Catholic Office for Emergency Relief and Refugees (COERR) and COERR Foundation

Human Resources Management Manual

1 September 2018

Preface

The purpose of this Human Resources Management Manual is to gather all Policies, Procedures, Workflows and Forms related to human resources management, into one standard manual and to enable operational officers, superiors and their subordinates to understand and apply them into efficient Effective in compliance with COERR's policy.

After studying the Manual, should readers have any queries or problems in practice, please contact Human Resources Department at COERR Bangkok for more information. We do hope that readers and all COERR employees find this Manual usefulfor their work.

Any future updates and changes in policy and procedure of Catholic Office for Emergency Relief and Refugees (COERR) and COERR FOUNDATION would be announced, and this Manual would be improved accordingly.

Signature.....

Position: President of Catholic Office for Emergency Relief and Refugees (COERR) and President of COERR Foundation Board Committee

Changes Control

No.	Chapter No.	Changes	Effective Date	Approved By
1	HRM 10	Benefits and Welfare – including Workmen Compensation Fund page 27	9 December 2018	
2	HRM 10	Updated Cost of Living Allowance page 27	3 January 2022	
3	HRM 05	Updated Hiring Policy on Reference Check Requirement page 12, 14, 16	6 June 2022	
	HRM 19	Updated Whistleblowing and Complaints Management page 61-62		
4	HRM10	Mileage Allowance page 25	20 July 2023	
	HRM11	Sending Pay Slip page 35		
	HRM12	Page 38		
5	HRM10 HRM12 HRM13	Update page 27 Updated Traditional Holidays page 38; and Personal Leave page 43.	1 May 2025	

GENERAL OVERVIEW

COERR is a Non-profit Organization which has been established by Catholic Bishops' Conference of Thailand (CBCT) since 20th December 1978. COERR is officially authorized by the Thai Ministry of Interior (MOI) to provide assistance to the refugees in 9 camps along the Thai-Myanmar border, and work together with the United Nations High Commissioner for Refugees to provide necessary assistance to the displaced persons in urban in Thailand. COERR has also been legally registered as COERR Foundation under the MOI on 3rd November 2017.

Vision

COERR aims to provide humanitarian assistance to the poor, especially the extremely vulnerable individuals (EVIs) that will enable them to live their lives in honor and dignity and encourage them to be productive and caring members of their communities.

Mission

COERR is committed to alleviate the suffering of people in need, regardless of their race, faith, age, gender or political belief.

Definition

COERR refers to "Catholic Office for Emergency Relief and Refugees" and

"COERR Foundation"

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Human Resource Management Policy

Policy

COERR has the Human Resource Management policy that employees' right is respected. Treatment of all employees is based on justice, equality, nondiscrimination of gender, race, nationality, age, color, faith or political belief.

Procedure

1. On recruiting an employee to fill the vacant post, decision is made on the capability and qualifications of the candidates, as required by such position.

2. Employees will be given equal opportunity in acquiring skills training to gain knowledge and abilities necessary to fulfill the job assignment as well as career development.

3. Compensation, welfare and benefits will be managed fairly, based on level of responsibilities, duties and work performance.

4. Work performance appraisal of employees will be taken into determination with justice and nondiscrimination by Superior, using the same criteria of work performance, skills, capability, and behavior of individual employee.

5. Employee's complaint will be handled by Superior, with justice and nondiscrimination and completed in reasonable time.

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Manpower Budget Planning

Policy

The Manpower Budget Planning Policy that supports COERR's mission will be based on the requirement of period and situation.

Procedure

1. Human Resources Assistant will ensure that the annual Manpower Budget Planning is revised and approved by the President of COERR by the 20th January of each year.

2. The approved annual Manpower Budget Planning will be communicated to the Managers of Department / Field Offices.

3. Departments and Field Offices will strictly follow this approved Manpower Budget Planning. Additional headcounts outside the approved Planning will require pre-approval of the Director.

4. Human Resources Assistant is responsible for checking the Manpower Budget Planning and reporting actual staff costs for comparison with the budget on monthly basis.

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Work Flow

Step	Works	Responded by	Purpose
1	Collecting data from each Department and Field Office in order to prepare and propose the annual Manpower Budget Plan for the following year.	HR Assistant	To ensure that the plan is correct, before submission.
2	Approving the Manpower Budget Plan.	President	Internal controlling by authorized person.
3	Communicating the approved Plan to each Department and Field Office.	Finance Director	As a guideline for operations
4	Adhering to the approved Manpower Budget Plan.	Manager	For Budget Control
5	Confirming and reporting that the Plan is operated, and monthly expenditures incurred accordingly.	HR Assistant	For checking and reporting

Forms / Documents

- Nil

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Job Description

Policy

COERR's policy is to have a job description to ensure that employees know their job responsibilities in detail. Job description is a key guideline for hiring and placement of employee position. Details in Job description are parts of probational appraisal and annual performance appraisal. It is also used as a criteria to employee development.

Procedure

1. The manager is responsible for issuing a job description of each position.

2. In manpower requisition, the job description is needed to be attached with the requisition form.

3. The contents in a job description should consist of:
   a. Job title
   b. Purpose of job
   c. Scope and responsibilities
   d. Key expectations
   e. Qualifications of incumbent

4. The manager will use the Job Description as guideline to issue job announcement. Therefore, clear descriptions and qualifications are necessary.

5. Job responsibilities will be a part of the annual performance appraisal by linkage with the key expectations.

6. After hiring and filling process of a position, the Job Description will be kept in the individual employee's file as a record.

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Work Flow

Step	Works	Responded by	Purpose
1	Issuing the Job Descriptions with full details of job responsibilities, scope, and qualifications of employee	Manager	For recruitment, change of job responsibilities and promotion of employees.
2	Reviewing and approving	Director	Approval of the job
3	Sending a copy of approved Job Descriptions to Human Resources Assistant	Manager	Inform the personnel requisition or personnel change
4	Using the Job Descriptions as guideline for finding candidates	Manager	For hiring process
5	Using as criteria for appraisal and individual's job level record	HR Assistant	For Wage and Salary Management
6	Keeping the Job Descriptions in individual employee's file	HR Assistant	Individual employee's record
7	Using as guidelines to set key performance indicators for performance appraisal	Manager	For annual performance appraisal

Forms

- HR-04 Job Descriptions Form

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Manpower Requirement

Policy

It is policy of COERR to hire a number of employees as approved in the Manpower Budget Plan**.** It is necessary that a Manpower Requisition Form is submitted in each hiring.

Procedure:

1. When the Department/ Field Office has a need to fulfill its vacancy, the Manager will submit the Manpower Requirement Application to inform the HR Assistant.

2. The Human Resources Assistant must check the Manpower Budget Plan to ensure that the requirement is in accordance with the approval budget plan, or with any special authorized case.

3. The Manpower Requirement Application must be approved by the Director.

4. The approved Manpower Requirement Application and the Job Descriptions will be sent to the HR Assistant to start hiring process.

5. After the hiring process is done, this Manpower Requirement Application will be kept in the Manpower Requirement Application File by Human Resources Assistant for reference.

Work Flow

Step	Work	Responded by	Purpose
1	Issuing the Manpower Requirement Application to fill the vacant position	Manager	To get approval of hiring new employee

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Step	Work	Responded by	Purpose
2	Checking and confirming the headcount and manpower budget planning.	HR Assistant	To ensure the requirement is in budget.
3	Approving the Manpower Requirement Application.	Director	To approve of hiring
4	Passing the approved Manpower Requirement Application, together with Job Description to HR Assistant.	Manager	For hiring process
5	Keeping the Manpower Requirement Application in a file, after hiring process is done.	HR Assistant	For reference

Form

- HR-01 Manpower Requirement Application

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Hiring Employee

Policy

It is COERR's policy to hire employees to fill in the vacant positions by considering the candidates' capabilities and qualifications as specified by the positions, without discrimination on gender, race, nationality, age, color, religious or political belief.

Procedure:

1. The Department /Field Office that needs to hire new employee to fill the vacant position must issue and submit the Manpower Requirement Application and Job Descriptions for the Director's approval.

2. After being approved, Department / Field Office must pass the approved Manpower Requirement Application together with the Job Descriptions to Human Resources Assistant.

3. The Department / Field Office will post the job announcement to start recruitment.

4. The candidates have to fill in the Application for Employment Form and submit it together with the resume to the Manager or the contact person indicated in the Job Announcement.

5. The Manager will screen the potential candidates whose qualifications and experience match the post for further consideration.

6. The shortlisted candidates will be contacted for test and interview. An additional test may be required for some positions to ensure that the candidate is fit for the job.

7. The Manager, the direct Superior and some others as assigned will participate in the interview to select the most suitable candidate for the position.

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8. The selected candidate must submit the required documents i.e. Applicant Confirmation and Consent Letter, photos, copy of Thai National Identification Card, House Registration, educational certificate, work certificate (if any), doctor's certificate on pre-employment medical check-up, driving license (for one who must drive the vehicle), bank passbook, etc.

9. Doctor's certificate on pre-employment check-up is required to ensure that the selected candidate is medically fit for the job, not a drug addict or suffering from contagious diseases i.e. hepatitis, malaria, typhoid, tuberculosis, leprosy, or elephantiasis.

10. Relevant Manager to conduct compliant employee background check of the selected candidate with the reference persons before hiring to ensure that he/she has never been subject to sanctions (disciplinary, administrative or criminal).

11. The Manager will propose the date of the commencement of the work, salary and benefits, and related conditions, to the Director for approval of hiring.

12. The Manager is responsible for communicating the result of hiring to the selected candidate.

13. After the hiring decision is made, the Manager will issue the Personnel Action Notice.

14. The Human Resources Assistant will issue the Employment Contract.

15. All documents as mentioned in the Check List for Employment of New Employee including the Application for Employment Form, Employment Contract, and Personnel Action Notice, will be submitted to the Director for approval.

16. After the Director's approval, all documents will be sent to Human Resources Assistant to register the new employee, prepare payroll process, and open an individual Personnel File.

17. Human Resources Assistant is responsible for issuing and circulating the announcement of new employee to all Field Offices.

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18. Human Resources Assistant is responsible for reporting newly hired employee to the Social Security Office and Insurance Company.

19. Employee has to start working on the date mentioned in the Employment Contract. Before start working, orientation must be conducted to ensure that new employee knows about COERR's Regulations, Code of Conduct, scope of work, roles and responsibilities, workplace, safety-critical issues and peers.

20. The probationary period as defined in the Regulations of COERR will be applied to all newly hired employees. Normal probationary period is 120 days unless otherwise specified in the Employment Contract.

21. All employees must strictly follow the Regulations of COERR and the Code of Conduct.

22. During the probationary period, a performance appraisal will be conducted to ensure that the employee is capable and fit for work. The details of the appraisal are described in the Probationary Period Performance Appraisal Form.

Work Flow

Step	Work	Responded by	Purpose
1	Announcement of job vacancy, specifying qualifications and closing date.	Manager	Finding candidates
2	First round selection through screening applications.	Manager	Shortlisting candidates for test and interview
3	Interview and evaluation by the hiring committee. Skills assessment might be conducted, if necessary.	Manager	Measuring that the candidate's capability fits the job

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Step	Work	Responded by	Purpose
4	Obtain names & contact numbers of reference persons from selected candidate. Interview the reference persons using Employment Reference Check Guidelines. Document the result of interviews on Application Form. Reject if discovered lies on resumes or was suspicious of wrongdoing and crime especially in relation to SEA (Sexual Exploitations and Abuse).	Manager (Interviewer) Selection Committee	Background check to validate personal records, employment history and behavior of the selected candidate to ensure no disciplinary, administrative/financial problem or criminal actions.
5	Communicating the result and date of starting work to the selected candidate.	Manager	Informing result to candidate
6	Issuing Personnel Action Notice with the attachment of the candidate's application, interview result and related document e.g. doctor's certificate, a checklist for employment of new employee, etc.	Manager	Submitting for hiring approval
7	Submitting Candidate's Application and all related documents to HR Assistant.	Manager	Preparing employment contract
8	Issuing Employment Contract.	HR Assistant	Submitting for approval
9	Approval of the Employment Contract and Personnel Action Notice.	Director	HR hiring process
10	Registering new employee; calculating salary and benefit to the Payroll Outsource; reporting to the Social Security Office and Insurance Company; keeping these documents in the individual employee's file.	HR Assistant	HR management process

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Step	Work	Responded by	Purpose
11	Circulating the new employee announcement.	HR Assistant	Welcoming new employee and informing all field Offices
12	Organizing orientation and onboarding.	Manager	Orientation process
13	Conducting Performance Appraisal during the probationary period. Having appraiser and appraise sign in the appraisal result.	Direct Superior/ employee	For renewing the employment or terminating or extending the probationary period.
14	Approving the appraisal result as proposed by Superior or as appropriate.	Manager / Director	For further procedure
15	Issuing and submitting the Personnel Action Notice after passing probation.	Manager	For approval
16	Approving the Personnel Action Notice.	Director	For employment confirmation
17	Gathering all documents and submitting to HR Assistant.	Direct Superior	For further procedure
18	Proceeding according to the appraisal result. Keeping related documents in the individual employee's file.	HR Assistant	For reference

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Form / Document

- HR-01 Manpower Requirement Application
- HR-02 Application for Employment
- HR-03 Personnel Action Notice
- HR-04 Job Descriptions
- HR-05 Applicant Rating Sheet
- HR-06 Employee Status Report Form
- HR-07 Check List for Employment of New Employee
- HR-08 Employment Contract
- Doc-01 Regulations of COERR
- Doc-02 Code of Conduct for COERR Foundation
- Doc-13 Social Security Monthly Report Form
- Doc-15 Insured Employee Changes
- Doc-22 Doctor's Certificate on Pre-employment Medical Check-up
- Doc-24 Employment Reference Check Guidelines
- Doc-25 Applicant Confirmation and Consent Letter

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On Boarding / Orientation

Policy

It is COERR's policy to have new employees attend the on boarding / orientation program in order to learn about COERR's history, rules and regulations, benefits and welfare, workplaces and peers, before they start working.

Procedure

1. The Manager will organize the on boarding / orientation program for the newly hired employees before starting work.

2. The Manager will set up onboarding checklist tasks for new employees to complete.

3. The contents of on boarding / orientation consists of COERR's general overview, organizational structure, rules and regulations, code of conduct, benefits and welfare, workplaces, peers, etc.

4. After onboarding / orientation, the Manager and Direct Superior have responsibility to train new employees

Work Flow

Step	Work	Responded by	Purpose
1.	Setting up the on boarding / orientation program.	Manager	To make efficient plan for individual employee.
2.	Making appointment with other staffs for new employee introduction.	Manager	To introduce and provide advice.

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Step	Work	Responded by	Purpose
3	Conducting the on boarding / orientation program as planned.	Manager	To ensure that new employee gains basic knowledge before starting work.
4	Presenting about COERR's overview, rules and regulations, benefits and welfare.	Manager/ Field Accountant /HR Assistant	To introduce about COERR's regulations.
5	Introduction to work, workplace and peers.	Manager/ Direct Superior	Introduction to work and workplace.
6	On job training.	Manager/ Direct Superior	Training about job and COERR's culture.

Document

- Doc-01 Regulations of COERR
- Doc-03 COERR Organization Chart
- HRM 10 Benefits and Welfare

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Probation and Appraisal

Policy

COERR has a policy to have a probationary period and appraisal to ensure that the newly hired employees can perform the job and adjust well with COERR's culture.

Procedure

1. All new employees must be in a probationary period as defined in COERR Regulations, unless otherwise specified in the Employment Contract.

2. Normal probationary period is 120 days, counting from the first day of working with COERR, including holidays.

3. Length of probationary period must be written in the employment contract.

4. During the probationary period, the Manager is responsible for training and monitoring employee's performance and behavior, then feedback to the employees.

5. Before completion of 120day probation, the Manager has to conduct the appraisal of employees' capability and skills.

6. The Manager must submit the appraisal result to Director and communicate with employee.

7. The Manager must issue and submit the Personnel Action Notice to the HR Assistant prior to the end of the probationary period for further procedure**.**

Work Flow

Step	Work	Responded by	Purpose
1.	Communicating about the probationary period to the employee.	Manager	According to the employment contract.

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Step	Work	Responded by	Purpose
2	Job training and monitoring employee's performance and behavior; and feedback to employee.	Manager	For understanding about work and performance
3	Conducting appraisal prior to completion of120 day probationary period.	Manager	To ensure that employee understands COERR's work and culture.
4	Submitting appraisal result to the Director.	Manager	For approval.
5	Issuing the Personnel Action Notice and submitting to HR Assistant.	Manager	For further proceeding on approval process.
6	Approval of the appraisal result and further process.	Director	Approval
7	Communicating the Performance Appraisal result and having employee sign an acknowledgment form.	Manager	For renewing or terminating employment or extending probation.

Form

- HR-03 Personnel Action Notice
- HR-09 Performance Appraisal (Probationary Period) - Officer
- HR-09a Performance Appraisal (Probationary Period) - Supervisor and Above
- HR-15 Performance Notice

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Time Sheet / Attendance Record

Policy:

COERR deem it necessary to have the Time Sheet to confirm the employee's daily attendance record throughout the employment contract period.

Procedure:

1. All employees must fill in the Time Sheet available at their Office.

2. Individual Time Sheet is an evidence of Employee Attendance Record.

3. Time Sheet must be submitted to HR Assistant within the 5th of the following month. Attendance record starts from the date 26th of prior month to 25th of current month. Except January, the attendance record is 1st -25th, and December will end on 31st December.

4. Monthly Time Sheet shall be approved by the Manager.

5. In addition to Time Sheet, each employee has a Leave Requisition showing leave record with approval during the year.

6. Leave Requisition is used as reference in annual performance appraisal.

7. HR Assistant is responsible for keeping employees' annual Leave Requisition and Record for future reference.

Work Flow

Step	Work	Responded by	Purpose
1	Recording number of hours actually spent on each project in the Time Sheet.	Employee	Reporting performance and attendance
2	Checking leave record.	Manager	Comparing to Time Sheet

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Step	Work	Responded by	Purpose
3	Approving the Time Sheet.	Manager	Checking and approving Time Sheet
4	Submitting the approved Time Sheet to HR Assistant.	Manager / Field Accountant	As evidence of work attendance
5	Checking percentage of individual attendance comparing to project budget.	HR Assistant / Field Accountant	For payroll calculation and project cost allocation
6	Keeping monthly Time Sheet in file.	HR Assistant	For reference
7	Submitting Annual Leave Requisition and Record to HR Assistant.	Superior / Manager	For annual record
8	Keeping Annual Leave Requisition and Record in Leave file.	HR Assistant	For reference

Form

- HR-10 Time Sheet
- HR-12 Leave Requisition and Record

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Compensations

Policy

It is COERR's policy to have a fair and competitive compensation as a non-profit organization. Salary structure is based on positions, job levels, duties and responsibilities without discrimination on gender, race, nationality, color, religion or politics.

Procedures

1. The salary of each employee is based on the COERR salary structure.

2. The job levels are determined by COERR.

3. The salary range of each job level will be based on COERR salary structure which has the minimum and maximum pay rate of each job level.

4. The salary structure should be reviewed for market competitiveness periodically.

5. The salary of newly hired employee will be determined by the Manager at the reasonable rate considered from the capability, work experience, etc. of the employee.

6. The Director will be the one who approves the salary of the new employee.

7. The salary of new employee is a key part specified in the Employment Contract.

8. Employee will receive the approved salary and benefits till there is a salary adjustment at the end of the year (if he/she is eligible to), unless otherwise specified in the Employment Contract.

9. Salary adjustment will be determined at the end of each year, as subject to funding availability.

10. Salary adjustment determination is based on individual employee's performance appraisal.

11. The Director will be the one who considers the salary adjustment rate.

12. Employee whose salary has reached the maximum of his/her job level will not be eligible to salary adjustment.

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13. Employee in probationary period is not eligible to year end salary adjustment determination.

14. For the employee who has passed the probationary period and is eligible to the salary adjustment, their adjustment will be prorated by counting from the starting date till the end of the year.

15. The Manager is responsible for proposing employee's annual salary adjustment within budget.

16. The Director will be the one who approves the salary adjustment of employees.

17. After the salary adjustment is approved, the HR Assistant will communicate with outsourced payroll company for further payroll processing.

18. Individual employee salary rate will be kept at HR Assistant for record and reference.

Work Flow

Step	Work	Responded by	Purpose
1	Determining and proposing job levels and salary structure.	Director	For salary and wage management
2	Approval of Job levels and salary structure.	Top Executive	For approval.
3	Announcement of job levels (if changes).	Director	Communication with Managers.
4	Implementing the salary structure.	Manager	For controlling.
5	Revision of salary and welfare structure.	Director	To ensure non-profit organization - based competitiveness.
6	Proposing salary rate for newly hired employee.	Manager	Proposing for approval.
7	Approval of salary rate for newly hired employee.	Director	Approval of salary rate.

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Step	Work	Responded by	Purpose
8	Providing individual employee data i.e. name, salary, and service time in case of less than one year, for each Department/ Field Office.	HR Assistant	For salary adjustment process.
9	Approval of annual salary adjustment plan	Director	As salary adjustment guidelines.
10	Keeping Managers informed of annual salary adjustment guidelines in advance.	Director	As standard guidelines.
11	Gathering salary adjustment proposed by all Departments / Offices in summary for Finance Director.	HR Assistant	For approval process.
12	Review and approval of the annual salary adjustment.	Director	For further procedure.
13	Communication of the approved salary with payroll service provider.	HR Assistant	For payroll process.
14	Issuing a letter notifying new salary to individual employee.	HR Assistant	For notifying individual employee.

Form/Document

- Doc-06 Job Position, Level and Salary Structure

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Benefits and Welfare

Policy

COERR has a policy to provide benefits and welfares that enable employees to have a better living standard and proper work environment. As COERR is the charitable and non-profit organization, the benefit and welfare policy may be changed or cancelled, as depending on the economic situation and availability of funding sources, which are mostly foreign-based.

Procedure

1. Benefits and welfare are provided, according to the following types and means:

    1.1 Payment by payroll together with the salary, i.e. cost of living allowance, bonus, etc.
    1.2 Reimbursement from COERR, i.e. travelling allowance, subsidies, etc.
    1.3 Reimbursement from the third party, such as insurance company, social security fund, etc.

2. Employee who is eligible to the benefits and welfare needs to fill in the benefit and welfare reimbursement form and submits to the direct Superior and the Manager for approval.

3. Submitting form and documents relating to per diem, hardship allowance, travelling allowance both domestic and abroad, accommodation, food allowance and other document concerned to Field Accountant to proceed with payment.

4. Submitting form and documents relating to group insurance/ accident/ life, to HR Assistant in COERR Bangkok for further processing.

5. HR Assistant will process and contact the related unit i.e. insurance company, social security office for reimbursement.

6. Fault reimbursement is the serious violation of the rules and regulations. Dishonest to the organization is a cause of dismissal from the duty.

7. Benefits and Welfare are provided as per the following breakdowns**:**

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Breakdowns of Benefits and Welfare

No.	Benefits and Welfare	Amount In Baht	Condition	Document
1	**Health, Accident, and Life Insurance** Each employee is eligible to have the (group) health, accident, and life insurance since becoming COERR employee.	Refer to the Insurance Policy	Refer to the Insurance Policy	Refer to the Insurance Policy
2	**Social Security Fund, Workmen Compensation Fund** COERR contributes to the Social Security & Workmen's Compensation Fund for all employees, thus the employees can reimburse the benefits as stated by the Fund.	Refer to the Fund's regulations	Refer to the Fund's regulations	Refer to the Fund's regulations
3	**Physical check-up** Employee will receive the physical checkup annually. The checkup program and venue will be announced by COERR accordingly.	Provided by COERR	Once a year	Provided by the hospital (if any)
4	**Cost of living allowance** Every permanent employee is eligible to receive cost of living monthly allowance.	2,500.-	Monthly through the payroll	Approval letter by Bishop, Pay-slip
5	**Funeral Supports** - Death of Employee - Death of biological father or mother, registered spouse, legitimate child under 20 years old, passed away.	25,000.- 5,000.- per case	Whose name appears in the house / marriage registration	Death certificate

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No.	Benefits and Welfare	Amount In Baht	Condition	Document
6	**Retirement fund** On retirement at 60 years of age, the permanent employee will receive special grant at the rate of last salary rate, based on the number of service years.			
	Completion of 5 years of service	1 month	On retirement	Retirement Notification Letter
	Completion of 8 years of service	2 months	On retirement	Retirement Notification Letter
	Completion of over 10 years of service	3 months	On retirement	Retirement Notification Letter
7	**Bonus** As COERR is charitable and non-profit, the bonus depends on the economic situation and funding availability.	Based on COERR policy	Considering year by year	Bonus Approval Letter in December
8	**Hardship Allowance** COERR employee, who travels to the refugee camp, where it is difficult to get access, will receive the daily hardship allowance based on difficulty of access as stated in the Hardship Allowance announcement. In case the Per diem for meal allowance is paid, the employee will not be eligible to hardship allowance.	B30/50/100.- per day	On access to the specific camps.	Hardship Allowance Requisition

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No.	Benefits and Welfare	Amount In Baht	Condition	Document
9	**On-duty Domestic Travelling**			
	Travelling Fee An employee, who is assigned and approved by the Travel Requisition Form signed by the Manager, is eligible to receive travelling allowance reimbursement. Type of travelling is subject to the consideration of the Superior and budget availability.	Bus / train / Low cost airline / other type of public transportation, actual expense	After travelling	Receipt of ticket fee
	Per diem On travelling to work off-site, the employee is eligible to receive the per diem from beginning till end of trip. In case meals are provided during the work period, the Per Diem will be paid for the days of travelling only.	200.-	Per day	Per diem reimbursement form
	Accommodation Fee The employee is eligible to receive the reimbursement of the actual accommodation expenses, considered save and within budget.	Actual expense	Per night	Receipt
10	**On-Duty Abroad Travelling**			
	Travelling Fee An employee, who is assigned by COERR to travel abroad, is eligible to the actual travelling expense reimbursement**.**	Economic Class Air Ticket	After travelling	Boarding pass is required

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No.	Benefits and Welfare	Amount In Baht	Condition	Document
10	**Meal Allowance** Meal Allowance will be paid at the actual expenses excluding alcohol and tip.	Actual	As appropriate	Receipt is required
	Accommodation Fee The actual accommodation expenses will be reimbursed. It is recommended that reservation is made by COERR Office.	Actual	Reservation made by COERR	Receipt is required
	Currency Exchange COERR will reimburse the actual exchange rate as per receipt.	Actual		Receipt is required
	Telephone/Internet Expenses The actual telephone and internet expenses for work will be reimbursed.	Actual		Receipt is required
11	**Membership of Credit Union** Employee is eligible to apply for the membership of the PST Development Credit Union.	Voluntary	Passed the probation	As required by the Credit Union

Work Flow

Step	Work	Responded by	Purpose
Reimbursement from Social Security Office			
1	In case of sickness, the employee can be treated at the social security contract hospital.	Employee	Using Social Security Service

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Step	Work	Responded by	Purpose
2	In case of dental care scaling, employee can submit receipt to the HR Assistant for reimbursement from the Social Security Office.	Employee	For reimbursement from Social Security Office
3	HR Assistant will submit the document to the Social Security Office for reimbursement.	HR Assistant	For reimbursement from Social Security Office
4	In case of other claims rather than medical treatment expenses, the employee can submit the claim direct to the local Social Security Office.	Employee	Claim to Social Security Office
5	Receiving payment from Social Security Office.	Employee	
Claim to insurance company			
1	In case of sickness or accident, the employee can go to the contract hospital where the insurance company will direct settle the bills with.	Employee	For cashless claim settlement
2	In case of getting medical treatment in the hospital without contract, the employee needs to pay for expenses and submit all receipts and doctor's certificate to HR Assistant to process to the insurance company.	Employee	To claim for reimbursement.
3	Providing advice to employee, collecting document, processing to the insurance company and following up the result.	HR Assistant	For reimbursement claim settlement processing

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Step	Work	Responded by	Purpose
Travelling expenses			
1	Submitting Travel Requisition Form.	Employee	Request for Travelling
2	Approval of travel requisition.	Manager	Approval of travelling
3	Submitting Travel Report with the related receipts to the Superior.	Employee	Process to reimbursement
4	Approval of the documents.	Manager	Approval of reimbursement
5	Submitting documents to the Accountant.	Employee	For receiving reimbursement
Funeral ceremony grant			
1	Informing and submitting request with related document to the Superior and Manager.	Employee	Process to welfare
2	Passing the request to Accountant and HR Assistant.	Manager	For further process
3	Verifying death certificate and copy of house registration.	Accountant / HR Assistant	For data verification
4	Submitting the request with related document for approval.	Accountant	For payment processing
5	Approval of payment	Director	Approval of payment

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Form / Document

- FA-02 Travel Report
- FA-19 Travel Requisition Form
- FA-23.1 Hardship Allowance Requisition
  Doc-14 Social Security Reimbursement Form
- Doc-16 Insurance Claim Report Form
- Doc-17 Announcement of Cost of Living Allowance
- Doc-18 Announcement of Annual Physical Check-up
- Doc-19 Announcement of Annual Bonus
- Doc-23 Application for Credit Union

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Payroll Management

Policy

It is COERR's policy to have the accurate payroll and payment of salary and other fringe benefits be processed on time, to comply with COERR's regulations and related laws.

Procedure

1. In order to reduce COERR's administration, the payroll calculation may be managed by the payroll service provider.

2. In case of outsourcing, The Finance & Administrative Director is responsible for finding the payroll service provider through COERR's Procurement system.

3. Human Resources Assistant is responsible for coordination with the payroll service provider on monthly payroll management to ensure all data information is updated correctly for payment and record.

4. All information including changes that affect the payroll i.e. Personnel Action Notice, salary adjustment, etc. must be submitted to Human Resources Assistant before 15th of each month.

5. The employee who starts working with COERR after 15th of the month will receive the prorated salary in the following month, unless there is a need to change.

6. Employee has responsibility to update and confirm his/her personal information for any changes that might impact payroll calculation.

7. Payroll service provider is responsible for calculation of salary, income tax, social security and others, as assigned by COERR.

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8. After completion of calculation, the information will be sent to Human Resources Assistant for checking and Accountant for proposing for the authorized approval of salary and benefit payment. Payment will be transferred to individual employee's bank account via electronic fund transfer on 25th of the month. In case 25th of any month is holiday; payment will be made on the work day before holiday.

9. Accountant will process the payment of withholding income tax to the Revenue Department, social security contribution to Social Security Office, and others (if any). Human Resources Assistant will distribute the Pay Slips to employees who must sign acknowledgement of payroll slip.

10. For daily /temporary employee, the Manager will calculate the wage and pass to the Accountant to process the payment. A copy of Time Sheet (if any) will be sent to HR Assistant.

11. HR Assistant has responsibility to keep records of monthly payroll.

12. Finance & Administrative Director and HR Assistant evaluate the efficiency of the payroll service provider prior to contract renewal to ensure their payroll calculation accuracy, good services and reasonable cost.

13. The payroll service provider will prepare and submit annual personal income tax (Por. Ngor. Dor. 1 Kor) and individual employee's withholding tax certificate for COERR, to HR Assistant.

14. It is the responsibility of individual employee to submit the Taxation Form to the Revenue Department. Human Resource Assistant will help to clarify any questions they may have.

Work Flow

Step	Work	Responded by	Purpose
1	Selecting the right payroll service provider.	Finance &Admin. Director & HR Assistant	Finding service provider.

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Step	Work	Responded by	Purpose
2	Submitting Personnel Action Notice or other personal data to HR Assistant within 15th of the month.	Manager / Field Accountant	For payroll calculation processing.
3	Gathering and forwarding all data to the payroll service provider.	HR Assistant	For payroll calculation processing.
4	Managing payroll payment and sending the results to the HR Assistant	Payroll service provider	For payroll processing.
5	Reviewing and confirming the accuracy of payroll.	HR Assistant	Proposing for authorization.
6	Uploading payroll data program to the bank via electronic transfer.	Payroll service provider	For authorization.
7	Two Signature Authorizations of the payment.	Director / Manager	Authorization
8	Submitting the Withholding Tax Form and Social Security Form.	Payroll service provider	For payment processing
9	Checking and processing payment to Revenue Department, Social Security Fund, and others (if any).	Accountant	For payment processing
10	Calculating the daily employees' wage for the Accountant.	Superior/Manager	For wage processing
11	Distributing Pay-Slips for employees to sign acknowledgement.	HR Assistant	With details of gross payment and for record
12	Issuing individual employee's income tax certificate.	Payroll service provider	For annual taxation information
13	Distributing individual employee's income tax certificate to employee.	HR Assistant	For annual taxation preparing

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Step	Work	Responded by	Purpose
14	Clarifying any questions, the employees may have.	HR Assistant	Ensuring employee understand tax report submission.
15	Submitting the Personal Income Tax Form to the Revenue Department.	Employee	For annual income tax reporting.
16	Submitting the annual Employee Status Report Form for HR Assistant to forward to the Payroll Service Provider.	Employee	For tax calculation accuracy

Form /Document

- HR-03 Personnel Action Notice
- HR-06 Employee Status Report Form
- HR-11 Daily Wage Record
- Doc-08 Pay Slip
- Doc-09 Monthly Income Tax Report to Revenue Department Form (Por Ngor Dor 1)
- Doc-10 Annual Income Tax Report to Revenue Department Form (Por Ngr Dor 1 Kor)
- Doc-11 Annual Income and Tax Report to Employee
- Doc-12 Individual's Income Tax Report to Revenue Department Form (Por Ngor Dor 90)
- Doc-12a Individual's Income Tax Report to Revenue Department Form (Por Ngor Dor 91)
- Doc-13 Social Security Monthly Report Form

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Working Day, Working Hours, Holidays

Policy

It is COERR's policy to have the working day, working hours and holidays to suit the workplace, work condition, local tradition, and organizational culture.

Procedure:

1. Working days and working hours

    1.1 Working Day: Monday to Friday
    1.2 Working hours: 08.30 – 17.00 hrs.
    1.3 Lunch Break: 12.00 – 13.00 hrs.
    1.4 COERR is entitled to adjust or change working days, working hours to suit the condition and location of work.

2. Weekly holidays

    2.1 Saturday and Sunday are the weekly holidays.
    2.2 COERR is entitled to adjust or change weekly holidays to suit the condition and location of work.
    2.3 In case of adjusting or changing of weekly holidays, announcement will be made to notify the related Offices and employees in advance.

3. Traditional holidays

    3.1 Each year, COERR will announce the traditional holidays, based on Catholic Bishops' Conference of Thailand announcement in advance.
    3.2 Each year, there will be not less than 15 traditional holidays.
    3.3 COERR may announce special holidays in addition to the 15 traditional holidays for specific year. Such announcement will not be a commitment to the following year.
    3.4 If any traditional holiday falls on the weekly holiday, that traditional holiday will be postponed to the following working day.

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4. Annual vacations

4.1 The employee who has been working a full year shall be entitled to have 14 days annual vacation with normal pay.

4.2 The employee who has passed the probation but has not completed working the full year, the number of vacation days shall be reduced proportionally.

4.3 Annual vacation shall be taken on the year specified. It cannot be accumulated, except agreed otherwise in writing.

4.4 COERR is entitled to plan the annual vacations for employees as appropriate.

4.5 The employee shall request for annual vacation from the direct Superior, at least one week in advance. The superior shall consider the approval as appropriate, without causing the work to suffer, and in case of emergency, advance notice could be less than one week.

4.6 In the year specified, employee who does not take all annual vacations is neither considered to be working on the holiday, nor entitled to receive overtime pay.

5. Principles of working overtime and work on holiday

5.1 In case of need, COERR is entitled to have employee work overtime on week day, or work on the holiday, or work overtime on holiday.

5.2 As COERR is a charitable and non-profit organization, there is no policy being made to pay for working overtime and holiday. In case of work requirement, the Superior may assign the employee to work longer than normal working hours, or to work on holiday, and to have a holiday on the following day, as considered appropriate and on the case-by-case basis.

6. Annual vacation requests and approval will be recorded in the Leaves Requisition and Record as same as other leaves. This record will be submitted to Human Resource Assistant by the end of the year and will be kept for another year for reference.

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Work Flow

Step	Work	Responded by	Purpose
Tradition holidays			
1	Announcement of Annual Traditional Holidays	CBCT	
2	Communication of COERR annual traditional holidays to Departments / all Field Offices	HR Assistant	Ensure all are informed.
Annual vacations			
1	Requesting to take a vacation using Leave Requisition and Record Form	Employee	Requesting to take vacation
2	Approving of the vacation in the Leaves Requisition and Record.	Manager	Approving as appropriate
3	Submitting the Leaves Requisition and Record to HR Assistant	Manager	For annual record.
4	Retaining Leave Requisition and Record Form for 1 year	HR Assistant	For reference
Work overtime and on holiday			
1	Assigning employee to work overtime or on holiday.	Superior	To complete the urgent work
2	Accepting to work overtime or on holiday.	Employee	Mutual agreement
3	Recording work attendance and substitution day in Time Sheet.	Employee	To record as evidence
4	Approval of the employee's Time Sheet.	Manager	For record of work and substitution day (if any).

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Form and Document

- HR-10 Time Sheet
- HR-12 Leave Requisition and Record
- Doc-05 Announcement of Annual Holidays

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Leaves

Policy

COERR has the policy to allow the employee to take leaves as necessary as stated in the Regulations of COERR. The Superior will approve of the leave requisition with a reason that meets the criteria of regulations.

Procedures

1. Employee, who needs to take leave, must apply by submission the Leave Requisition and Record to the direct Superior in advance depended on each type of leave.

2. Direct Superior is responsible for considering, controlling, and approving of the leave, requested by subordinate employee.

3. Annual vacation

3.1 Employee who is eligible to take vacation has to follow the Regulations of COERR section No. 4.3 (annual vacation).

3.2 Employee who would like to take vacation has to submit the Leave Requisition and Record to direct Superior not less than 7 days in advance. Approval is needed before the leave can be taken.

4. Sick leave

4.1 In case of sick leave, the employee must inform the direct Superior promptly. If the employee could not do so, the Leave Requisition and Record must be submitted to the direct Superior on the first day of returning to work.

4.2 Sick leave of 3 days upward shall be certified by Medical Certificate of a First-Class Medical Officer to be submitted to the Superior on the first day of returning to work. If such cannot be made, explanation shall be given to the Superior.

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5. Personal leave

5.1 Personal leave with pay shall be granted not more than 7 days per calendar year only for special or emergency case as follows:

5.1.1 Employee's wedding.
5.1.2 Employee's wife is delivering their child.
5.1.3 The loss of husband, wife, children, parents and other family members.
5.1.4 The serious sickness of the spouse, children, parents and other family members.
5.1.5 For necessary business that cannot be delegated to any person e.g. go to court etc. This special leave must not affect the work and is subject to the discretion of the supervisor.

5.2 In case the employee takes the personal leaves more than 7 days in any year, the excess days shall be considered as part of the annual vacation and shall be deducted from annual vacation. Personal leave and holiday that exceeds the number of days specified shall be considered as leave without pay.

5.3 In taking a personal leave, the form shall be submitted to the direct Superior not less 3 days in advance. Approval is needed before the leave can be taken. In case of emergency, the superior shall be informed by any other way, and the form must be submitted to the Superior on the first day of returning to work.

6. Maternity leave

6.1 Female employee shall be entitled to take maternity leave of 90 days, including holidays, when there is Certificate of First-Class Medical Officer to show. The said employee shall be entitled to take each maternity leave with pay but not more than 45 days.

6.2 Pregnant employee with the Certificate of First-Class Medical Officer to show that she cannot perform her former duty, shall be considered by the Office for a transfer of work temporarily before and after delivery, as deemed appropriate.

6.3 Sick leave due to miscarriage and other complications during the first 7 months of pregnancy shall not be considered as maternity leave but sick leave.

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6.4 Maternity leave shall not affect the right to sick leave and annual vacation.

7. **Leave for military services**

7.1 Employee who has been recruited or volunteered for the military service shall be considered as having ceased to become the employee of COERR as though having resigned voluntarily. After having served in the service or having resigned from the service, COERR is not obliged to accept for reemployment.
7.2 The employee shall be entitled to take leave for military training temporarily according to the summon of the authority, the period of time specified, by receiving full pay, but this shall not exceed 60 days, including holidays.
7.3 In taking the leave, the employee shall submit the form to the Superior in order to seek approval, including the attachment of the official summons for military training as evidence.

8. Other Leave

Other type of leave, such as leave to take up religious vow, COERR will consider it individually as appropriate, for which the employee shall seek approval in writing to the Superior for a period of not less than 30 days before the date required to take the leave.

9. Absence

9.1 Employee who fails to perform work on the normal working day, except approved or have been granted to take leave, or who fails to turn up after exercising the right to leave or expiry of the leave, shall be considered as being absent without leave.
9.2 Employee who is absent shall not receive the pay on the day of absence and may be penalized as the case may be.

10. Leave requisition and approval of leaves

Must be written and signed in the individual employee's Leave Requisition and record.

11. Control

The Superior has responsibility to control leave days to comply with regulations. At the end of each year, each employee must send the Leave Requisition and Record to Human Resources Assistant.

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Human Resources Assistant is responsible for retaining Leave Requisition and Record for reference.

Type of leaves, pay and application

Type	Total leave	Leave with pay	Application
Annual vacation	14 days	14 days	Not less than 7 days in advance.
Sick leave	Actual	Not over 30 days	Promptly
Personal leave	5 days	Not over 5 days	Not less than 3 days in advance.
Maternity leave	90 days	Not over 45 days	Promptly
Military service	Actual	Not over 60 days	On receipt of the summon.
Other leave	As appropriate on case by case		30 days in advance.

Work Flow

Step	Work	Responded by	Purpose
1	Application for leave.	Employee	Requisition of leave.
2	Approval of leave.	Direct Superior	Approval.
3	Report of absence (if any).	Manager	For salary calculation.
4	Inform to payroll service provider.	HR Assistant	No pay for absence.
5	Submitting Leave Requisition and Record to HR Assistant.	Employee	Annual report.
6	Keeping record of leaves.	HR Assistant	For reference.

7	Reporting employee absence to Director.	HR Assistant	For checking.

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Form

- HR-12 Leave Requisition and Record

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Training and Development

Policy

It is the policy of COERR to increase the employee's capabilities in work skills, and livelihood development opportunity, based on equality principles, without discrimination of gender, race, nationality, age, color, religion or politics.

Procedure:

1. It is the responsibility of individual employee to develop their skills so that they can efficiently perform their duty and build their opportunity in career development.

2. COERR will support the employee with opportunity to develop skills that meets COERR's requirement.

3. Manager has responsibility to promote employee's development to enable them to perform the job efficiently and support their career opportunity.

4. Manager should observe and feedback to the subordinates on their performance, behaviors and development, to ensure that they are capable in efficiently performing their duties and achieving the objectives of the program while maintaining career development.

5. On performance appraisal of the subordinate, the Manager would consult about employee's development opportunity, provide advice that enable employee to work better. Suggestions and agreement will be noted in the Performance Appraisal Form and kept by the HR Assistant.

6. Manager has responsibility to train and coach the subordinates to do the job and improve the weakness such as changing behavior and work performance, etc.

7. In case decision is made to send the employee to take in-house/offsite training course, Manager must fill in the Training Request Form and submit to the Director for approval**.**

8. The approved Training Request Form must be submitted to HR Assistant to be kept for reference.

9. After attending the course, the employee has to make a Report and submit to the Manager and send a copy to HR Assistant to keep in the individual employee file.

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10. The Manager should observe his/her subordinate's progress and record data and background in order to promote career development.

11. Each employee must include the training curriculum information attended during the year in their Performance Appraisal Form.

Work Flow

Step	Work	Responded by	Purpose
1	Providing on the job training for employee.	Superior/ Manager	To ensure employee can perform efficiently
2	Observing, advising and coaching employee.	Manager	To increase efficiency and career development.
3	Seeking proper training and processing the Request for employee to take course.	Manager	For employee development
4	Approval of the Training Request Form.	Manager/ Director	For further processing
5	Submitting a Report after attending the course for Superior's information.	Employee	For performance appraisal

6	Observing progress and providing necessary advice for career development.	Manager	To ensure that employee is aware of problems and solution
7	Discussing with employee, recording needs and suggestions in the annual performance appraisal.	Manager	For reference
8	Recording the training courses in the Performance Appraisal Form.	Employee	For reference

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Form

- FA-22 Training Request Form
- HR-16 Training and Development Report

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Work Performance Review

Policy

It is the policy of COERR to have the annual work performance review to measure the goal with the strategies set by COERR, and to be aware of employee's capacity and capability, so that appropriate advice can be provided for employee's development. The work performance review is conducted with fair and equality, but no discrimination. Result of the performance review will link to salary adjustment and career opportunity

Procedure

1. Human Resource Assistant will communicate the work performance review plan to all Department / Field Offices by November of each year.

2. Direct Superior will evaluate the subordinate by using COERR Work Performance Review.

3. Work Performance Review consists of 6 parts.

3.1 Objectives / Job responsibilities
3.2 Essential skill / capability / knowledge
3.3 Appraisee's comments
3.4 Overall rating
3.5 Appraiser's comments and suggestions
3.6 Director's comments

4. The employee shall fill in the rating 1 of section 1, 2, and answer the questions in section 3 before submitting the form to the direct Superior.

5. Superior shall complete the rating 2 in section 1 and 2; and comment in section 5.1.

6. Manager shall complete the rating 3 in 1 and 2; and comment in section 5.2.

7. In case there is Technical Advisor, a comment by the Technical Advisor in section 5.3 is needed

8. Director shall review, comment and approve of overall rating score in section6.

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9. Superior/Manager is responsible for providing the performance review results and creating development plan with the employee.

10. Employee shall sign in section 5.2 of the Form to acknowledge the performance review result and development plan.

11. Work Performance Review result will be sent to HR Assistant as supporting document for salary adjustment and/or promotion.

Work Flow

Step	Work	Responded by	Purpose
1	Communicating the annual Work Performance Review Planning process, name list and conditions to Managers of all Departments / Field Offices.	HR Assistant	For action
2	Communicating and distributing the Work Performance Review to employee appraisee.	Manager	For self-performance appraisal.
3	Completing Work Performance Review with comments and submit to Manager.	Direct Superior	For further processing
4	Reviewing and discussing with Technical Advisor as joint coordinator (if any) for result summary.	Manager	Processing for approval.

5	Considering and approving the overall rating result.	Director	Approving of the individual employee appraisal.
6	Feedback and communication of the Work Performance Review result to employee.	Manager and Direct Superior	To complete the appraisal process.
7	Gathering the Work Performance Review result and submitting to Finance Director.	HR Assistant	For approval
8	Keeping Work Performance Review result in individual employee's file.	HR Assistant	For future reference.

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Form / Document

- HR-14 Work Performance Review
- Doc-07 COERR Performance Appraisal Criteria

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Promotion and Change

Policy

It is COERR's policy to change, rotate, transfer, promote or move the employee to other work location as considered appropriate, and more suitable to the capability, for better career opportunity, training and development, etc. COERR conduct such policy without discrimination i.e. gender, race, nationality, religious or political belief.

Procedures

1. The Superior is eligible to propose for a change, rotation, transfer or promotion of the direct subordinate within the same Field office.

2. The Manager is eligible to approve change, rotation, transfer or promotion of employee within the same Field Office.

3. Any change, rotation, transfer or promotion cross the department needs mutual agreement and approval of the Director.

4. Change to another Field Office, must be agreed by both Field Managers and approved by the Director.

5. Personnel Action Notice must be issued by the original Manager, acknowledged by the new Manager, and approved by the Director.

6. Personnel Action Notice must be submitted to Human Resources Assistant for payroll processing and record keeping.

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Work Flow

Step	Work	Responded by	Purpose
1	Proposing for a change	Superior	To propose for a change
2	Mutual agreement in case of changing the Department or Field	Managers	To have mutual agreement
3	Discussion with the employee	Direct Superior / Manager	Communication of change
4	Issuing the Personnel Action Notice	Manager of original location	To issue the document
5	Acknowledgement by the Manager of the original location	Manager of original location	To acknowledge of change
6	Acknowledgement by Manager of new Field Office - in case of cross location	Manager of new Field Office	To acknowledge of change
7	Approval of change	Director	To approve of change
8	Submitting the Personnel Action Notice to HR Assistant	Manager	For further processing

9	Updating personnel record and communicating with the payroll service provider	HR Assistant	For personnel information update and payroll processing
10	Keeping the Personnel Action Notice in individual employee's file	HR Assistant	For reference

Form

- HR-03 Personnel Action Notice

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Termination of Employment/ Release from Being Employee

Policy

It is the policy of COERR to have the employee know about the causes and timeline of employment termination. This is to be fair for employee to be aware and understand these matters in order to avoid conflicts and questions that might occur.

Procedure

1.The employee shall be released from being COERR employee due to the following causes:

1.1 Resignation

1.2 Expiration of contract

1.3 Termination of employment
- 1.3.1 Release
- 1.3.2 Dismissal

1.4 Retirement

1.5 Death

2. The details of termination of employment are described in the clause No. 10 of the Regulations of COERR.

3. The document concerning Resignation, Termination, Personnel Action Notice, and other related document i.e. Letter of Authority (in case of death) shall be submitted to Human Resources Assistant promptly.

4. Human Resource Assistant will prepare the payment of last salary and other assistance to the employee and forward to the Accountant or Payroll Service Provider for payment processing.

5. In case of releasing or dismissal, the payment shall be made within three days since the day of termination.

6. Human Resource Assistant is responsible for issuing an Employment Certification Letter to the employee.

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7. Human Resource Assistant has responsibility to report the employee termination to the Social Security Office within the timeframe and to the Insurance Company as well.

8. Human Resource Assistant is also responsible for keeping the document related to the employee termination including the copy of payment in the individual employee's file for reference, for at least 10 years since the employee left.

Work Flow

Step	Work	Responded by	Purpose
1	Submitting Resignation Letter to Superior.	Employee	Intent to resign.
2	Signing as to acknowledge and submitting to the Manager	Superior	Acknowledgement
3	Signing as to acknowledge and submitting to the Director.	Manager	Acknowledgement.
4	Approval of resignation.	Director	Approval.
5	Issuing the termination letter (in case of termination.)	Director	Issuance of document.

6	Issuing the Personnel Action Notice.	Manager	Proposing to Director for approval.
7	Submitting the case to HR Assistant.	Manager/ Director	For processing
8	Calculating payment and forwarding to Accountant or Payroll Service Provider.	HR Assistant	Preparing for payment.
9	Preparing payment processing to employee	Accountant / Payroll Service Provider	Processing the last payment to the employee.
10	Issuing an Employment Certification Letter and giving to the employee.	HR Assistant	Certifying work experience.
11	Reporting to the Social Security Office	HR Assistant	Reporting of employee termination.
12	Keeping document relating employee termination including a copy of payment into individual employee file.	HR Assistant	For future reference.

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Form/Document

- HR-13 Resignation Application
- Doc-13 Social Security Monthly Report Form
- Doc-21 Employment Certification Letter (Past Employee)

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Disciplinary Action

Policy

It is the policy of COERR to have the employee perform the duty with full efforts to support COERR's vision and mission. However, the disciplinary action has to be taken, to those who act against the rules and regulations, by using the fact-finding investigation process, and having fair decision making, to comply with COERR's regulations.

Procedures

1. Disciplinary action and penalty are stated in the Regulations no. 7 and the Code of Conduct of COERR.

2. Employee, who acts against the regulations or code of conduct, shall be subject to penalty.

3. The direct Superior, Manager and Director or any employee who has been assigned shall take the role of committee responsible for investigation of the employee who acted against the regulations or code of conduct in order to find the fact and clarifications.

4. Investigation Report must be in writing; signed by the investigated employee, the investigators and witness.

5. Penalty of employee is based upon the seriousness of the offence as follows (No. 1-3 are not necessary to be taken in respective order):

1) Verbal warning
2) Written warning
3) Cut down in salary
4) Release
5) Dismissal

6. The Superior in line of work shall be responsible for the supervision of discipline and performance to meet the standard of work.

7. If the employee has committed a breach of discipline, the Superior in line of work shall be responsible for proposing the penalty as the case may be.

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8. The Director is responsible for approval of penalty to the employee.

9. After the Director's approval, the superior in line of work shall communicate the penalty to employee and have the employee sign for acknowledgement including acceptance in case of salary cut down.

10. In case of release or dismissal, Human Resource Assistant shall provide information for payment and send to the Accountant to process. Employee shall receive the payment within 3 days.

11. Investigation record and penalty document shall be submitted to Human Resource Assistant for keeping in the individual employee's file for future reference.

Work Flow

Step	Work	Responded by	Purpose
1	Receiving report of regulations violation case, considering primary information prior to reporting to Manager and Director.	Direct Superior	Preliminary investigation.
2	Investigating the employee, who acted against the regulations or code of conduct.	Investigation Committee	For fact finding.
3	Submitting investigation report and proposing penalty.	Investigation Committee	Summary of result.
4	Approval of penalty.	Director	Penalty processing.
5	Issuance of a Warning and Disciplinary Action Letter to the employee.	Superior / HR Assistant	As evidence.
6	Signing to acknowledge penalty.	Employee	As evidence.
7	In case of release or dismissal, HR Assistant shall prepare document for payment of salary and others (if any) and submit to the Accountant.	HR Assistant	Preparing payment process.

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Step	Work	Responded by	Purpose
8	Processing of salary and others (if any) and having employee sign as receipt within 3 days.	HR Assistant	Last payment.
9	Keeping the penalty document into the individual employee's file.	HR Assistant	For reference.

Form / Document

- HR-17 Investigation Record
- HR-18 Warning and Disciplinary Action Letter
- Doc-01 Regulations of COERR
- Doc-02 Code of Conduct for COERR Foundation

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Whistleblowing and Complaints Management

Policy

COERR has the policy to treat the employee fairly without discrimination. The employees who encounter any problem in relation with COERR operations, working environment or want to report about activity that is deemed illegal, dishonest, unethical, or otherwise improper can use a variety of internal channels to communicate information or allegations. COERR will handle whistleblower and complaint with care and fairness.

Procedure

1. Employee who has working problem or want to reveal information of illegal, immoral, illicit, fraudulent or unsafe act to the intermediate supervisor.

2. In case the problem is caused by the direct Superior, the employee can report the complaint to the higher Superior/Manager.
3. In case the complaint has not been fairly treated, the complaint shall be escalated to HR Manager and Program Director.
4. The complaint boxes are provided at COERR offices and in 9 camps for lodging complaints.
5. The Investigation Committee that is comprised of 1 COERR management member and HR Manager will be appointed to investigate the case, interview, evidence collection, and report the result and corrective actions to COERR Management Team. The committee will ensure that there is justice for all concerned parties.
6. The confidentiality of the whistleblowers will be strictly maintained, and they will not be retaliated in the form of an adverse employment action.
7. HR Assistant is responsible for keeping the record of complaint, the result of investigations and corrective actions into the individual employee's file for future reference.

Work Flow

Step	Work	Responded by	Purpose
1	Submitting the complaint to direct supervisor or via Compliant Box.	Employee	Lodging complaint

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Step	Work	Responded by	Purpose
2	Preliminary investigation and management of complaint	Intermediate supervisor / Manager	Handling complaint
3	Report the matter and result of preliminary investigation to Management Team.	Intermediate supervisor / Manager	Handling complaint
4	Establishing a committee to handle specific complaint.	HR & Directors	Escalation
5	Compile evidence, interviews & thorough investigation.	Investigation Committee	For investigation

6	Sharing investigation report and corrective actions.	Investigation Committee	For preventive & improvement
7	Keeping record of complaint and result of investigation.	HR Assistant	For reference.

Form

- HR-17 Investigation Report Form

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Request for Certification

Policy

It is the policy of COERR to certify the employee of his/her service period, position, and salary (in case of need). Employee can use this certification letter to confirm the service, performance, position, salary, etc. All information in the certification letter shall be about truth only.

Procedure

1. Employee who needs the certification letter has to submit the Requisition of Certification Form to Human Resources Assistant.

2. Human Resource Assistant will issue an Employment Certification Letter or a Salary Certification Letter giving the information requested by the employee i.e. name, engagement date, position, and salary (if required).
3. The certification letter shall be signed by the Director.
4. In case of resigning from COERR, the employee shall receive the Employment Certification Letter (upon request) on the last work day.
5. Human Resource Assistant shall keep a copy of certification letter for reference.

Work Flow

Step	Work	Responded by	Purpose
1	Filling in the Requisition for an Employment Certification Letter giving information that should be included.	Employee	To request for a certification letter.
2	Preparing the Certification Letter.	HR Assistant	Issuance of a Certification Letter.
3	Signing in the Certification Letter.	Director	To authorize the Letter.
4	Sending the Certification Letter to the employee.	HR Assistant	To send the Letter.

Step	Work	Responded by	Purpose
5	Issuing the Employment Certification Letter, upon request, on the last work day.	HR Assistant	To certify the employment.
6	Keeping a copy of the Employment Certification Letter in the individual employee's file.	HR Assistant	For reference.

Form / Document

- HR-19 Requisition for Certification Letter
- Doc-20 Salary Certification Letter (Current Employee)
- Doc-21 Employment Certification Letter (Former Employee)

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COERR Human Resources Forms

Policy

To ensure that the human resources management system within the organization is effective and efficient, COERR deem it necessary to issue the following standard forms to be used in human resources management:

Lists of forms

HR-01 Manpower Requirement Application

- Any Department/Field Office that needs additional employee or replacement has to submit the Manpower Requirement Application for approval and processing of recruitment.

HR-02 Application for Employment

- The candidate who applies to work for COERR must fill in the Application for Employment and submit to HR Assistant together with a photo and related document to apply for the job.

HR-03 Personnel Action Notice

- Personnel Action Notice is used in the occasion of hiring an employee, confirmation of employment when passed the probationary period, promotion or transferring of an employee, termination of employment, etc.

HR-04 Job Descriptions

- Job Descriptions is used to describe the purpose of the position, scope of work, job responsibilities, qualifications and skills of the incumbent on recruitment. It is also used for the performance appraisal and as a guideline to employee development.

HR-05 Applicant Rating Sheet

- Applicant Rating Sheet will be used by the interviewer to do rating and evaluation of the candidate for a job.

HR-06 Employee Status Report Form

- Employee Status Report Form will be used on hiring new employee and to survey at the end of each year in order to know the status of employee for taxation and benefits.

HR-07 Check List for Employment of New Employee

- Check List for Employment of New Employee is used to check and control the document that a new employee has to submit to COERR before joining the organization such as a copy of identification card, education certificate, etc.

HR-08 Employment Contract

- Employment Contract is used when the candidate is selected to work for COERR. It is the agreement of COERR and new employee on work conditions including compensation and benefits.

HR-09 Performance Appraisal (Probationary Period) - Officer

- Performance Appraisal (Probationary Period) – (Officer) will be used during a newly hired employee is in probationary period to evaluate whether that employee will pass the probation or not. The superior will use this form on evaluation, submit to higher superior, and seek approval by the Director prior to HR for further processing.

HR-09a Performance Appraisal (Probationary Period) – Supervisor and Above

- Performance Appraisal (Probationary Period) – (Supervisor and above) will be used during a new hired employee who is superior level, is in probationary period to evaluate whether that employee will pass the probation or not. The superior will use this form on evaluation, submit to higher superior, and be approved by the Director prior to HR for further processing.

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HR-10 Time Sheet

- Time Sheet is used to record the works and activities of an employee during a month. The completed and approved form will be submitted to HR Assistant for cost allocation and to be the evidence of work attendance of an employee.

HR-11 Daily Wage Record

- Daily Wage Record is used to record and calculate the wage of daily employee.

HR-12 Leave Requisition and Record

- Leave Requisition and Record Form is used as record of the leave requisition and approval of leave of an employee. It is used to accumulate and control all leaves that an employee took during the year. At the end of year, the completed form will be submitted to HR for further processing.

HR-13 Resignation Application

- When an employee decides to resign from COERR, he/she has to fill in the Resignation Application and submit to superior for approval. The form shall be submitted in advance as stated in the regulations.

HR-14 Work Performance Review

- Work Performance Review is used to evaluate an employee at the end of each year, to compare the performance and the assigned responsibilities, skills and behaviors, progress of development, during the year. Performance appraisal results will be used for rewarding and development of employee.

HR-15 Performance Notice

- Performance Notice is used to inform an employee who passed the probation and to confirm the employment. This will be issued when the performance appraisal on probation is approved.

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HR-16 Training and Development Report

- Training and Development Report will be used whenever an employee attended the training or development course offsite the work unit which is not in-house course conducted by COERR.

HR-17 Investigation Record

- Investigation Record will be used whenever there is an investigation about the violations of regulations or code of conduct, including when there is a complaint lodged by an employee. In case of disciplinary action needs to be taken, fact finding must be done prior to decision of penalty.

HR-18 Warning Letter and Disciplinary Action

- Warning Letter and Disciplinary Action will be issued whenever the employee did against the regulations or code of conduct or any action leads to disciplinary action. Warning and Disciplinary Action Letter shall be signed by the superior and signed as acknowledgment by the employee. In case the employee does not sign, the witness' signatures are required.

HR-19 Requisition for Certification Letter

- When an employee needs a certification of employment for a personal purpose, the employee must fill in the Requisition for Certification Letter and submit to HR Assistant for further processing.

FA-02 Travel Report

- Travel Report is used after an employee finished his/her travelling on work assignment.

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FA-19 Travel Requisition Form

- When an employee is assigned to travel on business, the Travel Requisition must be issued, submitted to the superior and get approval prior the travelling.

FA-22 Training Request Form

- Training Request Form is needed whenever a training course will be conducted, or the Superior decides to send an employee to attend training course off-site.

FA-23.1 Hardship Allowance Requisition

- Hardship Allowance Requisition will be issued and approved whenever an employee has to access to specific camp as stated in the Hardship Allowance announcement.

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Samples of Human Resource Documents

Policy

In order to support COERR Human Resource operation, the following documents have been issued:

List of Documents:

Doc-01 Regulations of COERR

Doc-02 Code of Conduct for COERR Foundation

Doc-03 COERR Organization Chart

Doc-04 Staff Movement Report

Doc-05 Announcement of Annual Holidays

Doc-06 Job Level and Salary Structures

Doc-07 COERR Performance Appraisal Criteria

Doc-08 Pay Slip

Doc-09 Monthly Income Tax Report to Revenue Department Form (Por Ngor Dor 1)

Doc-10 Annual Income Tax Report to Revenue Department Form (Por Ngr Dor 1 Kor)

Doc-11 Annual Income Tax Report to Employee

Doc-12 Individual Income Tax Report to Revenue Department Form (Por Ngor Dor 90)

Doc-12a Individual Income Tax Report to Revenue Department Form (Por Ngor Dor 91)

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Doc-13 Social Security Monthly Report Form

Doc-14 Social Security Reimbursement Form

Doc-15 Insured Employee Changes

Doc-16 Insurance Claim Report Form

Doc-17 Announcement of Cost of Living Allowance

Doc-18 Announcement of Annual Physical Check Up

Doc-19 Announcement of Annual Bonus

Doc-20 Salary Certification Letter

Doc-21 Employment Certification Letter

Doc-22 Doctor's Certificate on Pre-employment Check-up

Doc-23 Credit Union Application Form / Credit Union Group

Doc-24 Employment Reference Check Guidelines

Doc-25 Applicant Confirmation and Consent Letter

Chapter Number: HR-01	
Prepared & Effective Date: 1 September 2018	Number of page - 1
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Manpower Requirement Application

- See Attached Form

Chapter Number: HR-02	
Prepared & Effective Date: 1 September 2018	Number of page - 4
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Application for Employment

- See Attached Form

Chapter Number: HR-03	
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Personnel Action Notice

- See Attached Form

Chapter Number: HR-04	
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Job Descriptions

- See Attached Form

Chapter Number: HR-05	
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Applicant Rating Sheet

- See Attached Form

Chapter Number: HR-06	
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Employee Status Report Form

- See Attached Form

Chapter Number: HR-07	
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Check List for Employment of New Employee

- See Attached Form

Chapter Number: HR-08	
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Employment Contract

- See Attached Form

Chapter Number: HR-09	
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Performance Appraisal (Probation Period) – Officer

- See Attached Form

Chapter Number: HR-09a	
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Performance Appraisal (Probation Period) – Supervisor and Above

- See Attached Form

Chapter Number: HR-10	
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Time Sheet

- See Attached Form

Chapter Number: HR-11	
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Daily Wage Record

- See Attached Form

Chapter Number: HR-12	
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Leaves Requisition and Record

- See Attached Form

Chapter Number: HR-13	
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Resignation Application

- See Attached Form

Chapter Number: HR-14	
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Work Performance Review

- See Attached Form

Chapter Number: HR-15	
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Performance Notice

- See Attached Form

Chapter Number: HR-16	
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Training and Development Report

- See Attached Form

Chapter Number: HR-17	
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Investigation Record

- See Attached Form

Chapter Number: HR-18	
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Warning Letter and Disciplinary Action

- See Attached Form

Chapter Number: HR-19	
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Requisition for Certification Letter

- See Attached Form

Chapter Number: FA-02	
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Travel Report

- See Attached Form

Chapter Number: FA-19	
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Travel Requisition Form

- See Attached Form

Chapter Number: FA-22	
Prepared & Effective Date: 1 September 2018	Number of page - 1
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Training Request Form

- See Attached Form

Chapter Number: HR-23.1	
Prepared & Effective Date: 1 September 2018	Number of page - 1
Revision & Effective Date: -	Revision No.: -

Hardship Allowance Requisition

- See Attached Form

Chapter Number: Doc-01	
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Revision & Effective Date: -	Revision No.: -

Regulations of COERR

- See Attached Document

Chapter Number: Doc-02	
Prepared & Effective Date: 1 September 2018	Number of page - 3
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Code of Conduct for COERR Foundation

- See Attached Document

Chapter Number: Doc-03	
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Revision & Effective Date: -	Revision No.: -

COERR Organization Chart

- See Attached Document

Chapter Number: Doc-04	
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Staff Movement Report

- See Attached Document

Chapter Number: Doc-05	
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Announcement of Annual Holidays

- See Attached Document

Chapter Number: Doc-06	
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Job Level and Salary Structures

- See Attached Document

Chapter Number: Doc-07	
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COERR Performance Appraisal Criteria

- See Attached Document

Chapter Number: Doc-08	
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Pay Slip

- See Attached Document

Chapter Number: Doc-09	
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Monthly Income Tax Report to Revenue Department Form

(Por Ngor Dor 1)

- See Attached Document

Chapter Number: Doc-10	
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Annual Income Tax Report to Revenue Department Form

(Por Ngr Dor 1 Kor)

- See Attached Document

Chapter Number: Doc-11	
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Annual Income Tax Report to Employee

- See Attached Document

Chapter Number: Doc-12	
Prepared & Effective Date: 1 September 2018	Number of page - 5
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Individual Income Tax Report to Revenue Department Form

(Por Ngor Dor 90)

- See Attached Document

Chapter Number: Doc-12a	
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Individual Income Tax Report to Revenue Department Form

(Por Ngor Dor 91)

- See Attached Document

Chapter Number: Doc-13	
Prepared & Effective Date: 1 September 2018	Number of page - 4
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Social Security Monthly Report Form

- See Attached Document

Chapter Number: Doc-14	
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Social Security Reimbursement Form

- See Attached Document

Chapter Number: Doc-15	
Prepared & Effective Date: 1 September 2018	Number of page - 1
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Insured Employee Changes

- See Attached Document

Chapter Number: Doc-16	
Prepared & Effective Date: 1 September 2018	Number of page - 1
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Insurance Claim Report Form

- See Attached Document

Chapter Number: Doc-17	
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Announcement of Cost of Living Allowance

- See Attached Document

Chapter Number: Doc-18	
Prepared & Effective Date: 1 September 2018	Number of page - 1
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Announcement of Annual Physical Check Up

- See Attached Document

Chapter Number: Doc-19	
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Announcement of Annual Bonus

- See Attached Document

Chapter Number: Doc-20	
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Salary Certification Letter

- See Attached Document

Chapter Number: Doc-21	
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Employment Certification Letter

- See Attached Document

Chapter Number: Doc-22	
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Doctor's Certificate on Pre-employment Check-up

- See Attached Document

Chapter Number: Doc-23	
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Credit Union Application Form / Credit Union Group

- See Attached Document