



GOVERNANCE · POLICY 12

Human Resources and Volunteer Management Policy

How CYEF recruits, engages, supports, manages and, where necessary, parts with the people who deliver its work.

Document	Human Resources and Volunteer Management Policy
Version	1.0
Owner	Executive Director, reporting to the CYEF Board of Directors
Date adopted	pending board adoption
Review cycle	Reviewed every two years
Legal basis	Employment Act, 2007 and related Kenyan labour law

1. Scope

This policy covers employees, coaches, mentors, interns, attachment students and volunteers. Some sections apply only to employees, and those are marked. Volunteers are not employees and this policy does not create an employment relationship with them.

Where this policy and Kenyan law differ, the law prevails.

2. Recruitment

Recruitment at CYEF is a safeguarding control as much as a staffing exercise. The requirements in the Child Safeguarding and Child Protection Policy apply to every role involving contact with children, and are not shortened for urgency.

2.1 Process

- A written role description and person specification before advertising
- Open advertising wherever practical, so appointments are demonstrably on merit
- Shortlisting against the stated criteria, recorded
- An interview panel of at least two people, with questions about working with children for any role involving contact with them
- At least two references taken up directly, including the most recent role involving children
- Verification of identity and of any qualification claimed
- A valid **Police Clearance Certificate** from the Directorate of Criminal Investigations, renewed every twelve months
- A signed Code of Conduct before contact with children begins
- Declaration of any relationship to a CYEF board member, employee or volunteer, under the Conflict of Interest Policy

Gaps in employment history are asked about rather than ignored. A reference that is vague about why someone left a role working with children is followed up by telephone.

3. Engagement terms

3.1 Employees

- A written contract before or on the first day, stating role, duties, place of work, hours, pay, leave and notice
- Pay at or above the applicable statutory minimum, paid on time, with a payslip
- Statutory deductions and returns made as required

- Leave entitlements in line with the Employment Act, 2007, including annual, sick, maternity and paternity leave
- A probationary period, with a documented review before confirmation

3.2 Volunteers

- A written volunteer agreement setting out the role, expected commitment, supervision and how either side may end it
- The agreement is not a contract of employment and creates no expectation of payment
- Reimbursement of actual, receipted expenses only
- The same safeguarding checks, induction and conduct standards as paid staff
- Volunteers may withdraw at any time, and are asked to give reasonable notice so that activities are covered

3.3 Interns and attachment students

- A defined learning purpose, a named supervisor and a written agreement
- Not used to replace paid roles
- Under 18s are supervised at all times and are never given responsibility for other children

4. Induction and development

- Induction within the first week: role, structure, safeguarding, code of conduct, reporting routes, data protection
- Safeguarding training before contact with children, refreshed annually
- Coaching, first aid and technical development supported where funds allow
- Training attendance recorded, so CYEF can evidence who is trained and when
- Supervision meetings at least quarterly, with a written note
- An annual performance review against agreed objectives

5. Conduct and standards

Everyone works to the CYEF Code of Conduct. The following are treated as gross misconduct and may lead to summary dismissal:

- Any breach of the Code of Conduct involving harm or risk of harm to a child
- Theft, fraud or deliberate falsification of records
- Violence, threats or serious harassment
- Sexual harassment or exploitation of a colleague, participant or community member
- Attending an activity under the influence of alcohol or drugs while responsible for children
- Serious breach of confidentiality or data protection

- Failing to report a safeguarding concern, or concealing one

6. Equality and dignity at work

- Recruitment, pay, development and promotion are based on merit, without discrimination on grounds of sex, disability, ethnicity, religion, marital status, pregnancy, health status or background
- Harassment and bullying are not tolerated, from colleagues, participants, partners or members of the public
- Reasonable adjustments are made for staff and volunteers with disabilities
- Pregnancy and family responsibilities are not grounds for less favourable treatment
- The Equality, Diversity and Inclusion Policy carries the detail

7. Health, safety and wellbeing

- CYEF provides a safe working environment and the equipment needed to work safely
- Risk assessment is carried out for activities and events under the Risk Management and Event Safety Policy
- Accidents, injuries and near misses are reported and recorded
- Staff working on safeguarding cases have access to support, because that work carries a real emotional cost
- Staff are not expected to travel alone at night to remote locations, or to work in situations they reasonably consider unsafe

8. Grievances

A grievance is a concern about your own treatment at work. Concerns about wrongdoing at CYEF go through the Whistleblowing and Protected Disclosure Policy instead.

Stage	Route	Timescale
Informal	Raise it with your line manager	Response within 5 working days
Formal	Written grievance to the Executive Director	Meeting within 10 working days, outcome within 5 working days of the meeting
Appeal	Written appeal to the Board Chair	Decision within 20 working days, and it is final internally

Where the grievance concerns the Executive Director, it goes directly to the Board Chair. You may be accompanied by a colleague at any formal meeting.

9. Discipline

The disciplinary process follows the Employment Act, 2007 and the principles of fairness: tell the person the allegation, give them the evidence, hear their response, allow them to be accompanied and allow an appeal.

Stage	Applies to
Informal discussion and note	Minor first issues
First written warning	Repeated minor issues, or a more serious first issue
Final written warning	Further issues, or serious misconduct short of gross misconduct
Dismissal	Further issues after a final warning
Summary dismissal	Gross misconduct

Where an allegation concerns the safety of a child, the person is removed from contact with children while it is assessed. That is a protective measure and not a disciplinary sanction or a finding of guilt.

10. Ending an engagement

- Notice periods are as stated in the contract, and at least the statutory minimum
- An exit conversation is offered, and what is learned informs practice
- CYEF property, keys, records and access are returned and revoked on the last day
- Final dues, including accrued leave, are paid promptly
- References are factual, and are given only by the Executive Director or the Board Chair
- Where someone leaves during a safeguarding investigation, the investigation continues and the outcome is recorded

11. Records

Personnel records are confidential, held securely and processed under the Data Protection Policy. Employment records are retained for seven years after the engagement ends. Unsuccessful applications are held for six months. Safeguarding records follow the retention period in the Data Protection Policy.

Read alongside the Code of Conduct, the Child Safeguarding and Child Protection Policy, the Equality, Diversity and Inclusion Policy and the Whistleblowing and Protected Disclosure Policy. This policy does not override Kenyan employment law.