in this field? If yes, please describe.
3. As you conduct your work, what are the three things that are most "top of mind" for you on a daily basis? Why?
4. Are there basic things that have to be in place for you to do your work (shelter, power, transportation, etc.), or does it depend on the situation? Please describe.
5. What methods do you use to identify challenges and solve them?
6. Describe a short-term issue that you (or you and your team) had to tackle and how you solved it.

Step 2: Document Everything: Identify which parts to make.

1. **Sketches and Photos/Video** - Close up & whole system, overall environment, GPS data, hand for to scale, include detail like brand names, part numbers, symbols, material ids
2. **Measurements** and any other specifications
3. **Ancillary details** including anything already existing

Step 3: Prioritize...At the end of day:

- Show gratitude, say thank you and be clear about next steps (management expectations and never promise)
- Consider any questions that haven't been answered
- Talk to the team, get consensus on key issues, consider taking a poll, using a pros and cons list or a difficulty vs. importance matrix such as this one below.