



**Islamic Republic Of Afghanistan
Kabul Municipality**



HUMAN RESOURCES POLICY STANDARD OPERATING PROCEDURES



Islamic Republic Of Afghanistan Kabul Municipality



H.E Mohammad Yunus Nawandish

Signature: _____

The introductory sections HR manual provides background information to the policy and will help the DG HR set the tone for the overall document. The DG HR can demonstrate this through the inclusion of one or more of the following sections:

Purpose of the policy: By implementing HR policy, KM is intending to create a culture of fairness, consistency, and an enhanced work environment for all staff.

Scope of policy: This section states who is included in the policy and various circumstances where this policy will or will not apply. By including this section, KM is able to set clear guidelines, resulting in less confusion for employees.

Definitions: It is important to include a list of definitions to ensure clarity. Such definitions could include the criteria by which KM defines full-time employees, Part-Time Permanent, contract employees, etc. The terms used in this Human Resources Policy bear the following meanings:

- 1. Organization:** Ministries, government and non-government organizations, independent commissions, enterprises private sectors, joint ventures and the international organizations operating in the Islamic Republic of Afghanistan where the workers work.
- 2. Employee:** government employees, workers and the contractors, inclusive of male and female.
- 3. Official:** is the person that is recruited permanently in accordance with the rules and regulations of this code and other relevant rules by the civil services organization.
- 4. Worker:** is the person that is recruited on a contractual basis.
- 5. Service worker:** is the person that is recruited on a contractual basis as a support staff in an organization.
- 6. Contract Employee:** are the workers, employees and the contractors that are hired for a fixed period of time for a particular job on a contractual basis.
- 7. Employer:** is a particular person that; the employee is recruited based on his/her agreement or in consultation with him. The employees' salary and other relevant allowances are fixed either by or through him. Employer executes the salary and other allowances of the employee.
- 8. Wage:** is an amount paid to the employee against his performance.
- 9. Allowances:** are the financial attainments that are regularly paid to the workers for his/her satisfactory performance based on the rules of the relevant law.
- 10. Wage supplementary:** is an additional fund paid to the worker on specific occasions for the workers' particular performance on the basis of legislative documents.
- 11. Social Protection:** is a fund deducted of the employees' monthly salary and Employers' contribution. Or it is a fund fully paid to the employee by the employer for his/her livelihood during the employee's service period or after his/her retirement.



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- 12. Attendance Record:** Is a document that determines the employees' existence in the organization during the official time. The Human Resource Department is responsible to prepare, monitor and keep records of this document for financial purposes. The employees' attendance record is assessed and certified by his/her immediate supervisor.
- 13. Hours of Work:** Normal working hours for the "Organization" staff are from 8 am to 4:30 pm, Saturday to Wednesday with one hour break (i.e. 12.00pm-1 pm) provided for lunch. Essential workers such as drivers, guards and credit officers may be expected to work outside these hours.
- 14. Orientation:** All new employees will participate in a formal orientation to the "Organization". The orientation will cover such topics as: historical and current overview of "The Organization", program review, job responsibilities, and personnel policies and procedures. All employees will be provided with training during their probationary period as appropriate to their position. This will be coordinated with the direct manager and the HR Manager;
- 15. Full-time permanent:** Staff working a minimum of 40 hours per week without a fixed end date on their employment agreement.
- 16. Part-Time Permanent:** Staff working less than 20 hours per week without a fixed end date on their employment agreement.
- 17. Contract:** Any staff with a fixed end date on their employment agreement

Policy:

This HR Policy governs the Human Resources procedures of the KM and its District level offices. It is intended for use by all KM staff members.

The policy should be used as a guide for managing all matters related to the Human Resources of the Kabul Municipality. All Employees are required to read and understand the policies in this manual and how they relate to their areas of responsibility.

HR Procedures

The purpose of these procedures is to inform employees of how things work within The DG Human Resource and KM as a whole. By including these procedures in the HR Policy Handbook, KM HR department will have the opportunity to shape and communicate KM culture with all staff. When staff have read and received orientation on KM HR handbook, they can be accountable for their rights and responsibilities in the workplace.



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Sample Staff Survey

The objectives of this survey are:

To learn what is working well at KM and what could be improved;

To understand the current staff morale and attitudes;

To shape the KM's policies and initiatives for the next fiscal year;

To present an opportunity for you to give anonymous feedback on work-life at KM

Survey Questionnaire

	0-2 years	3-5 years	6-10 years	11+ years		
1. How many years have you worked with KM?						
	KM	District 01	District 2	District 2	District 3	District 4
2. What is your office location?						
	Strongly agree	Agree	Do not know	Disagree	Strongly disagree	N/A
3. I work in an environment where everyone is treated with respect.						
4. I have a clear understanding of KM's values.						
5. In my current job, I know what is expected of me.						
6. KM's commitment to quality is evident in what we do on a day to day basis.						
7. Overall, I am satisfied with performance evaluation system in use.						
8. I am kept informed about matters affecting my work at KM.						



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9. I plan to have a long-term career with KM.						
10. My supervisor delegates tasks appropriately.						
11. At KM, there is generally good teamwork among staff.						
12. I am paid fairly for what I do.						
13. My supervisor provides timely and helpful ongoing feedback.						
14. KM is an enjoyable place to work.						
15. In meeting, I feel comfortable about voicing my opinion and/ or disagreeing on work matters.						
16. there is good morale among the people I work with						
17. My job makes good use of my skills and abilities.						
18. I am satisfied with the level of benefits and coverage provided by the:						
Medical assistance						
Pension allowances						
Life insurance						
Vocation allowance						
Incentive plan						
19. At KM, staffs are held accountable for achieving targets.						



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20. I plan to be with KM one year from now.						
21. My supervisor encourages me to experiment and be innovative.						
22. KM communicates effectively regarding major KM decisions.						
23. Please rank the following items according to their importance in your total job satisfaction: mission, job content, training, salary, work environment. Place the ranking numbers in the box next to each item:						
Job satisfaction		1 = most important				
Organization's mission		2 = very important				
Job content		3 = somewhat important				
Training		4 =				
Work environment		5 =				
Salary		6 = least important				
24. KM as a whole is well management.						
25. My supervisor encourages and supports my professional development.						
26. KM's senior management demonstrates fairness and integrity.						
27. Overall, KM fulfills its mission effectively.						
28. Overall, I am satisfied with my job.						
29. What is the most important thing KM could do to improve either itself or your job satisfaction?						
30. Please provide any additional comments about your job satisfaction or other issues raised by this survey.						



Job Evaluation Form

Position Title: _____
Manager's Title: _____
Completion Date: _____

This job description accurately describes the current requirements of the position.

Name of Incumbent: _____

Signature: _____

Name of Manager: _____

Signature: _____

Name of Next Level of Management: _____

Signature: _____



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I. GOAL OF THIS POSITION:

Describe the principal purpose of the position. (Focus on the overall objective rather than specific responsibilities.)

II. SUPERVISORY ACCOUNTABILITY:

List the job titles and numbers of people supervised.

- (a) Direct (i.e. Report directly to this position.)

- (b) Indirect (i.e. Supervised by the people reporting to this position.)

III. FINANCIAL IMPACT:

Describe this position's accountability for budgets, revenue generation, expenditures, equipment, etc. to demonstrate the size or impact of this position.

- (a) Revenue

- (b) Expenditures

- (c) Materials / Equipment

IV. MAJOR RESPONSIBILITIES:

List the major responsibilities of this job. Describe what is done, how it is done, and why it is done. Indicate the percentage of time spent on these activities. The last statement on all job descriptions should normally be: "Perform any other related duties as required."

(If additional space is needed, please photocopy the next page.)

Responsibility

Percent of Time



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1.
2.
3.
4.
5.

V. MAJOR RESPONSIBILITIES CONTINUED	Percent of Time
6.	
7.	
8.	
9.	
10.	

V. KNOWLEDGE AND SKILLS:	
(a) Knowledge: Indicate the knowledge required to perform the tasks/responsibilities of this position (e.g. accounting; typing; use of equipment; etc.)	
(b) Mental Skills: List the mental skills required to perform the tasks/responsibilities of this position (e.g. communication skills; leadership skills; negotiation skills; language skills; etc.)	
(c) Physical Skills: List the physical skills required to perform the tasks/responsibilities of this position (e.g. manual dexterity skills for typing; strength for lifting heavy boxes; sensory skills; driving; walking; etc.)	
(d) Education/Experience: Specify the formal education and/or experience through which the above skills and knowledge are normally acquired.	

VI. HOW OFTEN DOES A PERSON IN THIS POSITION WORK UNDER THE FOLLOWING CONDITIONS: (Circle the answer that best applies to this position and, if necessary, describe the specific situation in the lines beneath each statement.)

		Never	Occasionally	Frequently	Mostly
1	Meet tight deadlines	1	2	3	4
	Describe:				



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2	Perform work outside of normal work schedule (i.e. overtime) Describe:	1	2	3	4
3	Travel during the day (e.g. meetings, deliveries, etc.) Describe:	1	2	3	4
4	Travel overnight (e.g. meetings, conferences, etc.) Describe:	1	2	3	4
5	Deal directly with upset or impatient people who create stress for an individual in this position Describe:	1	2	3	4
6	Tell things to staff or clients, that create stress for these people Describe:	1	2	3	4
7	Work in an environment that causes eye strain Describe:	1	2	3	4
8	Work in an environment that causes physical discomfort (e.g. heat, cold, fumes, etc.) Describe:	1	2	3	4

Sample Job Evaluation System

The goal of this process is to create job levels to group similar jobs together in the same category. An analytical approach is described in this Standard Operating Procedure. As this method is quite an involved process, it is advisable to consider using an external consultant. A typical point scoring system for job evaluation will rate each job on criteria such as:



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- Accountability
- Supervision
- Financial Impact
- Knowledge
- Concentration / mental effort
- Interpersonal skills & contacts
- Decision-making & judgment
- Physical skill & effort
- Language skills
- Physical environment
- Psychological environment

The evaluation of each job should be done with a “Job Evaluation Committee”, which is composed of senior management and a representative of staff from all levels. Including a good cross-section of staff on the committee will ensure that all areas of KM have fair representation when positions are evaluated. This will also help to create staff support for the job levels that are created through this process.

To make the job evaluation more precise, a point system is used to assign each job a specific score. This score would be calculated through a pre-determined scoring guide for each criteria listed above.

After all jobs have been evaluated, you will have a total point score for each position. Based on these point scores, you can then rank order the jobs and group the positions into job levels. Between the highest and lowest score, create job bands that will group jobs with similar point scores together.

Refer to a sample of Job Levels

The main priority for all job evaluation systems is to ensure that your process is objective and logical. Once you have established a system of comparing jobs within KM, it is important that you continue to use that same system when adding new jobs or changing the tasks of a current job.

The value of a point scoring system as described above is that it provides a documented system to assign value and includes a committee which ensures that the job comparison is not dependent on one person to implement and maintain.

Sample Job Evaluation Levels		
Job Level	Point Range	Position Title



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1		Cleaners Office Attendant
2		Drivers Clerks/Receptionist Cashier Database Operator
3		Senior Office Administrator Bookkeeper HR Administrator Credit Officer Trainer
4		Senior Trainer Branch Manager IT Coordinator Accountant
5		Manager Internal Auditor
6		DG HR DG Admin Finance Etc
7		KM Mayor



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Sample Application/Recruitment Forms

Your responses on this application form are confidential. Please print your answers and complete each item fully.

Islamic Republic of Afghanistan Kabul Municipality		شهرت اقارب					
محل وظيفه	وظيفه	سکونت فعلی	سکونت اصلی	پدر گلان	ولد	اسم	اقارب
							برادر
							پسر
							کاکا
							ماما
							پدیر ماما
							پدیر کاکا
							شوهر همشیره
							خواهر زاده
							برادر زاده
							شوهر عمه
							شوهر خاله
							پسر خاله
							پسر عمه
							ننسر
							خسر پیره
							از طبقه اثاث شهرت شوهر



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تاریخ: 1390

دبیری سرچینو د پراختیا لوی مدیریت

شماره

احکام	پیشنهاد
	<p>به وزارت محترم صحت عامه ؛ قابل توجه ریاست محترم قوانین و بررسی ، با تقدیم احترامات صمیمانه ،</p> <p>در نظر است محترم () ولد () دارنده تذکره سکوک نمبر () صفحه () شماره () جلد () بصفت () در مربوطات این ، مقرر گردد . ذریعه هذا بشما معرفی شد تا از صحت و عدم صحت وی اطمینان بخشید.</p> <p>با احترام</p>



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محل نصب
فوتوی
کارکن

فورمه ضمانت مستخدمین و کارگران دولت .

امضاء کننده ورقه هذا تصدیق میکند که () ولد () دارنده تذکره نمبر ()
صفحه () جلد () که فعلاً در () اقامت دارد یک شخص درست
راستکار بوده وظایفی که از طرف (اداره) برایش داده میشود با صداقت انجام خواهد داد هرگاه از نامبرده خلاف
رفتاری ظاهر شود ضامن او میباشم که آنرا به دواير مربوطه تسلیم کنم . ضمانت نامبرده تا زمان اداره کار میکند
اعتبار دارد

با احترام
محل امضاء ضامن

محل نصب
فوتوی ضامن

شهرت ضامن

اسم

ولد

سکونت اصلی

سکونت فعلی

نمبر تذکره خصوصی ()

نمبر خانه () و نمبر ناحیه مربوطه ()

محل وظیفه داری ضامن ()

تصدیق وکیل گذر و یا قریه دار مربوطه :

نصدیق مدیر ناحیه نمبر () از شهرت () قریه دار یا وکیل () تصدیق ()

میکند که ضامن به ناحیه () سکونت دارد صاحب جایداد و اعتبار میباشد .

محل امضاء مدیر ناحیه مربوطه



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د دوتنرونو او لوموین کوونکو د اړیکو ریاست

د بشري سرچینو د پراختیا لوی مدیریت

تاریخ: / / 1390

شماره

جواب	استعلام
	<p>بوزرات محترم کار امور اجتماعی شهدا و معلولین؛ قابل توجه ریاست عمومی محترم قوای بشری و تنظیم روابط کار، با تقدیم احترامات صمیمانه:</p> <p>در نظر است محترم () فرزند () دارنده تذکره سکوک نمبر () صفحه () شماره () جلد () بصفت () در مربوطات این معینیت مقرر گردد. بدینوسیله موصوف بشما معرفی شد تا وی را رسماً معرفی بدارید.</p> <p>با احترام</p>



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ریاست مدیریت تاریخ / /

فورم سوانح قلمی جدید الشمولان مامورین و اجیران

محل فوتو	اسم و نام فامیلی		شهرت مکملہ			
	ولد					
	تاریخ و محل تولد					
	نمبر تذکره					
	سکونت اصلی و فعلی					
	مکلیفت عسکری					
تصمیم		درجه تحصیل	رشته تحصیل	محل تحصیل	تاریخ فراغت	لسان خارجی
حالت مدنی		مجرد	متاهل	تعداد اولاد		
اسم خانم یا شوهر		ولد	نمبر تذکره	پیشه	سن	شغل
دارائی منقول		تاریخ شروع ماموریت				
دارائی غیر منقول		محل تقرر				
از صحت تحریر فوقی که بقلم خودم میباشد تصدیق میدارم						
محل امضا			محل امضا امر استخدام			



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Sample Reference Check Questions

Please keep notes of the conversation for further reference.

Candidate: _____ Referee: _____

Relationship to Candidate: _____

Reference completed

By: _____ date: _____

Inform the referee: “This is a confidential conversation. The candidate will not see a report of what has been said, nor will any part of the conversation be repeated to the candidate.”

General / Background

How long have you known the candidate?

What type of relationship do you have with the candidate? (Supervisor? Colleague?)

➤ Employment Experience / Technical Skills

Please describe the tasks and responsibilities the candidate performed at work.

What skills did the candidate use most frequently in their job? Math Skills?

Was the candidate’s work accurate? Did they learn from mistakes?

Did the candidate complete tasks on time?

Did the candidate come to work on time? Was the candidate absent frequently?

➤ Interpersonal Skills / Personality

How does the candidate relate to fellow colleagues?

Is the candidate a team player?

Does the candidate demonstrate honesty and integrity?

Can the candidate relate to people from different backgrounds?

Does the candidate get along well with others?

How does the candidate deal with conflict?

➤ Areas of Particular Strength

What would you say is this candidate’s greatest area of strength?

What was the candidate’s greatest achievement or contribution at work?

➤ Areas of Improvement/ Weakness

If we were to hire the candidate, what type of training could we provide to help them be successful?

What is an ideal job for the candidate?

➤ Additional Comments

What reason did the candidate leave this job?

Would you rehire candidate?