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**PEOPLE
MANAGEMENT GUIDELINES
LUKRAINE ASBL**

Prepared by:	O.Klopota	1/05/2023
Reviewed by:	Committee, signed by N.Zharov	
Approved by:	General Assembly	

I. Introduction

LUKRAINE considers its team members to be its most important asset. The attitude taken by the personnel working, providing services or volunteering for LUKRAINE is fundamental to the association achieving its mission. The people who work, provide services or volunteer for LUKRAINE are respected and valued, and appropriately received. The effectiveness and success of LUKRAINE’s mission achievement are dependent on the contribution of every team member – regardless of whether they are Committee members, coordinators, effective association members, employees, service providers or volunteers.

As per LUKRAINE’s Code of Conduct, all Committee members, coordinators, effective association members, employees, and volunteers of LUKRAINE shall maintain the highest standard of ethical conduct and act with honesty, integrity, and openness in all of their dealings as representatives of LUKRAINE. LUKRAINE shall maintain a working environment that values integrity, fairness, and respect.


II. Policy on Affirmative Action

LUKRAINE recruits, employs, retains, and promotes persons in all job titles without regard to gender, sexual orientation, race, religion, color, alienage or citizenship, national or ethnic origin, age, transgender status, marital status, disability, except where there is a bonafide occupation qualification for the job tasks to be performed. In such circumstances, reasonable accommodations for qualified individuals with known disabilities will be made unless doing so would result in an undue hardship.

LUKRAINE ensures that all personnel actions such as compensation, benefits, transfers, layoffs, and trainings will be administered in accordance with the principles of equal opportunity and applicable law.

III. Employee Hiring and Onboarding

All vacancies not filled by internal promotion of existing employees will be advertised, and all applicants will be considered for employment in compliance with all applicable laws.

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LUKRAINE’s Committee has the responsibility of hiring the Operational Director through the interview and the screening process.

Operational Director, with consultation of the Committee, has the responsibility of hiring all other staff through the interview and the screening process. In case the Operational Director position is vacant, Committee Leadership Team (President, Vice-President, Treasurer and Secretary) carries hiring responsibility.

Job description is a mandatory starting point for the hiring process. Job description is prepared by the coordinator or supervisor of the position to be hired and endorsed by Operational Director.

Following a decision to hire the applicant, the Operational Director, with support of Finance and/or HR functions, prepares an offer with the conditions consequently being reflected in the employment contract.

Hired employee shall undergo onboarding process that consists of

- Signing acknowledgement of Internal Rules that include all the relevant policies as per check list - responsible Secretary;
- Introduction to LUKRAINE - responsible President / Vice President / Operational Director;
- Introduction to the job - responsible Supervisor or Coordinator.

IV. Volunteer Recruitment and Onboarding

This clause is to be developed as a separate document by the specially assigned “Volunteer management” working group.


V. Committee Roles and Responsibilities

As per Code of Ethics, Committee members have a legal and ethical responsibility to ensure that the Association does the best work possible in pursuit of its mission and goals as well as added responsibility to serve with respect, concern, courtesy, and responsiveness and to set a good example for their teams, for actions of which they are being responsible.

Committee members are being appointed, discharged and dismissed by the General Assembly during the annual meeting, as per LUKRAINE’s Statute. V.Administration.

To be elected as a Committee member, LUKRAINE’s effective members shall conduct an official presentation of themselves during the General Assembly. Presentation shall be built on the 10 responsibilities of a Committee member, stated in the Committee Member Contract.

VI. Performance Evaluation

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LUKRAINE believes in the importance of employee performance evaluations and culture of constructive feedback. All employees, supported by their supervisor or coordinator, set annual objectives and discuss their individual development plan, in the standard Performance Review Form. All employees are evaluated by their supervisor using the Performance Review Form, against their objectives and three-dimensional contribution, on an annual basis in January. The evaluation of job is performed with regard to applicable skills, productivity, quality of work, attitude and cooperation, dependability, job knowledge and effectiveness, and other areas applicable to specific employee categories. Harmonization session of the Committee members to review the evaluations is mandatory to be conducted by the end of February. Feedback session between the supervisor and the employee is mandatory to be conducted by the end of March. Objectives for the current year and individual development plan are mandatory to be aligned between employee and supervisor by the end of March.

VII. Training and Development

This clause is to be developed as a separate document by the specially assigned “Volunteer management” working group.

Change History

Version	Change Detail	Reason for Change	Document Owner
1.0	New Policy	Not applicable	President