



Office Policies Manual

(Adopted by SPAI Steering Group at its 11th meeting on 9-10 October, 2007, Podgorica, Montenegro)

(Amendments adopted through silent procedure by RAI Steering Group, January 2008, Chapter V)

(Amendments and additions adopted by RAI Steering Group at its 13th meeting on 29-30 October, 2009, Sofia, Bulgaria, its 16th meeting on January 11, 2013 in Sarajevo, Bosnia and Herzegovina, 18th meeting on February 13-14, 2014 in Munich, Germany, 19th meeting on November 26, 2014 in Skopje, Macedonia, 22nd meeting on April 14-15, 2016 in Bucharest, Romania, 23rd meeting on September 23-24, in Sarajevo, Bosnia and Herzegovina, 29th meeting on March 12th 2019, in Sarajevo, Bosnia and Herzegovina, and 30th meeting on September 24-25, 2019 in Skopje, North Macedonia)

Sarajevo
Bosnia and Herzegovina

2019

[Last update: September 2019]



TABLE OF CONTENT

INTRODUCTION	4
Chapter 1: Management Philosophy	5
1.1. Importance of Individual Contribution.....	5
1.2. Multicultural and multi-ethnic working environment.....	5
1.3. Team Approach.....	5
1.4. Professionalism.....	5
1.5. Respect.....	5
Chapter 2: RAI Structure and Staff Functions	7
2.1. Organizational Structure.....	7
Chapter 3: Staffing Procedures	9
3.1. Employment Status of International and Resident Staff.....	9
3.2. Authority for Personnel Actions.....	9
3.3. Recruitment of Personnel.....	9
3.3.1. Equal Opportunities.....	9
3.3.2. Recruitment of Core Resident Staff.....	9
3.3.3. Recruitment and Dismissal of Core international staff.....	10
3.3.4. Other Recruitment Procedures.....	11
3.3.5. Grievance.....	12
3.3.6. Conflict of Commitment.....	12
3.3.7. References.....	12
3.3.8. Anti-Nepotism.....	12
3.3.9. Hiring.....	12
3.3.10. Disclosure of Interest.....	13
3.3.11. Roster of pre-vetted experts.....	13
3.3.12. Probation.....	14
Chapter 4: Attendance and Leave Policies	15
4.1. Staff Work Schedules.....	15
4.2. Work Attendance.....	15
4.2.1. Late Arrival.....	15
4.2.2. Unscheduled and Excessive Absences.....	15
4.3. Time Reporting.....	16
4.4. Public and Religious Holidays.....	16
4.5. Annual Leave.....	16
4.6. Special leave.....	17
4.7. Sick Leave.....	17
4.8. Maternity Leave and Paternity Leave.....	18
4.9. Overtime and Compensatory Leave.....	18
4.10 Staff Development and Team Building.....	19
Chapter 5: Salary Administration and Pay Procedures	20
5.1. Compensation.....	20
5.2. Pay Procedures.....	20
5.3. Telephones.....	20
5.4. Travel Compensation.....	21
Chapter 6: Work Rules	22
6.1. Use of the Secretariat's Office Space and Equipment.....	22
6.1.1. Personal Use of the Secretariat's Telephones.....	22
6.1.2. Use of E-mail and Internet Access.....	22
6.1.3. Personal Visitors.....	22
6.1.4. Housekeeping.....	22
6.2. Personal Safety.....	22
6.2.1. Personnel Emergency Information.....	22
6.2.2. Accidents.....	22



6.2.3. Medical Emergencies.....	23
6.2.4. Security Issues	23
6.3. Office Security	23
6.3.1. Keys	23
6.3.2. Petty Cash	23
6.3.3. Theft or Vandalism.....	23
6.3.4. Fire or Other Natural Disaster	23
6.3.5. Security Review	24
Chapter 7: Business Conduct Standards	25
7.1. Personal Conduct	25
7.1.1. Courtesy and Attitude	25
7.2. Smoking	25
7.3. Harassment	25
7.4. Ethical Conduct	26
7.4.1. Conflict of Interest.....	26
7.4.1.1 Whistleblowing Policy	27
7.4.2. Consulting and Honoraria	27
7.4.3. Gifts and Complimentary Travel.....	27
7.4.4. Confidentiality	28
7.4.5. Moonlighting	28
7.5. Prohibited Conduct	28
7.6. The Secretariat’s Property and Records	29
Chapter 8: Staff Complaints, Discipline and Termination	30
8.1. Staff Complaint Procedure.....	30
8.2. Conduct Subject to Disciplinary Procedures	30
8.3. Termination of Service.....	31
8.3.1. Voluntary Termination.....	31
8.3.2. Involuntary Termination	31
8.3.3. Vacation Pay upon Termination	31
8.3.4. Severance Pay for Core staff Members	31
Chapter 9: Office Operations	31
9.1. Registration of Office	31
9.2. Office Leases and Rent	31
9.3. Payment of Taxes.....	32
9.4. Inventory Control	32
9.5. Office Supplies	32
9.6. Business Expenses	32
9.7. The Secretariat’s Electronic Filing System.....	32
Chapter 10: Personnel Security	33
10.1. International Personal and Family Security.....	33
10.1.1. International staff: registration with appropriate embassy.....	33
10.1.2. Registration with BiH Authorities	33
10.2. Evacuation.....	33
11. Annexes	35
11.1. Leave application procedure.....	35
11.2. Leave application form.....	36
11.3. Candidate Interview Evaluation Form	37
11.4. Agreement between Bosnia and Herzegovina and the Office of the Special Coordinator of the Stability Pact for South Eastern Europe on [SPAI RSLO] “Secretariat” Headquarters signed in Brussels on September 15, 2003	39
11.5. Overtime/Compensatory time approval form.....	40
11.6 Disclosure of outside activities	41
11.7 Recruitment Guidelines	42
11.8 Statement of Interest	44
11.9 Call for Roster of pre-vetted experts	45



INTRODUCTION

The Secretariat's Office Policies Manual incorporates best practices in line with the overall values and mission of Regional Anti-corruption Initiative. The Manual establishes a framework and sets standards that guide how the processes are conducted in the Secretariat. It also includes how personnel conduct themselves, make decisions, interact with one another and manage the operations of the Secretariat. It also prescribes recruitment procedures and overall human resources management policies.

Unless otherwise noted, Head of Secretariat is accountable for policies contained within this Manual. All staff are responsible to apply the policies equitably and fairly, and all staff share an obligation to adhere to the norms of behaviour that promote efficient work environment and are respectful of diversities.

Office Policies Manual is intended to be ongoing, and the Secretariat reserves the right to amend, modify or terminate items within the Manual at any time following the approval of the RAI Steering Group. If there are any discrepancies between the information and policies contained in this Office Policies Manual, respective legislation in Bosnia and Herzegovina and the Strategic Documents, the Strategic Documents and respective legislation in Bosnia and Herzegovina shall prevail.



Chapter 1: Management Philosophy

The Regional Anti-corruption Initiative Secretariat maintains a high level of professionalism and attempts to provide a rewarding work environment with appropriate challenges and opportunities for the development of all staff.

1.1. Importance of Individual Contribution

The unique value of each person as an individual and as part of the Secretariat is recognized. Emphasis is placed on encouraging initiative, in addition to efficient and dependable performance. Although the Secretariat attempts to provide challenges and opportunities for its staff, these must be sought after as well as offered.

1.2. Multicultural and multi-ethnic working environment

The Secretariat is empowered by providing a platform for regional ownership and active participation within the Secretariat's structure of representatives from all member countries, which consolidates a multinational and multicultural environment for supporting the region's fight against corruption. The Secretariat itself represents a microcosm of a multicultural and multi-ethnic working environment.

1.3. Team Approach

Regional Anti-corruption Initiative is a unique organization in its coordination role assisting SEE governmental and non-governmental institutions in the fight against corruption. Success requires teamwork from the Secretariat's staff. Cooperation and willingness to help one another is basic to a successful team approach. While each staff member has personal goals such as providing for family, achieving recognition, and gaining satisfaction for a job well done, these goals must be accomplished within the larger framework of the Secretariat's Mission. Candid, constructive and courteous communication among all levels of the Secretariat's staff, interns and consultants is vital to the success of the Secretariat. The Secretariat encourages all staff to offer new ideas and constructive suggestions to improve team efforts.

1.4. Professionalism

At all times, the Secretariat's staff should maintain an attitude of respect and helpfulness, and exhibit common courtesies. Personnel should consistently project an image that is professional, competent, enthusiastic, and service-oriented. All requests and work related activities should be handled accurately, completely and in a timely fashion.

1.5. Respect

Each person who comes into contact with the Secretariat is entitled to respect and courtesy. That is why the Secretariat asks for fairness, personal integrity, trust, and quality performance from its staff. Respect for one another should normally include maintaining the appropriate level of confidentiality of all information and communications, including written records concerning staff or interns. When a staff member or intern requests that specific information be treated as confidential, or when there is otherwise a reasonable expectation of confidentiality, disclosure of information about the individual without his or her consent should be made only as necessary for business reasons or to comply with applicable law.



1.6 Human Rights Based Approach

The Secretariat adopts human rights based approach and promotes anti-discrimination by promoting that the impact of corruption is looked at from all perspectives including gender, disability and poverty.



Chapter 2: RAI Structure and Staff Functions

2.1. Organizational Structure

As used in this Manual, “personnel” or “staff” denotes both, resident and international members of the Secretariat, unless otherwise provided thereof.

Organizational structure is comprised of three levels: strategic, core and project/operational.

Strategic level is composed of the RAI Steering Group and the RAI Chairperson.

Core level is composed of Secretariat Core Staff: Head of Secretariat with executive powers, and Senior Anti-corruption Adviser, Chief Finance and Operations Officer, and Chief Programme and Communications Officer.

Project/Operational level is composed of different staff that supports the core level in implementing RAI mandate, Work Plans, and projects. These positions are not considered core staff and their engagement is subject to organizational needs and availability of funds.

All Secretariat staff is appointed through open recruitment procedures which ensure the principle of equal opportunities.

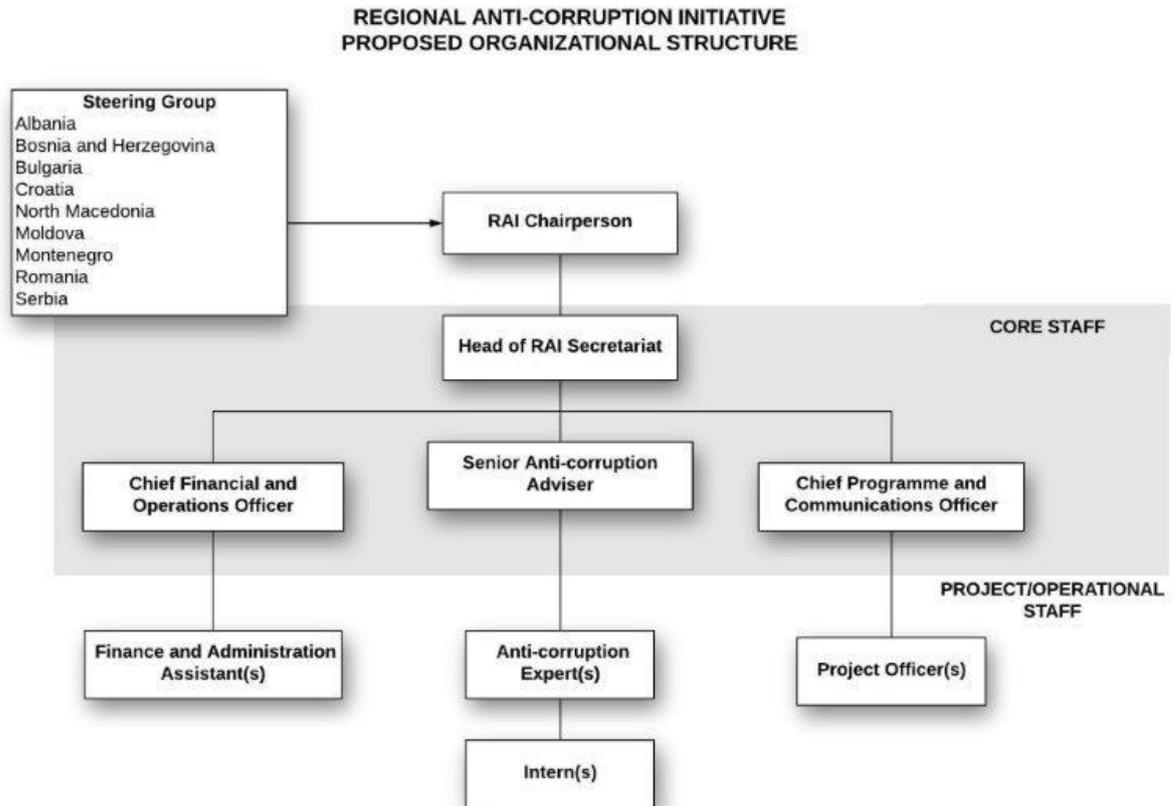
General descriptions of the responsibilities of all personnel are set forth in the Terms of Reference of the Regional Anti-corruption Initiative Secretariat¹.

The same position within Secretariat’s Core International Staff cannot be held by a national of a country which previously held the position. Both positions of international staff of Secretariat cannot be held by nationals of a same country at the same time. The same principle applies for the Chairperson and Head of Secretariat positions.

¹ Please refer to ToR of the Regional Anti-corruption Initiative Secretariat in the Annex 3 of the Strategic Document of the Initiative.



Organizational structure illustrating lines of accountability and communication:





Chapter 3: Staffing Procedures

3.1. Employment Status of International and Resident Staff

The legal status and privileges or immunities of the Secretariat's international staff is governed by the provisions of the Agreement² made between the Government of Bosnia and Herzegovina (BiH) and the Stability Pact, signed in Brussels on September 15, 2003.

BiH national staff shall not enjoy any form of privileges or immunities normally accorded the diplomatic or administrative and technical (A&T) staff of an embassy or international organization.

The Secretariat is committed to compliance with all applicable BiH laws, including any pertaining to health and safety, non-discrimination and affirmative action.

Any questions regarding existence or applicability of bilateral agreements and BiH laws, conflicts of the Secretariat's policy with applicable law, or rights and responsibilities under the law should be brought to the attention of the Head of Secretariat.

3.2. Authority for Personnel Actions

The Head of Secretariat retains the overall executive authority and responsibility for personnel matters, although he/she may delegate authority for certain personnel matters to designated staff members. In particular, hiring, termination of contracts, or changes in salary for resident staff member must be approved by the Head of Secretariat.

3.3. Recruitment of Personnel

Recruitment Guidelines stipulated in Annex 11.7 shall govern all recruitment procedures.

3.3.1. Equal Opportunities

RAI is committed to achieving workforce diversity in terms of gender, nationality and culture. Qualified women, individuals from minority groups and persons with disabilities are equally encouraged to apply to the positions in the Secretariat.

3.3.2. Recruitment of Core Resident Staff

Recruitment of core resident staff is the responsibility of the Secretariat. Head of Secretariat is responsible for the final approval of the recruitment of resident staff. The Steering Group and Chairperson shall be notified by the Head of Secretariat about the selection process and decision regarding recruitment of core resident staff.

Qualified candidates for all Secretariat positions are sought using publicly accessible means such as RAI website, recruitment websites, social media and/or newspaper advertisements.

² The text of the afore-mentioned Agreement is attached to this Manual in its Annex (point 11.4).



Following the submission of applications for a core resident position, Chief Financial and Operations Officer or a delegated core staff member shall screen all candidate applications to determine if they are responsive/compliant/acceptable. Candidate applications determined as responsive/compliant/acceptable shall be evaluated against technical criteria by a Panel composed of at least two Secretariat core staff members, using a cumulative analysis method, taking into consideration the combination of applicants' education, qualifications, and experience.

Five candidates receiving the highest score in the evaluation process shall be shortlisted for an interview. Panel members should discuss the job, desired profile and prepare the interview questions.

Interview shall be conducted by the Panel to determine candidates' competences and skills. Panel shall evaluate all interviewed candidates using an evaluation form (template evaluation form attached to this Manual in its Annex 11.3). All interviews should follow the same procedure, including core questions and timing, to ensure all candidates have an equal opportunity to present themselves

3.3.3. Recruitment and Dismissal of Core international staff

The recruitment procedure for Core international staff shall start not later than 90 days before the current mandate of international staff member ends. Secretariat shall be responsible for collecting applications submitted in response to the advertised vacancy. Applications determined as responsive/compliant/acceptable shall be evaluated by Secretariat and the Chairperson, using a cumulative analysis method, taking into consideration the combination of applicants' education, qualifications, and experience. Five applicants receiving highest score in the evaluation process shall be shortlisted for an interview.

Interview questions shall be prepared by the Secretariat and approved by the Steering Group.

Interviews shall be organized and facilitated by Chief Financial and Operations Officer. Chairperson and Head of Secretariat shall address interview questions with candidates, while the Steering Group members shall evaluate all interviewed candidates using an evaluation form (template evaluation form attached to this Manual in its Annex 11.3.). All interviews should follow the same procedure, including core questions and timing, to ensure all candidates have an equal opportunity to present themselves.

The Head of Secretariat shall be dismissed if it is established that he/she does not fulfil the qualifications or is unworthy of performing his/her functions. A proposal for dismissal of the Head of Secretariat may be submitted to the Steering Group by a member state Representative. Notification of proposal shall also be sent to the Head of Secretariat against whom the proposal was submitted. The Head of Secretariat has the right to be heard within 10 days. The Steering Group decides upon the proposal not later than 30 days from the date of receipt of the proposal. The decision for dismissal of the Head of Secretariat or the conclusion for rejecting the proposal shall be adopted by a majority of votes of the Steering Group, at a meeting or via teleconference.



The procedure to select a new Head of Secretariat shall start no later than 10 days after the adoption of decision. In the interim period, the role of Head of Secretariat shall be assumed by the Senior Anti-corruption Adviser.

The Senior Anti-corruption Adviser shall be dismissed for established that he/she does not fulfil the qualifications or is unworthy of performing his/her functions. A proposal for dismissal of the Senior Anti-corruption Adviser may be submitted to the Steering Group by the Head of Secretariat or by a member state Representative. Notification of proposal shall also be sent to the Senior Anti-corruption Adviser against whom the proposal was submitted. The Senior Anti-corruption Adviser has the right to be heard within 10 days. The Steering Group decides upon the proposal not later than 30 days from the date of receipt of the proposal. Invitation for the meeting shall also be sent to the Senior Anti-corruption Adviser whom the proposal was submitted. The decision for dismissal of the Senior Anti-corruption Adviser or the conclusion for rejecting the proposal shall be adopted by a majority of votes of the Steering Group, at a meeting or via teleconference.

The procedure to select a new Senior Anti-corruption Adviser shall start no later than 10 days after the adoption of decision.

3.3.4. Other Recruitment Procedures

Recruitment of project/operational level staff is the responsibility of the Secretariat. Head of Secretariat is responsible for the final approval of the recruitment of project/operational level staff. The Steering Group and Chairperson shall be notified by the Head of Secretariat about the selection process and decision regarding recruitment of project/operational level staff.

When recruiting project/operational staff, the Secretariat shall follow same recruitment procedure as specified for 3.3.2.

Project/operational staff may be transferred internally to a different functions/positions when the staff has undergone the hiring procedure already, has matching experience and qualifications, and has been positively evaluated for his/her performance by the supervisor in their current position.

Temporary staff may include part-time employees providing technical or maintenance services and consultants. Temporary staff members undergo the same recruitment procedure and are subject to the policies and procedures that guide operational level staff members and are contracted in accordance with RAI Procurement Manual.

In exceptional cases, the Secretariat may recruit temporary staff (up to 20 working days per annum) without undergoing the recruitment procedure. Exceptional cases are stipulated in Chapter 1.1. Exceptions to General rules of the RAI Procurement Manual.³

³ http://rai-see.org/wp-content/uploads/2015/04/Procurement-Manual_Jun2017.pdf



3.3.5. Grievance

Candidates have a right to express grievance to Secretariat within 7 days upon receipt of notification.

For grievances related to recruitment of core international staff, the Chairperson shall be immediately notified by the Secretariat. In consultations with the Steering Group, Chairperson shall consider received grievance and respond upon it.

For other recruitments Head of Secretariat shall be responsible for considering grievance. The Outcome should be communicated to the candidate through the Secretariat not later than 30 days after the grievance was received. Steering Group shall be informed of any grievances and actions taken.

3.3.6. Conflict of Commitment

Shortlisted candidates who wish to be considered for any type of employment arrangements with RAI, who are at the time of applying employed by public service, will be required to provide a disclosure of their proposed outside activities verified by their employers, on the template provided by the Secretariat, available in Annex 11.6.

Completed and dully signed disclosure of outside activities will be subject of evaluation in the selection procedure. Disclosure of outside activities shall be kept as part of the recruitment files, and shall not be made public by RAI without the consent of the candidate(s).

3.3.7. References

Once a candidate for a position has been identified, the candidate's references shall be checked before the final offer is made. The provisionally successful candidate shall be requested to provide names, email address and telephone numbers of at least two professional references familiar with the candidate's work experience. A written record of the results shall be kept in the personnel file. Testimonials written before the selection procedure cannot be considered valid references. All employment offers are contingent on satisfactory reference and background screening.

This Article does not apply to Temporary Staff and Interns.

3.3.8. Anti-Nepotism

Secretariat's policy is not to recruit anyone who is a close relative, defined as a spouse, parent, sibling, child, cousin, or in-law of a current employee, even when the individual under consideration has the required qualifications.

3.3.9. Hiring

The employment contract shall be offered to applicant who received the highest score out of technical evaluation (50% of total score) and interview (50% of total score). Newly recruited staff and interns are provided with a contract, together with a copy of Official Set of Documents of RAI. By signing a notice, the employee acknowledges that he/she has read, understands and shall abide by the employer's applicable policies and rules.

The Chairperson shall sign the working contract of the Head of Secretariat. The Head of



Secretariat signs working contracts with other Secretariat staff members.

Upon hiring, a personnel file shall be established and include:

- A valid copy of passport or identity document;
- A copy of CV;
- Copy(ies) of diploma or certificates;
- A copy of the job description of the employee;
- The employee's application;
- The employee's contract;
- A signed notice acknowledging that the employee has read, understands, and shall abide by the employer's applicable policies and rules;
- The employee's address and useful contact information according to the approved form, as well as additional emergency contact information.

Personnel file must be kept uniformly, well maintained, safe and confidential.

Personnel file shall be kept for three years period after termination of the service.

3.3.10. Disclosure of Interest

Each member of Secretariat's core staff shall declare all interests that could potentially lead to, or could conceivably be perceived as a conflict of interest.

Such interests shall include, but not be limited to:

- a. Any current or remunerated affiliation in the last two years (employment or directorship) with a public or private company or other organization, including longer-term or frequent relationships but excluding one-off short-term consultancies,
- b. Any current or non-remunerated affiliation in the last two years with any public or private company or other organization,
- c. Significant (>10%) ownership or controlling position in any company or other organization,
- d. Any entity in which the member have more than 5% of their total assets (company shares, public/private bonds or other kind of debts, investment funds shares, etc),
- e. Any current or public office or public employment in the last two years,
- f. Interests of persons with whom the member has a close personal relationship – persons living in the same household; and/or other persons whose interest could potentially influence or could conceivably be perceived as influential upon the decisions of the member.

The interests shall be declared by submission of completed questionnaire - Statement of Interest (Annex II. 8) not later than 30 days after the signing of the working contract.

The statement of interest shall be updated regularly within 15 days following any changes in interest and annually. The obligation for submission of the statement of interest also applies to the Chairperson.

All submitted statements shall be published on RAI website.

3.3.11. Roster of pre-vetted experts

Main purpose of establishing a Roster of pre-vetted experts is to simplify the process of



identification of possible trainers or experts for a given topic or specific area of expertise for the needs of RAI as well as its member countries.

The roster shall be administered and maintained by the Finance and Administrative Assistant. The Secretariat shall develop and publish the guide to the roster determining criteria against which potential experts will be evaluated, along with the call for roster. When applying for roster, applicants/experts should provide RAI with consent for sharing their professional information with third parties.

Proposed call for roster available in Annex 11.9. Roster of pre-vetted experts shall be updated every two years.

3.3.12. Probation

All staff are in a probationary period for the first 90 days of employment. Close to the conclusion of 90 days, the supervisor shall evaluate adequacy of the employee's performance and discuss it with him/her. The supervisor can recommend either continuation of employment (including an extension of the probation period) or termination of contract. The Head of Secretariat is responsible for reviewing performance of all Secretariat staff and advise the Chairperson and the Steering Group accordingly in case of Senior Anti-corruption Adviser. The Chairperson is responsible to advise the Steering Group on Head of Secretariat probationary period performance. Should the supervisor determine that the employee is not performing adequately, but that the problems can be overcome, the probationary period may be extended for additional 90 days, following a performance appraisal which summarizes in writing issues that need improvement over the extended period. Should the supervisor determine that the employee is not performing adequately and that the problems cannot be overcome, the Supervisor will terminate the contract. The employment contract may be offered to next available applicant who received the highest score.

This Article does not apply to Temporary Staff and Interns.



Chapter 4: Attendance and Leave Policies

4.1. Staff Work Schedules

The work week is 40 hours. Office hours are 9:00am – 5:00pm, Monday through Friday. Staff members may be permitted flexibility in choosing regular working hours. Selection of a flexitime work schedule constitutes both a responsibility and a privilege. Staff members who are unable to effectively manage their time may be required to forfeit the flexitime privilege.

The Secretariat encourages all employees to balance their professional and private life. Depending on a specific circumstance, the employees may seek approval to work from home or for flexible scheduling. In determining whether to approve a staff member's flexitime or work-from-home request, the Head of Secretariat shall assess whether it compromises the productivity. In case of the Head of Secretariat, the Chairperson shall assess if the flexitime or work-from-home request compromises the productivity.

Each staff member is entitled to up to half an hour lunch period each workday. Unused lunch periods for any reason shall not result in additional compensation.

Staff members are permitted to two paid 15-minute rest periods each day, one during the first half and another during the second half of each regular eight-hour workday. Rest periods, if not used on a daily basis, may not be accumulated as a pool of time for later use. Unused rest periods for any reason shall not result in additional compensation.

4.2. Work Attendance

All staff are expected to report to work in accordance with their approved work schedules in timely manner and to be ready to conduct the Secretariat's business professionally.

Staff is also expected to make themselves available for a reasonable number of social, entertainment, or programmatic events outside office hours and at weekends, and during times of unusually heavy activity.

4.2.1. Late Arrival

Personnel who are unavoidably detained and are unable due to emergency circumstances to report to work on time must call the office no later than 15 minutes after their scheduled starting time to explain the circumstances and to give an expected time of arrival at work. Staff members who repeatedly fail to call the office when they are late for work may be subject to disciplinary action.

4.2.2. Unscheduled and Excessive Absences

The Secretariat recognizes that accidents, sudden illness, and other emergencies may result in unscheduled absences. However, excessive absences may be considered reflective of unreliable behaviour which may impact the individual's overall job performance and may result in disciplinary action. Ten unscheduled instances of either absence or late arrival or a combination of both in a consecutive 12-month period is generally considered excessive.



Regular attendance in the Secretariat as per approved work schedules is mandatory for all staff. Abuse of unscheduled and excessive absences shall result in withholding of salary for respective period and possible additional disciplinary action. Personnel, who cannot be at work regularly and consistently may be terminated and replaced, unless it contravenes applicable legislation in Bosnia and Herzegovina.

4.3. Time Reporting

At the end of each month, all staff must complete and submit the Time Sheet Template indicating the dates and hours worked. This Time Sheet must be approved by the Head of Secretariat, or, where appropriate, another staff member who may be supervising the work of the employees, before the payment is made.

Absences from work, both paid and unpaid, shall be recorded by the Finance and Administrative Assistant with the reason for the absence, e.g. Compensation leave (CL), Sick Leave (SL), Annual Leave (AL), or other types of absences such as national holidays or special leave. This shall enable the Head of Secretariat to oversee general attendance.

Interns and temporary staff are not required to submit Time Sheets, although they are expected to respect the working hours of the office and make themselves available for programmatic events outside ordinary office hours.

4.4. Public and Religious Holidays

The Secretariat shall publish a list of observed holidays for the forthcoming year in December of the current year.

Holidays observed by the Secretariat are: FBiH public holidays, Orthodox Christmas, Catholic Easter, Orthodox Easter, Eid al-Fitr, Eid al-Adha and Catholic Christmas. In addition to above mentioned, all staff members are entitled to additional two days for observance of other holidays. All staff members are accountable for submission of the list of these specific holidays for the current year, immediately after signing the Contract with the Secretariat. International staff members are entitled to observe national public holidays in their respective countries. International staff member needs to provide the Secretariat the dates of respective national public holidays at the beginning of each calendar year.

4.5. Annual Leave

The Secretariat recognizes the importance of vacation time for rest, recreation and personal activities.

All full-time resident and international staff (but not interns) is allotted 30 days of annual leave per year, 2.5 working days per working month. In cases when the staff member did not work for the entire calendar year, the duration of the annual leave is determined according to the duration of his/her working period within the Secretariat. If the complete annual leave is not carried out during the current calendar year, it should be spent until end of August next year. The number of the annual leave days shall be calculated based



on the beginning and concluding date of the staff Contract. Part-time staff does not receive paid vacation, although they may take unpaid leave. Except in unusual circumstances, all full-time staff is required to take their annual leave in 2 or 3 periods during the year in accordance with staff conveniences and Secretariat working needs. They should provide at least one week notice of their intended vacation dates. Also, in order to have the paid vacation approved, every employee has to submit for approval of the Head of Secretariat and Chief Financial and Operations Officer, the "Leave application form". For detailed procedure of applying for paid vacation, refer to the Annex of this Manual. The Secretariat's business requirements may, from time to time, prevent personnel from taking vacation at a certain time, but a reasonable effort should be made to enable personnel to take vacation days when desired.

4.6. Special leave

The staff member is authorized to the special leave for the necessary time to deal with urgent problems. The total annual duration of special leave cannot go beyond 10 working days (except with prior written authorization).

Upon request the staff members could benefit from special leave as listed:

- Wedding: 4 days
- Moving: up to 2 days
- Partner's decease: 4 days
- Ancestry's decease: 2 days
- Child's birth: 5 days (notwithstanding rights deriving from item 4.8. Maternity Leave and Paternity Leave below)
- Child's wedding: 2 days
- Child's decease: 4 days.

For the afore-mentioned cases, the staff member may be authorized for unpaid special leave up to 15 working days upon relevant duly justification. For other personal reasons, the staff member may be authorized for unpaid leave up to 30 working days upon relevant justification or a longer period in exceptional circumstances.

The international staff member who has completed not less than six months of service at the Secretariat after his/her initial appointment is entitled to additional two days of leave in order to visit his or her home country.

4.7. Sick Leave

Sick leave is generally applicable to absences due to illness or injury of a staff member his/her child, or partner.

In the event specified above, he/she shall notify the office before or as soon as possible (normally within one hour) after his or her normally scheduled starting time. Staff shall keep the office informed as to expected date of return to work.

Every staff member shall be compensated, in reference with relevant laws in Bosnia and Herzegovina, for up to 42 calendar days without break while on sick leave in the amount



of 80% of gross salary. Reduction of the salary shall refer only to the days of sick leave.

In cases when duration of staff member's sick leave extends beyond 42 calendar days, the Head of Secretariat, after consulting the said staff member, may seek replacement of the said member staff up to 1 year.

A staff member on sick leave, having more than 2 years working experience, may re-join his/her position within Secretariat within the afore-mentioned period if he/she justifies the sick leave extension by medical evidence and if he/she continued to benefit payment for temporary working incapability under the social scheme.

Staff member may take up to two days of sick leave without a need of medical report/proof. Staff member may take sick leave without medical report/proof up to two times per year. If sick leave exceeds two days, a verifiable medical report/proof stating and justifying sick leave requirements signed by an authorized doctor is required. Abuse of sick leave (up to 42 days of sick leave in not more than 6 instances per year, unless seriously ill) by an employee shall result in the withholding of payment of the sick leave and possible additional disciplinary action.

4.8. Maternity Leave and Paternity Leave

During pregnancy, child birth and child care staff are entitled to maternity leave duration of one year uninterrupted. This period may be extended by one month in case of a multiple birth. Based on authorized medical evidence woman may start maternity leave 28 days before expected date of child birth. Woman may use shorter maternity leave, but not shorter than 42 days after child birth.

Upon 42 days after child birth father can utilize a right for paternity leave, if parents should agree to do so. Father can use the right from Paragraph 1 of this Article also in cases of the death of mother, mother abandoning the child or if she cannot use maternity leave for other justifiable reasons.

Staff members are entitled to paid maternity/paternity leave at a rate of 42% of monthly gross salary.

Unused maternity/paternity leave is not payable.

Annual leave shall be accumulated during maternity/paternity leave.

If a Staff member's Contract expires during maternity/paternity leave, the maternity/paternity leave shall only be paid to the end of the existing Contract.

4.9. Overtime and Compensatory Leave

The Secretariat acknowledges the efforts of all staff and recognizes that working hours may sometimes exceed the standard working day. The dedication of staff is greatly appreciated and contributes to the success RAI.

Staff members are expected to work as needed to fulfill their responsibilities without additional compensation. However, in some circumstances, such as work required on weekends or holidays, compensatory time may be taken.



Compensatory time for work on weekends or holidays, including business travel away from home, shall be granted as follows:

- 1) To be eligible for compensatory time for working during weekends or public/national/religious holidays, the staff member shall make a specific request of his or her supervisor (*Annex 11.5.*). An appropriate record shall be kept in attendance files.
- 2) Employees are granted compensatory time for business travel on weekends or public/national/religious holidays.
- 3) Compensatory time is granted at the rate of one compensatory day for each eligible day worked on a weekend or public/national/religious holiday.
- 4) Compensatory time shall be taken within 6 months or it is forfeited.
- 5) The days used for compensatory time requires approval by the staff member's supervisor.
- 6) Compensatory time shall be duly reported on the Time Sheet as stipulated in Section 4.3. Time Reporting above.
- 7) Unused compensatory time shall not be paid at the end of employment.

Staff members who are compensated on a daily wage basis rather than a monthly basis (e.g. part-time or temporary staff) are compensated at their normal daily rate for time worked beyond their regularly scheduled hours. Any work in excess of 40 hours must be approved in advance by the staff supervisor.

4.10 Staff Development and Team Building

Development opportunities shall be provided to all staff. This may include professional trainings, development seminars and/or different capacity building activities that build personal and professional competencies and skills. Development opportunities may be provided in-house but also with other organizations and institutions and it can involve more staff or it can be individual.

Secretariat shall record development needs and requests during the staff performance evaluation process. The needs shall be considered and Secretariat shall strive to include all Secretariat staff wherever feasible. Upon written request of a staff member, Head of Secretariat may grant time and/or funding for individual capacity building actions taking full account of the budgetary and human resources constraints.

With a view to continue integration of the Secretariat staff, team building activities shall be developed on an annual basis. Team building events may include: in-house team building exercises, workshops and presentations, as well as specially designed field trips. Team building activities shall take full account of budget constraints.



Chapter 5: Salary Administration and Pay Procedures

5.1. Compensation

The Secretariat believes that its staff is the most important asset. The Secretariat's compensation packages are based on comparable pay for comparable work within a given salary range for a position. The salary for the Secretariat staff is based on market conditions for professional and para-professional staff in comparable positions.

The monthly compensation amount for resident staff is net of pension and disability, health and unemployment contributions. The Secretariat shall withhold employee taxes and social contributions and make payments to the relevant government agencies, as required by the local law. In addition, the Secretariat shall report each resident staff full salary (excluding non-taxable allowances) to the local authorities. All salary payments shall be made in accordance with the local law with regard to timing, taxes, and other withholdings.

In the unpaid absence of the Head of Secretariat for longer than 30 days uninterruptedly, appointed Acting Head of Secretariat is entitled to the additional compensation in amount of 10% to the current monthly gross salary.

Staff members shall be entitled to a child's allowance of 80 Euro per month. This allowance is paid for dependent children up to eighteen years of age. A dependent child is meant any unsalaried child, who is born to, or adopted by, or who is given a home by the staff member or his spouse and who is dependent on the staff member or his/her spouse for main and continuing support.

If a staff member or his/her spouse receives under his or her country's laws or regulations an allowance whose purpose is the same as that of the allowance provided for in this rule, the amount of that allowance shall be deducted from the allowance payable under this rule.

Employee shall submit a request for child allowance annually, accompanied by child's birth certificate and statement that the staff member or his/her spouse does not receive child allowance from another source.

For the payment of the education allowance, supporting documentation shall be required in accordance with main conditions specified in this rule.

5.2. Pay Procedures

The Secretariat pays its staff monthly on the last working week of the current month, unless otherwise specified by the Head of Secretariat. The payroll shall be processed upon submission of a Time Sheet approved by the Head of Secretariat in accordance with Section 4.3. Time Reporting above.

5.3. Telephones

The Secretariat shall provide its staff with the official phone numbers and make the monthly reimbursement according to the bills for the Head of the Secretariat and BAM



20.00 phone vouchers for the other staff.

5.4. Travel Compensation

The Secretariat's staff traveling on the Secretariat's programs shall be reimbursed or otherwise provided with funds to cover transportation, lodging, and meals/incidental expenses (per diem). For additional information please refer to the Secretariat's Finance Management Manual.



Chapter 6: Work Rules

6.1. Use of the Secretariat's Office Space and Equipment

The Secretariat's office space and equipment are to be utilized by staff members only to conduct the Secretariat's business. Spouses, children, friends, associates, relatives and all other individuals not considered the Secretariat's staff are prohibited from using the Secretariat's office space and equipment. Violations of this rule may result in disciplinary action or discharge of the staff in question.

6.1.1. Personal Use of the Secretariat's Telephones

Local personal calls should be kept to a minimum. On no account may staff use office telephones for personal international calls. Abuse of the Secretariat's telephones for personal calls may subject personnel to disciplinary action or discharge.

6.1.2. Use of E-mail and Internet Access

Personnel are provided with access to internet and assigned a personalized official e-mail accounts for use in conducting the Secretariat's business. Use of the Secretariat's computers and internet access and official e-mail in a manner that interferes and harms the conduct of the Secretariat's business is prohibited.

6.1.3. Personal Visitors

Personal visitors should be kept to a minimum during office hours in order to avoid disruption of work.

6.1.4. Housekeeping

While offices may have arrangements for cleaning services, all staff working with the Secretariat are expected to assist in maintaining a clean and neat work environment by taking responsibility for their work areas and for assisting with cleaning up after meetings.

6.2. Personal Safety

A list of emergency phone numbers should be posted in the office and readily available to all staff members. For actions taking place outside of the city in which the Secretariat's office is located, appropriate emergency phone numbers should be obtained and provided to those involved in the action.

All emergencies must be reported to the Head of the Secretariat as soon as possible.

6.2.1. Personnel Emergency Information

Each staff member is required to provide emergency contact information to be kept in the personnel files. Such information should be updated as necessary.

6.2.2. Accidents

Any accidents on the Secretariat's office premises or involving staff members in the course of their duties are to be reported to the Head of Secretariat as soon as possible.



In addition, any potential insurance claims must be reported to the Head of Secretariat.

6.2.3. Medical Emergencies

Medical emergencies should be handled by contacting the appropriate medical personnel to secure treatment and then notifying the Head of Secretariat.

6.2.4. Security Issues

Security concerns should be raised with the Head of Secretariat. In the event of threats to the personal safety of staff members, interns, consultants or visitors on the Secretariat's business, the Head of the Secretariat should be notified as soon as possible so that appropriate action can be taken. Any incidents while on the Secretariat's business should be reported to the appropriate authorities and the Head of the Secretariat notified.

6.3. Office Security

6.3.1. Keys

All staff shall be assigned a set of keys to the office, which they are required to return upon end of the Contract.

6.3.2. Petty Cash

Petty cash is kept in a locked location at all times. Access to petty cash is to be restricted to the Chief Financial and Operations Officer and Finance and Administrative Assistant. Cash exceeding KM 550.00 (EUR 280/USD 400) should not be kept in the office a period of more than 7 days. For more details please refer to the Finance Management Manual.

6.3.3. Theft or Vandalism

Office of the Secretariat, other than the office provided by the host country, should be secured by surveillance or alarm system as a preventing measure to decrease possibility of theft or vandalism.

Also, it is the responsibility of all staff to help deter theft by taking appropriate precautions. All notebook computers are to be stored in secure locations whenever the person responsible for them is not present.

The Secretariat's personnel should not keep money, valuables, and important papers such as passports in their desks. Such items should be kept at home or in a safe or other secure location in the Secretariat's office. The Secretariat does not insure or reimburse for loss of personal property of individuals.

Any theft or vandalism should be reported to the appropriate local authorities and to the Head of the Secretariat as soon as possible, as well as any incidents or damage involving insurance claims.

6.3.4. Fire or Other Natural Disaster

In case of fire close to or in the Secretariat's office staff, interns or other present persons should follow building safety procedures.



The Secretariat should develop appropriate plans to protect personnel and to the extent possible, property, in the event of fire or other natural disasters in its executive office that is located in a self-standing building. The Secretariat's office must be equipped with one or more smoke detectors and fire extinguishers. These must be checked periodically for proper functioning.

Each Secretariat's office must have a fire safety plan with which all staff are familiar. This should include locations of fire extinguishers, escape routes, methods for ensuring all personnel have reached safety, and notification of proper authorities.

Any losses through fire or natural disaster should be documented and prompt cooperation in providing information for insurance claims is expected.

6.3.5. Security Review

It is recommended that the Secretariat conducts a review of security procedures and inspect any security-related equipment (door locks, entry system, fire extinguishers, smoke detectors, etc.) on at least an annual basis. A security review is also recommended in the event of changes in security systems or heightened security concerns.



Chapter 7: Business Conduct Standards

Just as the Secretariat promotes the goal of achieving the highest standards of professionalism, competence, and ethical conduct for its partners and clients, it is committed to these objectives in its daily operations. It therefore expects personnel to conduct the Secretariat's activities according to the highest ethical standards. Each staff member must strive to apply the spirit and intent of these guidelines to the circumstances which he or she may encounter.

7.1. Personal Conduct

7.1.1. Courtesy and Attitude

Personnel are expected to be courteous and display a positive attitude in working with partners and colleagues in the office and at meetings and events outside the office.

7.1.2. Cleanliness and Clothing

All the Secretariat's personnel are expected to demonstrate professional appearance suitable to an international organization and maintain good personal hygiene for the courteous and harmonious interaction with, or delivery of services to, the public and other staff members.

7.2. Smoking

In recognition of the problems and hazards associated with smoking in the work environment, the Secretariat has established its non-smoking policy. The purpose of this policy is to provide a safe and healthy environment for the conduct of the Secretariat's business.

Unless specifically designated as smoking areas, smoking is prohibited in all areas of the office. It is the responsibility of all personnel to observe and uphold this policy. It is the responsibility of all the Secretariat's staff to see that their visitors adhere to the policy as well.

7.3. Harassment

Harassment shall be deemed to be a form of discrimination, when unwanted conduct on the grounds of religion or belief, disability, age or sexual orientation, as regards to employment and occupation takes place with the purpose or effect of violating the dignity of a person and of creating an intimidating, hostile, degrading, humiliating or offensive environment⁴.

Further on, sexual harassment is defined as any form of unwanted verbal, non-verbal or physical conduct of a sexual nature occurs, with the purpose or effect of violating the

⁴ [Council Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation](#)



dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment.

The Secretariat is committed to providing enabling environment to victims of harassment. Thus Secretariat is committed to upholding the principals laid down in the Council Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation.

Staff members, who believe they are a victim of harassment in the workplace, should immediately report the incident to the Head of Secretariat. Alternatively, the staff member or intern may report the incident to another Secretariat's staff member or to the Chairperson, as appropriate.

After an investigation, employees who are found to have engaged in harassment shall be subject to disciplinary sanctions including suspension, demotion or involuntary termination.

It is the responsibility of the aggrieved staff member to follow this procedure:

A. An employee who experiences harassment should:

- Make it clear that such behaviour is offensive to him or her; and
- Bring the matter to the attention of Head of Secretariat or to the attention of another Secretariat's senior staff member.

B. An employee who experiences harassment from the Head of Secretariat should:

- Make a reasonable effort to resolve the matter with the Head of Secretariat, or if that is not possible;
- Make the matter known orally or in writing to another senior Secretariat's staff member; or
- Make the matter known orally or in writing to the Chairperson.

The Secretariat's staff assists in implementing this policy against harassment in the workplace by:

- Receiving, reviewing, and working with appropriate personnel in investigating all complaints of harassment made either to a Head of Secretariat or to another Secretariat's senior colleague; and

Determining the corrective or disciplinary sanction to be taken against the offender following a review of the facts.

7.4. Ethical Conduct

7.4.1. Conflict of Interest

The Secretariat expects personnel, including interns, to perform their duties in an ethical manner and to avoid all conflicts of interest or the appearance of conflicts of interest that might arise because of economic or personal self-interest. Ethical conduct includes using impartial judgment in all matters affecting the Secretariat, refraining from outside business or professional activities that conflict with obligations to the Secretariat, avoiding activities that might be contrary to the best interests of the Secretariat, and disclosing any personal financial involvement in organizations that do business or compete with the Secretariat. All personnel are prohibited from engaging in outside business or professional activities



that conflict with their obligations to the Secretariat.

Staff members shall disclose existing or proposed outside activities to the Head of Secretariat or Chairperson in the case of the Head of Secretariat for evaluation if there is a possibility that the activities might be contrary to the best interests of the Secretariat. Examples include acceptance of employment or consulting arrangements from organizations that have working relationships with or are in the same business as the Secretariat, and outside work that affects the Secretariat-related work performance.

The personal financial interests of personnel should not conflict in any manner with the Secretariat duties and responsibilities. Personal financial involvement by personnel in an organization with which does business is improper when such involvement creates a conflict between the staff member's economic self-interests and his or her employment duties or the interests of the Secretariat. All such situations must be disclosed to the Head of the Secretariat or Chairperson in the case of the Head of Secretariat.

Staff members who undertake other outside professional activities in their own time may do so, as long as these activities are not in conflict with the interests of the Secretariat.

7.4.1.1 Whistleblowing Policy

Staff members may submit any allegations of perceived irregularities in confidence to the Head of Secretariat or RAI Chairperson.

The Head of Secretariat or RAI Chairperson or the Steering Group shall, with assistance of RAI staff, conduct a procedure to verify the allegations in confidence.

Retaliation against whistleblowers is prohibited.

7.4.2. Consulting and Honoraria

The Secretariat's Head shall first approve any and all arrangements regarding non-Secretariat consulting and honoraria with individual staff members in accordance with the criteria contained herein. Outside consulting shall be performed outside work hours, and should not detract from the staff member's ability to perform his/her job at the Secretariat. The income from any outside consulting is solely for the benefit of the individual. Prior to accepting any outside consulting work, a Secretariat's staff member must obtain the Head of Secretariat's or Chairperson's approval in the case of the Head of Secretariat to ensure that such work does not constitute a conflict of interest with the work of the Secretariat.

7.4.3. Gifts and Complimentary Travel

The request for or acceptance of gifts in the form of merchandise, services, travel, or cash by a staff member or a member of his or her household from organizations or persons with whom the Secretariat has a working relationship or who are seeking the Secretariat's assistance or business is unacceptable.

Staff may receive or be offered gifts at work or at home from those with whom they have dealt in the course of their Secretariat's work. Gifts of nominal value are acceptable and may be retained. Individuals are not required to notify their supervisor regarding nominal gifts. However, acceptance of a substantial gift may be inappropriate and must be



declined or returned unless acceptance is specifically approved in writing by the Head of Secretariat.

In general, a gift exceeding EUR 100 in value should be considered a substantial gift. Acceptance of a substantial gift without prior written approval by the Head of Secretariat is a serious disciplinary matter.

7.4.4. Confidentiality

In the course of work with the Secretariat, personnel may become aware of significant information relating to the Secretariat or the Secretariat's work, which is not generally known to the public. All personnel have a duty to use this confidential information solely in the conduct of the Secretariat's business and in accordance with the Secretariat's policy.

Information about the Secretariat's or a partner's internal affairs, plans, or policies received in the course of work with the Secretariat is confidential and should be treated as such by all personnel. Personnel with access to information, ideas, plans or proposals, budgets, documents, and research materials that are confidential must recognize that their position with the Secretariat imposes an obligation of confidentiality.

Any questions regarding the appropriateness of releasing information should be referred to the Head of the Secretariat.

7.4.5. Moonlighting

Outside employment by the core Secretariat's staff is prohibited. In situations where a person with outside employment (e.g. an attorney with an ongoing practice) shall be assisting with the Secretariat's projects, use of a fee for services shall be arranged in accordance with the Procurement Manual.

7.5. Prohibited Conduct

The Secretariat has a vital interest in maintaining safe, healthful and productive working conditions for its staff members. Any and all conduct which interferes with the effective operation of the Secretariat's business is prohibited and shall result in appropriate disciplinary action. While the following is not an all-inclusive list, it includes some of the types of conduct which obviously cannot be tolerated:

- 1) Falsifying expense report forms.
- 2) Altering a time sheet without authorization, or knowingly causing or approving submission of a false time sheet.
- 3) Engaging in insubordinate conduct, such as refusal to carry out reasonable directives or assignments from a supervisor.
- 4) Excessive absences and/or repeated tardiness.
- 5) Sexual harassment of a co-worker.
- 6) Reporting to work under the influence of alcohol or controlled substances.
- 7) Possessing or using alcoholic beverages on the Secretariat's premises, unless approved for a Secretariat's function.
- 8) Possessing, using, purchasing, or distributing illegal drugs on the Secretariat's premises.



- 9) Fighting on the Secretariat's premises.
- 10) Gambling on the Secretariat's premises.
- 11) Possessing firearms or explosives on the Secretariat's premises.
- 12) Taking or removing, without permission or authorization, the property of other personnel or the property of the Secretariat, including computer files.
- 13) Willfully defacing or destroying property of the Secretariat or another staff member.
- 14) Engaging in dishonest conduct to the detriment of the Secretariat.

If the staff member's conduct violates any BiH laws, the Secretariat shall take whatever action it deems appropriate to uphold such laws.

7.6. The Secretariat's Property and Records

The Secretariat is funded by financial contributions from Regional Anti-corruption Initiative's member countries and grants from different donors. As such, strict accountability for assets and expenditures is absolutely necessary. The Secretariat has established policies and procedures to help ensure proper accounting for operating funds. Falsifying records, deviating from the Secretariat's policies and procedures, or the reporting of false or misleading information is prohibited.

Staff are responsible for safeguarding assets under their control from loss and unauthorized use. Thefts, fire or other damage to equipment is to be reported to the appropriate local authorities and to the Secretariat immediately. Any lost equipment is the responsibility of the individual charged with its safekeeping. This includes office equipment, office supplies, mailing lists and funds for business expenses.

Staff are responsible for ensuring that all financial transactions for areas under their control are reflected accurately, fairly, and in reasonable detail. The Secretariat's Chief Financial and Operations Officer works to ensure the Secretariat's records are accurate and complete. All staff shall provide the Chief Financial and Operations Officer with any pertinent information that he/she requests, in a timely manner.



Chapter 8: Staff Complaints, Discipline and Termination

8.1. Staff Complaint Procedure

It is the Secretariat's policy to encourage communication between staff members in all areas of staff concern and to resolve grievances in an effective and timely manner. Open and candid communication is the most effective means for ensuring that problems or potential problems are not overlooked. In certain instances, however, communication may break down, resulting in an unresolved problem or grievance. The following guidelines outline the procedure which should be followed in these situations.

- 1) Ordinarily, a staff member should contact his/her immediate supervisor and describe the problem or concern within one week of the occurrence of the event, if any, which gave rise to the problem.
- 2) Within one week, the supervisor should meet with the staff member to discuss and attempt to resolve a matter. Several sessions may be required to allow for clarification of problem matters.
- 3) After disclosure of the facts and relevant information, the supervisor shall make a decision on the complaint, communicate the decision to the staff member, and discuss with the staff member any ongoing concerns. Ordinarily, the process should be completed within two weeks from the time the staff member raises the concern.
- 4) If after full discussion of the supervisor's decision, the staff member feels the supervisor's decision is unsatisfactory, an appeal may be made. The staff member, the supervisor, or both should refer to the Head of the Secretariat to make this appeal.
- 5) If the staff member's concern relates to the Head of the Secretariat, the staff member should contact the Chairperson, who shall be responsible for documenting the nature of the concern after consulting the Steering Group and carrying forward the resolutions process as outlined above. In such cases, Chairperson can suspend or uphold a decision of the Head of Secretariat.

8.2. Conduct Subject to Disciplinary Procedures

All staff members are required to adhere to rules of conduct while working for the Secretariat. These rules of conduct are intended to foster a sound working environment by prohibiting staff conduct which adversely affects the Secretariat's ability to implement its actions. The listed items contained in the section on prohibited conduct, while not an all-inclusive list, are some of the types of conduct that shall not be tolerated in any Secretariat's office.

Disciplinary actions may include verbal warnings, written reprimands, suspensions without pay, dismissal (a permanent separation for less than satisfactory performance), and discharge (a permanent separation for cause of serious misconduct). Actions should be applied in the order they are exposed; however, in cases laid down in Article 7.5 points 1), 12), 13), 14) or other cases which led to serious damages for the Secretariat, an appropriate disciplinary action should be applied.

The Head of Secretariat is required to document each instance of disciplinary action, including verbal warnings. Recorded disciplinary action may take the form of a written



memo to the staff member's file. Head of the Secretariat is required to inform the Chairperson on all disciplinary matters. The Steering Group is responsible for procedures leading to suspension and dismissal of the Head of Secretariat and Senior Anti-corruption Advisor.

8.3. Termination of Service

8.3.1. Voluntary Termination

Staff members who resign are required to submit a written notice minimum 30 days in advance to the Head of Secretariat.

8.3.2. Involuntary Termination

The Secretariat may affect the involuntary termination of a staff member with a prior written notice of at least 30 days or as otherwise provided for under BiH law.

8.3.3. Vacation Pay upon Termination

Upon either voluntary or involuntary termination, staff member shall receive pay for all unused vacation days.

8.3.4. Severance Pay for Core staff Members

Unless the Contract is terminated due to violations of the obligations arising from employment or non-compliance with obligations under the Contract by a staff member, severance pay shall be established in an amount of one third of the average monthly salary paid to the staff member in the last three consecutive months prior to the termination of the Contract for each year of employment with the Secretariat.

Chapter 9: Office Operations

9.1. Registration of Office

"The Secretariat's office is registered in BiH as a Diplomatic Mission with the same legal status with all privileges and immunities as those granted to other diplomatic and consular missions by the Vienna Convention on Diplomatic Relations of April 18, 1961".⁵

9.2. Office Leases and Rent

The Government of Bosnia and Herzegovina provides the Secretariat with the office space as an in-kind contribution to Regional Anti-corruption Initiative.

If and when acquiring new office space, the Head of the Secretariat shall sign a Lease Contract for renting an office space on behalf of the Regional Anti-corruption Initiative Secretariat as the Power of Authorized Representation. The Power of Authorized Representation shall expire on the last day of the individual's Contract with the Secretariat and a proxy shall be designated to assume lessee authority until appointment of the new

⁵ For further details please see the Agreement between Bosnia and Herzegovina and the Office of the Special Coordinator of the Stability Pact for SEE on the Regional Anti-corruption Initiative Secretariat's Headquarters.



Head of Secretariat”

9.3. Payment of Taxes

As a Diplomatic Mission, the Secretariat of Regional Anti-corruption Initiative is exempted from BiH Tax Law.

9.4. Inventory Control

The Finance and Administrative Assistant is responsible for maintaining an accurate inventory of all office equipment and furniture. He/she should carry out an inventory inspection and update on an annual basis.

9.5. Office Supplies

The Finance and Administrative Assistant is responsible for stocking of office supplies.

9.6. Business Expenses

For more details please refer to the Secretariat’s Finance Management Manual.

9.7. The Secretariat’s Electronic Filing System

In addition to maintenance of the Online Resource Center, the Secretariat maintains an electronic record of all administrative and programmatic activities. An essential part of establishing and maintaining this information is adherence to a uniform naming convention for electronic files. The Finance and Administrative Assistant has responsibility for the development and maintenance of administrative files, while the Chief Programme and Communications Officer has responsibility for the development and maintenance of programmatic activities, including reports for donors.

All electronic files should be backed up on the external back-up drive “periodically”.



Chapter 10: Personnel Security

The Regional Anti-corruption Initiative Secretariat regards its staff and interns as its most valuable asset. The Secretariat's staff should stay alert and exercise good judgment at all times. While it may seem unlikely that a serious security matter shall arise, the Secretariat's staff should be as prepared as possible for both an emergency in the workplace and an emergency at home.

This Manual provides an overview of security matters. Please note that it is impossible to anticipate every circumstance that may occur and that this Manual provides only general guidance.

For clarification or guidance on these security-related policies and procedures, or to express a concern over any security matter, the Secretariat's staff should discuss this with the Head of the Secretariat. The political climate and a wide range of other variables affect the risk level and adequate preparedness in each Regional Anti-corruption Initiative's member country and the Secretariat welcomes the suggestions and comments of all the Secretariat's staff and Regional Anti-corruption Initiative's member countries to further ensure the optimal security of its operations and personnel working outside their countries of citizenship.

10.1. International Personal and Family Security

10.1.1. International staff: registration with appropriate embassy

Consular Offices extend the protection of the respective governments to citizens of Regional Anti-corruption Initiative's countries. Upon arriving in BiH, international staff and interns should immediately register with the local consular office of their Embassy.

While it is unlikely, if for any reason, international staff of the Secretariat should be detained or arrested in a foreign country, he/she has the right to and should ask to contact the nearest Embassy or Consulate. Nothing should be admitted, no information should be volunteered, and nothing should be signed until Embassy representatives have been contacted and have issued guidance.

10.1.2. Registration with BiH Authorities

International staff should register with the BiH Ministry of Foreign Affairs in order to obtain a diplomatic ID card based on which they can regulate their diplomatic status and privileges. Interns should register with the Ministry of Interior within one week of arrival.

Upon expiration of the Contract, international staff should return their diplomatic ID cards to the Ministry of Foreign Affairs through the administrative channels of the Secretariat.

10.2. Evacuation

While the Secretariat perceives the need for evacuation of international staff from BiH to be unlikely, circumstances may change and evacuation may become necessary for reasons such as political unrest, acts of terrorism, or natural disasters. In many cases, evacuation is temporary and international staff should be able to return once the situation has stabilized.



Pre-planning and preparation are essential for orderly evacuation should that become necessary. This is the responsibility of the Head of the Secretariat. Also, it is important that the Secretariat in-country personnel remain in communication with the Regional Anti-corruption Initiative Steering Group to the extent possible.

Evacuations, when necessary, may utilize any appropriate means. Most frequently, evacuation shall be by commercial airline or charter aircraft, but evacuations by land or sea may also be appropriate, depending on the specific situation.



11. Annexes

11.1. Leave application procedure

11.2. Leave application form

11.3. Candidate Interview evaluation form

11.4. Agreement between Bosnia and Herzegovina and the Office of the Special Coordinator of the Stability Pact for South Eastern Europe on [SPAI RSLO] “RAI Secretariat” Headquarters signed in Brussels on September 15, 2003.

11.5. Compensatory time approval form

11.6 Disclosure of outside activities

11.7 Recruitment Guidelines

11.8. Statement of interest

11.9 Call for roster

11.1. Leave application procedure

- All requests for leave are to be submitted, preferably seven days before the first requested day of leave on a ‘Leave Application Form’ (*Annex 11.2*) for approval by the Head of Secretariat.
- The Leave Application Form must be completed by the applicant, as indicated, with the following information:
 - Name and surname
 - Job title
 - Date submitted
 - Last day at work before leave and first day back at work
 - Number of leave days requested
 - Number of days left for this year after taking the proposed leave. If applicable, this shall be completed by the Chief Financial and Operations Officer.
 - Staff’s signature.
 - Contact details while on leave.
- The leave application form is then submitted to the Chief Financial and Operations Officer who is responsible for the leave registration who shall confirm the contractor’s entitlement to the requested leave.
- The leave application shall then be sent to the Head of Secretariat for final approval.
- The leave application form shall return for definite registration and filing to the Chief Financial and Operations Officer who shall give a copy to the staff member together with an updated leave file.



11.2. Leave application form

Name of Employee			
Job title			
Date submitted			
Last day at work before leave			
First day back at work			
Number of days I would like to take			
Number of days left for this year after taking the proposed leave ⁽¹⁾			
Signature of Employee			
CONTACT DETAILS			
From	To	Address	Telephone
Chief Financial and Operations Officer ⁽¹⁾ for updating file and definite registration (to submit a copy for the employee)		Approval of the Head of Secretariat ⁽²⁾	
Printed name		Printed name	

(1) This information has to be completed by the Chief Financial and Administrative Operations Officer.

(2) Delegation of this authority may be made to a named staff member, where necessary.



11.3. Candidate Interview Evaluation Form

ANNEX 11.3 - CANDIDATE INTERVIEW EVALUATION FORM

Candidate's Name: _____ Date: _____

Assessed By: _____

SCORING

Candidate evaluation forms are to be completed to rank the candidates overall qualifications and competences for the position. Under each heading the assessor should give the candidate a numerical rating and write specific job related comments in the space provided. The numerical rating system is based on the following:

1	2	3	4	5
Unsatisfactory	Satisfactory	Average	Above Average	Exceptional
Fails to meet most of the competency	Meets some parts of the competency	Meets half of the competency	Meets more than half of the competency	Meets most of the competency

Question 1

Rating

Comment

Question 2

Rating

Comment

Question 3

Rating

Comment



Question 4

Rating

Comment

Competency	Comments: (Be very specific; support your rating)	Score
Presentation		/4
Candidate enthusiasm		/3
Language proficiency		/3



11.4. Agreement between Bosnia and Herzegovina and the Office of the Special Coordinator of the Stability Pact for South Eastern Europe on [SPAI RSLO] “Secretariat” Headquarters signed in Brussels on September 15, 2003



11.5. Overtime/Compensatory time approval form

Overtime/Compensatory time approval form

Name of Employee	
Job title	
Date submitted	
Date(s) requested to work overtime	
Explanation why overtime is required	
Signature of Employee	
Approval of the Head of Secretariat	
Approved <input type="checkbox"/> Not Approved <input type="checkbox"/>	Signature
Date	Printed name



11.6 Disclosure of outside activities

DISCLOSURE OF OUTSIDE ACTIVITIES

1. The Consultant, acknowledges that she/he is employed by the Institution in the position of As such, the Consultant has certain expertise that is required by the Secretariat who wishes to use the expert services of the Consultant, as outlined in the Terms of References (ToR).
2. Since the Consultant is a government employee of the Host Country, either of the State, one of the Entities, or one of the municipalities, certain conditions must be agreed on::
3. The expert services outlined in ToR will be performed outside of the Consultant’s normal working hours as in the Institution
4. The expert services outlined in ToR are outside of the Consultant’s regular work requirements.
5. The expert services outlined in ToR will not be performed at the Consultant’s normal place of work and that no conflict of interest is present.
6. The remuneration received by the Consultant for performing the expert services outlined in ToR is for work carried out outside the Consultant’s normal working hours, and is not considered salary supplement.
7. The Consultant’s immediate supervisor at his normal place of employment is aware of the Consultant’s application with Secretariat, and in writing has provided a “no objection” to the Consultant entering into it.
8. The potential engagement by Secretariat does not constitute an employer-employee relationship, but is a short-term contractual agreement for a specific period and purpose. The engagement is not in breach of the positive civil service legislation.

Ms./Mr.

Date.....

I have no objection that,(name),(position), of(institution) works for Secretariat outside the normal working hours and according to this Independent Consultant Agreement.

Date: _____

Signature of Supervisor/Head of institution _____



11.7 Recruitment Guidelines

Below indicated guidelines and specific steps shall be considered when conducting recruitment within RAI.

GENERAL GUIDELINES

- The employer shall adopt written and standardized hiring procedures and any hiring must follow these procedures.
- The hiring process shall be clear and transparent. Current employees as well as applicants will be informed of the procedures and criteria for hiring.
- All steps or phases of the hiring process shall be documented in order to avoid any doubts as to the fairness and equality of the process.
- The person or persons in charge of each step of the hiring procedure shall be clearly defined and this should form part of the written procedure, as well as the person or persons in charge of supervision and implementation of the procedures.
- The person or persons in charge of the hiring procedures, both their supervision and implementation, shall be provided with adequate training on equality and non-discrimination issues.

RECRUITMENT

- Employers should identify the inherent requirements and essential functions of the vacant position, describe clearly the necessary skills and capabilities for the job, set reasonable criteria for selection of job applicants to vacant positions.
- It is recommended to develop an as detailed as possible job description for a post before it is advertised, since this will make it easier to develop a precise advertisement. The job description will serve a double purpose since it will also be a useful tool for evaluating performance once the candidate has been hired. Thus the job description will be useful both for the new employee when performing his or her job as well as for management when evaluating performance.

VACANCY ANNOUNCEMENTS

- The vacancy announcement should include enough information about the skills required for a potential candidate to evaluate whether he/she possesses the necessary education, skills or experience required to be considered a candidate for the vacancy.
- Vacancy announcements shall not signal preferences with regards to sex, race, religion, nationality or age of candidates.
- Vacancy announcement for a particular post should include the name of company, job title, short description of main tasks, level of education and/or experience required, special certification requirements if applicable.
- Information regarding salary range and benefits offered may also be included in the announcement.
- The announcements should be published in the widest range of media in order to reach as diverse a group of candidates as possible.

NOTIFICATIONS

- When reasonable and practical to do so, notification acknowledging receipt of the application should be sent to all applicants within a reasonable time after the application deadline (e.g., 10 working days). If the organization expects a very high number of applicants for a specific post, making the sending of acknowledgement notifications to all applicants impractical, organization should indicate this in the announcement.



- After performing the initial screening of applications and creating a short list of potential candidates, the employer should (unless specified in the announcement) send a notification of rejection to the applicants not included in the short list.
- If the organization deems that the applicant's background and experience could make him or her interesting for employment in the future this will be mentioned in the notification of rejection, together with a request to keep the applicant's data and personal history on file for future opportunities. If the applicant is not interested, all documentation forwarded as part of the application may be returned.

REQUIREMENTS FOR APPLICANTS

- The hiring procedures shall make clear what the requirements are for the vacant post.
- They should outline what documentation the applicants should include with their application (e.g., copy of identity document, references, copies of school certificates, other documents, etc.) and what should be presented at a later stage (e.g., when the candidate is called for an interview). If documentation is to be submitted with the application, this should be made clear in the announcement.
- When responding to a candidate inviting him/her to participate in the next steps of the hiring process (tests, interview) it should be made clear what these steps will be and what, if any, additional documentation the candidates need to provide.

SCREENING

- Screening of candidates shall be objective and standardized, and the mechanisms used for screening shall be included in the company's hiring procedures (e.g., skills testing and interview).
- Any mechanism used in the screening process shall be strictly limited to procedures designed to predict objectively, as accurately as possible, how the candidate will perform if selected for the post.
- Tests which might be considered discriminatory, inquiries into the applicants civil status, family or personal life, or other non-job-related screening practices should not be applied.
- The qualifications asked should be genuinely necessary and relevant to the job, avoiding exaggerated requirements with the aim of excluding certain categories of candidates.
- Skills testing shall be limited to those skills relevant to the applicant's performance of the job.
- In no case should a test be designed in a way that perpetuates discriminatory practices by emphasizing social, cultural or linguistic characteristics that are not relevant to the abilities required for the job.
- A detailed job description is a prerequisite to determine which test(s) is/are relevant.

INTERVIEWS

- Interview is usually the last step in selection procedure, where a selection committee aims to get to determine applicant's abilities and attitude regarding the job in question, and clarify other important elements that are not clear from the application form.
- Selection interviews should be reasonable, objective and unbiased.
- During the interview unnecessary and irrelevant questions should be avoided since the interviewer, even unintentionally, might act in a discriminatory fashion merely by asking them, and, giving importance to information learned in this manner in the hiring process would be an act of discrimination.
- The company's hiring procedures shall include a clear outline of questions that are not allowed and the reasons why.

REFERENCES



- Checking references from previous employers is an appropriate method to verify the applicant's employment history, including attitude and aptitude in former jobs, as well as starting and termination dates and reasons for leaving earlier jobs.
- Employer shall never use the references to probe into the candidate's private life, including questions that should not be asked during an interview. This would constitute a violation of the applicant's right to privacy, and such information should neither be neither solicited nor revealed.

SELECTION

- Purpose of the selection process is to assess whether or not an applicant has the abilities and qualifications to perform a certain job.
- When making the final selection, the only relevant issues the employer shall take into account are those that will serve to determine which of the candidates is most suited to the post that needs to be filled.
- The offer of employment should be made in writing to the selected applicant(s) in the form of a letter including the name and address of the applicant, name and address of the hiring organization, name of the position for which the applicant has been selected, the department or unit to which the position belongs, and to whom (s)he reports, job description (major duties and responsibilities), base salary amount and mode of payment, and information about benefits, vacation and other leave and under what circumstances (local or national holidays, sickness or emergencies), and starting date.
- In order to ensure diversity and non-discrimination in hiring, one effective way is by establishing a selection committee with as diverse a composition as possible.

DOCUMENTATION (RECORD KEEPING)

- Employer shall keep complete records of the entire hiring process, in order to be able to demonstrate, if needed, that the selection has been made fairly and by using objective criteria, and that no discrimination on grounds of race, religion, national or ethnic origin, nationality, gender, age, union membership, membership in other organizations, political opinions or activism or social background has taken place.

11.8 Statement of Interest

Name of the employee	
Dates on which initial statement lodged, and last updated	
Remunerated affiliation (current and, where relevant, past)	
Non-remunerated affiliation (current and, where relevant, past)	
Significant (>10%) ownership or controlling position)	



Any entity in which the member have more than 5% of their total assets	
Public Office or public employment (current and, where relevant, past)	
Interests of close personal relationships (where applicable). (See Conflict of Interests Policy, Section 1)	
Other	

Date:

Signature of the employee:

11.9 Call for Roster of pre-vetted experts

Information to be included in the Call for Roster of pre-vetted experts:

Location:	<i>Location of the head office to which reporting is required with potential locations of assignments</i>
Application Deadline:	<i>Permanent call or specific deadline</i>
Type of Contract:	<i>For example Individual Contract for Services</i>
Language required:	<i>Language(s) required and/or desirable for potential assignments</i>
Computer knowledge and application skills:	<i>Computer skills or level of skills necessary for the typical assignment</i>
Duration of Assignment:	<i>Usually various short-term consultancy assignments</i>
Background:	<i>Information about the organization, purpose of the roster</i>
Duties and Responsibilities:	<i>Overall duties and responsibilities, core competencies, education and experience</i>
Specific Focus Areas:	<i>Identify and list specific focus areas potential applicants will refer to in their applications</i>
Core Competencies:	<i>Example of typical competencies for the roster of experts:</i> <ul style="list-style-type: none">▪ <i>Strategic vision, understanding of fundamental concepts and principles of a professional discipline or technical specialty;</i>▪ <i>Strong analytical capabilities and writing skills;</i>▪ <i>Ability to work in the team, develop and establish effective working relations with a multitude of diverse stakeholders;</i>▪ <i>Sensitivity and adaptability to cultural, gender, religious, and nationality considerations;</i>▪ <i>Flexibility to change and openness to receiving/integrating feedback;</i>▪ <i>Strong interpersonal and communication skills, resourcefulness, initiative, tact and</i>▪ <i>negotiation skills;</i>



	<ul style="list-style-type: none"> • Ability to work under pressure and stressful situations; • Ability to manage heavy workload and solve complex problems with limited supervision; • Demonstrating/safeguarding ethics and integrity; • Demonstrating basic knowledge of the organisation and sound judgment; • Treats all people fairly without favouritism; • Facilitating and encouraging open communication in the team, communicating effectively; • Successfully managing conflict; • Learning and sharing knowledge and encouraging the learning of others; • Informed and transparent decision making;
Education and Experience:	<p><i>Example of typical education and experience requirements for the roster of experts:</i></p> <ul style="list-style-type: none"> • Educational requirements will differ based on the specific assignment, but as a general rule, advanced university degree (Master, PhD) is required for all key or senior experts. Requirements concerning work experience and skills will differ based on the specific assignment, but as a general rule, candidates with the following experience (as a minimum) are encouraged to apply: • At least 10 years of demonstrable work experience in the related field (corresponding to the selected area); • Theoretical and practical experience in designing, implementing, and/or monitoring and evaluating interventions with specific focus in the above mentioned areas; • Excellent and demonstrable drafting and formulation skills, with a track record of producing and publishing reports or papers/studies in specified areas; • Excellent presentation skills; • Experience in capacity development and training; • In-depth knowledge and expertise in research and policy analysis; • Knowledge of the SEE region and experience in working in the region is considered an advantage.
Evaluation of Applicants:	<p><i>Includes information about how applicants will be evaluated. Usually applicants are screened against qualifications and the competencies specified for each thematic area/subcategory/area of expertise.</i></p>
Contracting Arrangements:	<p><i>Conditions of a particular assignment may be negotiable. Usually includes formulation: „Successful candidates will be included in the relevant thematic area of the Experts and Trainers Roster. Entry into the roster system does not necessarily mean a guaranteed contract. This will depend on forthcoming needs. The financial proposal provided by the consultant is tentative and will be subject to negotiations.”</i></p>
Application procedures:	<p><i>Most commonly applications should include CV and/or a cover letter, list of references, completion of an application form, financial offer</i></p>