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Ethiopian Real Estate Developers Association

Strategic Human Resource Policy Manual

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1. Introduction

1.1 Purpose: To align human capital with EREDA's strategic objectives, enhance employee performance, foster professional excellence, and ensure compliance with Ethiopian labor laws and international HR best practices.

1.1.1 Defines employee rights, roles, and obligations.

1.1.2 Supports strategic objectives, sector leadership, and institutional credibility.

1.1.3. Scope: Applies to all employees, including leadership, management, and staff.

1.2 Legal Reference

1.2.1 Labor Proclamation No. 1156/2019

1.2.2 Social Security Proclamation No. 715/2011

2. Strategic HR Objectives

2.1 Align human capital with organizational strategy.

2.2 Develop a skilled talent pipeline.

2.3 Enhance employee engagement and retention.

2.4 Ensure compliance with labor laws and international standards.

2.5 Promote diversity, inclusion, and fairness.

3. Governance & Organizational Structure

3.1 Board Oversight

3.1.1 Approves HR policies, strategic workforce planning, and remuneration frameworks.

3.2 HR Department

3.2.1 Manages recruitment, performance management, training, employee records, and compliance monitoring.

3.3 HR Advisory Committee

3.3.1 Provides recommendations on policies, strategic workforce planning, and remuneration.

4. Employee Selection & Recruitment

4.1 Purpose

4.1.1 Attract and select the best talent aligned with organizational goals.

4.2 Employee Selection

4.2.1 Screening based on qualifications, experience, and competencies.

4.2.2 Structured interviews, assessments, and reference checks.

4.2.3 GM and HR jointly approve final selection; Board approval for senior leadership positions.

4.3 Recruitment Methods

4.3.1 Open recruitment via media and job boards.

4.3.2 Internal recruitment for promotions.

4.3.3 Recommendation-based recruitment (employee, board, or professional referrals).

4.4 Recruitment Process

4.4.1 Recruitment Request Form → Screening → Interview & Reference Check → GM/Board Approval → Onboarding

4.5 Legal Reference

4.5.1 Labor Proclamation No. 1156/2019, Articles 11–20

5. Employee Administration & Records

5.1 Employee Records Management

5.1.1 Maintain personal, payroll, leave, performance, and disciplinary records.

5.1.2 Ensure confidentiality and compliance with data protection standards.

5.2 Administrative Responsibilities

5.2.1 HR department responsible for accurate record-keeping, reporting, and compliance audits.

5.2.2 Employees must provide up-to-date personal and professional information.

5.3 Document Retention

5.3.1 Employment records retained for minimum period per legal requirement.

6. Working Hours, Attendance & Overtime

6.1 Working Hours

6.1.1 Monday to Thursday:

- ✓ **Morning:** 2:30 AM – 6:30 AM
- ✓ **Afternoon:** 7:30 AM – 11:30 AM

6.1.2 Friday:

- ✓ **Morning:** 2:30 AM – 5:30 AM
- ✓ **Afternoon:** 7:30 AM – 11:30 AM

6.1.3 Saturday:

- ✓ **Morning:** 2:30 AM – 7:30 AM

6.1.4 Sunday:

- ✓ **Off**

6.2 Public Holidays

6.2.1 Paid, not considered working hours

6.3 Overtime

6.3.1 Weekdays/Saturday: **1.5x**

6.3.2 Sundays/Holidays: **2x**

6.4 Attendance Tracking

6.4.1 Digital attendance recommended

6.5 Legal Reference

6.5.1 Labor Proclamation No. 1156/2019, Articles 63–69

7. Leave, Holidays & Work-Life Balance

7.1 Annual leave, sick leave, maternity/paternity leave as per Labor Proclamation No. 1156/2019

7.2 Compassionate and study leave included

7.3 Work-life balance programs encouraged for wellbeing

8. Salary, Incentives & Commission Policies

8.1 Standard Salary Scale

8.1.1 Each position has predefined salary scale based on responsibilities and qualifications.

8.2 Strategic Incentive

8.2.1 Exceptional talent with international networks or high-value contributions may negotiate salaries above scale.

8.2.2 GM nominates; Board approves.

8.3 Commission-Based Incentive

8.3.1 Employees bringing projects/clients may receive 5–10% initial commission before formal contract.

8.3.2 Final commission paid after contractual agreement execution.

8.3.3 GM approval for initial; Board approval for high-value contracts

8.4 Documentation

8.4.1 Strategic Incentive & Commission Approval Form

9. Promotions & Demotions

9.1 Promotions

9.1.1 Performance-based promotions tied to KPIs and competencies.

9.1.2 Succession planning for critical roles.

9.1.3 Board approves executive-level promotions; GM approves departmental promotions.

9.2 Demotions

9.2.1 Applied for performance, disciplinary action, or organizational restructuring.

9.2.2 Clear documentation and employee consultation required.

9.2.3 GM approves; Board approval for senior-level demotions.

10. Training & Capacity Building

10.1 Annual Training Needs Assessment aligned with strategic objectives.

10.2 Programs include leadership, technical, project management, and sector-specific skills.

10.3 Evaluation ensures improved performance.

11. Performance Management

11.1 Annual appraisal with SMART KPIs.

11.2 Continuous feedback and 360-degree review.

11.3 Reward and recognition tied to performance.

12. Collaboration, Profit-Sharing & Sponsorships

12.1 Collaboration & Profit-Sharing

12.1.1 Profit calculations must be completed before contractual agreement.

12.1.2 Losses are prohibited; minimum profit threshold $\geq 20\%$.

12.1.3 Employee-Initiated Ideas:

- Active involvement: $\geq 75\%$
- Partial involvement: $\geq 50\%$

12.1.4 Association-Created Ideas:

- Not involved: $\leq 50\%$
- Active involvement: $\geq 75\%$

12.2 Sponsorships & Revenue

12.2.1 External sponsorship: EREDA receives $\geq 70\%$ of total collected value.

12.2.2 Internal sponsorship: 100% to EREDA unless approved for strategic incentive.

12.2.3 GM approval required; Board approval for high-value sponsorships.

13. Health, Safety & Wellness

13.1 Compliance with Labor Proclamation No. 1156/2019, Articles 116–128

13.2 Occupational safety, mental health programs, and emergency preparedness

14. Diversity, Equity & Inclusion

14.1 Promote gender equality and non-discrimination

14.2 Monitor diversity metrics and inclusion programs

15. Pension & Retirement

15.1 Statutory contributions as per Social Security & Pension Proclamation No. 715/2011

15.2 Optional supplementary retirement schemes

16. Employee Relations, Grievance & Discipline

16.1 Progressive disciplinary framework: warning → suspension → termination

16.2 Formal grievance procedure

16.3 Documentation and escalation to GM or Board depending on severity

17. Technology & HRIS

17.1 HRIS for payroll, leave, performance, and attendance

17.2 Ensure data privacy and access control

17.3 Authorized platforms: email, Telegram, WhatsApp, Zoom, Teams

18. Employee Appearance & Communication Standards

18.1 Dressing Code

18.1.1 Purpose

18.1.1.1 Ensure professional appearance reflecting the organization's values and credibility

18.1.1.2 Promote consistency and respect in workplace interactions

18.1.2 General Guidelines

18.1.2.1 Clean, neat, pressed, professional attire

18.1.2.2 Excessively casual or revealing clothing is prohibited

18.1.3 Business Formal

18.1.3.1 Meetings with clients, partners, or government bodies

18.1.3.2 Men: Suit/blazer, collared shirt, tie, polished shoes

18.1.3.3 Women: Dress/skirt or trousers with blouse/blazer, professional shoes

18.1.4 Business Casual

18.1.4.1 Internal office work, non-client facing

18.1.4.2 Examples: collared shirts, dress pants, skirts, blouses, closed shoes

18.1.5 Cultural & Religious Attire

18.1.5.1 Permitted if professional and safe

18.1.6 Accessories & Grooming

18.1.6.1 Professional, minimal, non-distracting accessories

18.1.6.2 Tattoos/piercings discreet; management guidance if needed

18.1.7 Enforcement

18.1.7.1 Supervisors/HR may guide or request changes

18.1.7.2 Repeated non-compliance affects appraisals, promotions, incentives

18.2 Communication Standards & Channels

18.2.1 Purpose

18.2.1.1 Ensure professional, consistent, effective communication

18.2.1.2 Protect organizational credibility and confidentiality

18.2.2 Internal Communication

18.2.2.1 Respectful, clear, professional language in emails, Telegram, WhatsApp, website updates, formal letters

18.2.2.2 Avoid offensive/discriminatory language

18.2.3 External Communication

18.2.3.1 Maintain professional tone with clients, partners, government bodies, media

18.2.3.2 Channels:

- ✚ **Email:** Official accounts, proper formatting, signatures

- ✚ **Telegram & WhatsApp:** Internal coordination; external messages approved/documented

- ✚ **Website:** Reviewed by communications officer/GM

- ✚ **Formal Letters:** Official letterhead, formatting, approval procedures

18.2.4 Meetings & Video Conferencing

18.2.4.1 Professional etiquette, agenda, dress, punctuality

18.2.4.2 Authorized platforms: Zoom, Teams, Google Meet

18.2.5 social media

18.2.5.1 Only approved, trained employees may represent EREDA

18.2.5.2 Confidential/unverified info prohibited

18.2.6 Internal Notices & Bulletins

18.2.6.1 Check and adhere to updates on physical/digital notice boards

18.2.7 Approval Requirement

18.2.7.1 GM or communications officer approval required for official statements

18.2.8 Enforcement

18.2.8.1 Violations follow disciplinary framework (Section 16)

18.2.8.2 Repeated non-compliance affects appraisals, promotions, or incentives

19. Technology & HRIS

19.1 Purpose

19.1.1 Efficient management of HR processes, payroll, attendance, and performance tracking

19.1.2 Enhance data accuracy, accessibility, and compliance with privacy standards

19.2 HR Information System

19.2.1 Employee records, leave, recruitment, performance evaluation

19.2.2 HR/IT responsible for system maintenance and security

19.3 Data Privacy & Security

19.3.1 Access restricted to authorized personnel

19.3.2 Confidential information encrypted and backed up

19.4 Digital Communication & Collaboration Tools

19.4.1 Use approved platforms: email, Telegram, WhatsApp, Zoom, Teams

19.4.2 Unauthorized platforms prohibited

20. Policy Review & Continuous Improvement

20.1 Purpose

20.1.1 Ensure HR policies remain relevant, compliant, and aligned with strategic objectives

20.2 Review Cycle

20.2.1 Comprehensive review every 3 years or upon legislative/strategic changes

20.3 Approval & Implementation

20.3.1 Board approval required for all revisions

20.3.2 HR communicates changes to employees and updates manuals/HRIS

20.4 Continuous Improvement

20.4.1 Collect employee and stakeholder feedback

20.4.2 Benchmark against international best practices

20.4.3 Implement process improvements to increase efficiency, satisfaction, and performance

Annex: Operational Templates

1. Job Description Template
2. Recruitment Request Form
3. Candidate Recommendation Form
4. Leave Request Form
5. Attendance & Overtime Log
6. Performance Appraisal Form
7. Promotion Recommendation Form
8. Commission Payment Form
9. Collaboration & Profit-Sharing Agreement
10. Strategic Incentive Approval Form
11. Grievance Form
12. Disciplinary Action Form
13. Pension/Retirement Form
14. HR Policy Review Checklist

Annex

Annex 1: Recruitment Request Form

Purpose: Document and authorize new recruitment requests.

Field	Details
Position Title	
Department	
Type of Employment	Permanent / Contract / Temporary
Justification	
Reporting Manager	
Required Qualification & Experience	
Proposed Salary Range	
Recommended by	
HR Review	
GM Approval	
Board Approval (if applicable)	
Date	

Instructions: All recruitment requests must be completed, reviewed by HR, and approved by GM. Senior/executive positions require Board approval.

Annex 2: Employee Reference & Recommendation Form

Field	Details
Candidate Name	
Position Applied For	
Referee Name & Position	
Relationship to Candidate	
Duration Known	
Key Competencies	
Recommendation	Strongly Recommend / Recommend / Not Recommend
Referee Signature	
Date	

Annex 3: Performance Appraisal Form

Employee Information:

✚ Name: _____

✚ Position: _____

✚ Department: _____

✚ Supervisor: _____

✚ Review Period: _____

KPI/Competency	Rating (1–5)	Comments
Job Knowledge		
Quality of Work		
Communication		
Teamwork		
Attendance & Punctuality		
Initiative & Problem-Solving		

Overall Rating:

Supervisor Comments: _____

Employee Comments: _____

Signatures:

✚ Employee: _____

✚ Supervisor: _____

✚ HR: _____

✚ Date: _____

Annex 4: Commission & Incentive Agreement Form

Field	Details
Employee Name	
Department	
Project/Client Name	
Project Value	
Commission %	
Payment Terms	
GM Approval	
Board Approval (if required)	
Date	

Instructions: Commission is paid after contractual agreement execution. Early motivational commission (5–10%) requires GM documentation.

Annex 5: Sponsorship/Collaboration Agreement Template

Field	Details
Sponsor Name	
Project/Activity	
Total Value of Sponsorship	
Association Share (%)	
Employee Share (if involved)	
Terms & Conditions	
GM Approval	
Board Approval	
Date	

Instructions: All sponsorships must guarantee minimum association benefit: $\geq 70\%$ for external, $\geq 50-75\%$ for employee involvement.

Annex 6: Leave Request Form

Field	Details
Employee Name	
Department	
Leave Type	Annual / Sick / Maternity / Paternity / Study / Compassionate
Leave Start Date	
Leave End Date	
Total Days	
Reason (if required)	
Supervisor Approval	
HR Approval	
GM Approval (if required)	
Date	

Annex 7: Promotion/Demotion Approval Form

Field	Details
Employee Name	
Department	
Current Position	
Proposed Position	
Type	Promotion / Demotion
Justification	
Performance Summary	
Supervisor Recommendation	
GM Approval	
Board Approval (if applicable)	
Date	

Annex 8: Salary Adjustment / Special Incentive Form

Field	Details
Employee Name	
Department	
Current Salary	
Proposed Salary / Incentive	
Reason	Exceptional performance / Strategic contribution / International contract
GM Nomination	
Board Approval	
Date	

Annex 9: Employee Acknowledgment Form

Purpose: Confirm employee understanding of HR policies, dress code, communication, and responsibilities.

I, _____, confirm that I have read and understood the EREDA HR Policy Manual and agree to comply with all provisions.

Signature: _____

Date: _____

Employee: _____

HR Officer: _____

GM: _____