

KARBI ANGLONG BAPTIST CONVENTION

HUMAN RESOURCES POLICY MANUAL

HR-001

HUMAN RESOURCES POLICY

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1. Purpose

The Karbi Anglong Baptist Convention (KABC) recognizes that its employees are central to carrying out the work and mission of the Convention.

This Policy establishes a fair, responsible, and consistent framework for employment within KABC. It provides principles and standards for the creation of posts, recruitment, appointment, employment conditions, performance, staff development, equal opportunity, workplace conduct, employee wellbeing, discipline, termination, retirement, and end of service.

KABC seeks to provide a working environment characterized by integrity, respect, fairness, accountability, compassion, service, and responsible care for people.

2. Scope

This Policy applies to employees directly employed by KABC and, where applicable, employees of its departments, programmes, projects, and institutions.

Member Associations and local churches are independently governed constituent bodies. Their employees are not automatically governed by this Policy unless the respective organization formally adopts it or another approved arrangement expressly makes it applicable.

Specific categories of employment may also be governed by applicable law, employment contracts, approved service conditions, the Constitution, or other KABC policies.

3. Compliance with Law

KABC shall administer employment in accordance with applicable laws and regulations.

Where applicable law provides an employee with a right, protection, or benefit greater than that provided under a KABC policy, the legal requirement shall prevail.

Where KABC provides a benefit more favourable than the minimum required by law, the approved KABC benefit may continue subject to applicable law.

Employment policies, rules, and procedures shall be reviewed whenever significant changes in applicable law require revision.

4. Principles of Employment

KABC shall maintain employment practices based on:

- capability and suitability for the responsibilities of the position;
- merit, qualifications, and relevant experience;
- fairness and equal opportunity;
- dignity and respect;
- clear responsibilities and accountability;
- fair and appropriate remuneration;
- safe and respectful working conditions;
- opportunity for learning and development;
- responsible care for employees; and
- compliance with applicable law.

As a Christian organization, KABC expects employees to respect its identity, mission, values, and organizational purposes. Requirements specific to a position shall relate genuinely to the responsibilities of that position and shall be applied fairly.

5. Creation of Posts

Posts shall be created according to genuine organizational need and KABC's capacity to sustain them.

Before creating a post, consideration shall be given to:

- the need for the position;
- responsibilities to be assigned;
- expected workload;
- availability and sustainability of funds;
- salary and related employment costs;
- reporting relationships;

- whether the responsibilities can reasonably be met through an existing position; and
- whether the position is regular, fixed-term, project-based, or otherwise time-limited.

The Executive Committee shall approve the creation of posts.

Where required by the Constitution or established governance practice, the creation of posts shall subsequently be placed before the General/Annual Meeting for formal approval.

6. Job Descriptions

Every regular position shall ordinarily have a written job description specifying:

- position title;
- purpose of the position;
- principal duties and responsibilities;
- reporting relationship;
- qualifications and experience required;
- place of work; and
- any special responsibilities or requirements.

Job descriptions may be reviewed when organizational needs change. Employees should be informed of significant changes to their responsibilities.

7. Recruitment

KABC shall recruit employees through a fair and reasonably transparent process.

Vacancies should ordinarily be communicated in a manner appropriate to the position and sufficient to provide suitable persons with a reasonable opportunity to apply.

Open advertisement should normally be used where it would promote fair competition and assist KABC in identifying suitable candidates.

For specialized, temporary, internal, project-based, or other positions where open advertisement may not be appropriate, the Executive Committee or an authority delegated by it may approve another reasonable recruitment process.

Recruitment requirements shall be relevant to the responsibilities of the position.

8. Selection

Selection shall be based on approved criteria relevant to the position, which may include:

- capability;
- qualifications;
- relevant knowledge and skills;
- experience;
- competence;
- character and integrity;
- suitability for the responsibilities; and
- ability to work within KABC's mission and organizational environment.

Where appropriate, selection may include:

- review of applications;
- interviews;
- practical or written assessments;
- verification of qualifications;
- references;
- employment-history checks; and
- safeguarding or other background checks appropriate to the position.

Persons participating in recruitment or selection shall disclose any actual, potential, or perceived conflict of interest in accordance with **GP-002 Conflict of Interest Policy**.

No candidate shall receive preferential treatment because of family relationships, personal influence, financial interests, or other improper considerations.

9. Appointment

Appointments shall be made by the Executive Committee or an authority formally delegated by it.

Every employee shall receive a written appointment letter, contract, or other employment document setting out the principal terms and conditions of employment.

These should include, where applicable:

- position;
 - date of appointment;
 - place of work;
 - remuneration;
 - probation period;
 - reporting relationship;
 - nature and duration of employment;
 - applicable policies and service conditions;
 - notice requirements; and
 - other material terms of employment.
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10. Categories of Employment

KABC may engage employees according to organizational needs and applicable law, including:

- regular employment;
- fixed-term employment;
- part-time employment;
- temporary employment;
- project-based employment; and
- other lawful employment arrangements.

The nature of the employment relationship shall be clearly stated in the appointment or employment document.

Consultants and independent service providers shall ordinarily be governed by their respective agreements rather than this Policy, except for provisions expressly made applicable to them.

11. Probation and Confirmation

A newly appointed regular employee shall ordinarily be placed on probation for **six (6) months**.

The probation period provides an opportunity for both KABC and the employee to assess suitability for the position.

During probation, consideration shall be given to the employee's:

- performance;
- conduct;
- attendance and reliability;
- capability; and
- ability to fulfil the responsibilities of the position.

Before completion of probation, the appropriate authority shall review the employee's performance and recommend:

- confirmation of appointment;
- a reasonable extension of probation where necessary and lawful; or
- discontinuation of employment in accordance with applicable law and the terms of appointment.

Confirmation shall be communicated in writing.

12. Personnel Records

KABC shall maintain appropriate employment records for each employee.

These may include:

- application and recruitment records;
- appointment documents;

- proof of identity and date of birth;
- educational and professional qualifications;
- salary records;
- attendance and leave records;
- performance records;
- training records;
- disciplinary records;
- statutory employment records; and
- end-of-service documentation.

Personnel information shall be protected in accordance with **GP-004 Confidentiality & Data Protection Policy**.

13. Working Hours, Attendance and Holidays

Working hours, weekly rest, holidays, overtime, and attendance requirements shall comply with applicable law and approved KABC arrangements.

Employees are expected to:

- attend work regularly and punctually;
- fulfil the working arrangements applicable to their position;
- obtain permission for absence where required; and
- maintain attendance or duty records where applicable.

Different operational arrangements may be established for offices, institutions, residential facilities, programmes, projects, or other workplaces where their work requires different schedules.

14. Remuneration

KABC shall seek to maintain remuneration that is fair, internally consistent, financially sustainable, and compliant with applicable law.

Salary and remuneration decisions should take account of:

- responsibilities of the position;
- qualifications and relevant experience;
- competence;
- approved salary structure;
- internal consistency;
- available organizational resources; and
- applicable statutory requirements.

Deductions from salary shall be made only where lawful and properly authorized.

15. Leave and Employment Benefits

Employees shall receive leave and other employment benefits in accordance with applicable law and approved KABC rules.

Detailed leave provisions shall be contained in:

HR-002 — Leave Rules

Gratuity and retirement benefits shall be contained in:

HR-003 — Gratuity & Retirement Benefits Rules

Nothing in a KABC rule or employment arrangement shall reduce an employee's statutory entitlement.

16. Performance Management

Employees are expected to perform their responsibilities diligently, responsibly, and to an appropriate standard.

Supervisors shall seek to provide:

- clear expectations;
- reasonable supervision and guidance;
- constructive feedback;
- periodic performance review; and

- reasonable opportunity to address performance concerns.

Performance concerns shall be distinguished from misconduct.

Where an employee is not meeting reasonable performance expectations, KABC should ordinarily provide guidance and reasonable opportunity for improvement before termination on grounds of performance is considered.

17. Learning and Staff Development

KABC recognizes that developing employees strengthens both individuals and the organization.

Subject to organizational needs and available resources, KABC may support:

- orientation;
- training;
- mentoring;
- leadership development;
- professional development;
- study opportunities; and
- other relevant learning.

Study leave shall be governed by **HR-002 — Leave Rules**.

18. Equal Opportunity

KABC is committed to equal opportunity in employment and service.

In accordance with the decision of the General Body, opportunities for positions within the Convention shall be available **regardless of gender and based on capability**. No person shall be disqualified from consideration for a position solely on the basis of gender.

Employment decisions shall be based on relevant considerations such as capability, qualifications, experience, competence, character, suitability, and the genuine requirements of the position.

This principle applies throughout employment, including appointment, assignment of responsibilities, training and development, promotion and leadership opportunities, remuneration, performance assessment, and employment benefits.

KABC shall not tolerate unlawful discrimination, harassment, bullying, intimidation, or abusive behaviour.

Institutional Basis

The equal opportunity provisions of this Policy give effect to the decision adopted by the General Body of the Karbi Anglong Baptist Convention at its meeting held on **14 March 2026**, affirming equal opportunity for all regardless of gender and that opportunity should be based on capability.

Resolution Reference:

KABC/46TH AGM/2026/DM/AGENDA/4/Recommendation for Approval/1-General Recommendation/g

19. Staff Wellbeing

KABC recognizes the importance of employee wellbeing and shall seek, within available resources, to promote:

- safe working conditions;
- reasonable workloads;
- appropriate rest and leave;
- respectful workplace relationships;
- support during serious illness or personal difficulty; and
- appropriate assistance where practicable.

Illness or disability shall not by itself constitute misconduct.

Where an employee's health affects their ability to perform the responsibilities of a position, KABC shall consider relevant medical information, applicable law, reasonable accommodation where appropriate, and available alternatives before termination on grounds of incapacity is considered.

20. Workplace Conduct

Employees shall comply with **GP-001 Code of Conduct** and other policies applicable to their responsibilities.

Employees are expected to:

- act honestly;
 - treat others with dignity and respect;
 - fulfil assigned responsibilities;
 - protect Convention resources;
 - maintain appropriate confidentiality;
 - avoid and disclose conflicts of interest;
 - maintain safe and appropriate conduct; and
 - cooperate with reasonable organizational requirements.
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21. Alcohol, Tobacco and Drugs

As part of KABC's commitment to healthy and responsible conduct, employees are expected to **abstain from tobacco, alcoholic beverages, and the unlawful use of drugs or other intoxicating substances.**

Employees shall not:

- use or possess tobacco, alcoholic beverages, illegal drugs, or other intoxicating substances in KABC offices, institutions, vehicles, programmes, or activities;
- report for duty under the influence of alcohol, illegal drugs, or other intoxicating substances;
- distribute or sell illegal drugs or other unlawful intoxicating substances; or
- engage in substance use that compromises safety, work performance, responsibilities, or the reputation of the Convention.

This provision does not restrict the lawful use of medicines for medical purposes.

22. Political Activity

KABC does not engage in electoral campaigning as part of its organizational work.

Employees may exercise their rights as private citizens, subject to applicable law, provided that political activity:

- is undertaken in a personal capacity;
 - does not interfere with employment responsibilities;
 - does not use KABC resources;
 - does not improperly use the employee's KABC position; and
 - does not create the impression that KABC endorses a political party or candidate.
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23. Discipline

The purpose of disciplinary action is to address misconduct fairly, encourage correction where possible, protect individuals and the organization, and maintain appropriate standards.

Depending on the nature and seriousness of the matter, disciplinary action may include:

- counselling or corrective guidance;
- verbal warning, appropriately recorded;
- written warning;
- final written warning;
- other lawful disciplinary action; or
- termination or dismissal where justified.

Disciplinary action shall be proportionate to the circumstances and comply with applicable law.

Salary shall not be withheld as a disciplinary penalty except where expressly permitted by law and properly authorized.

24. Serious Misconduct

Some conduct may be sufficiently serious to justify stronger disciplinary action, including possible termination or dismissal, subject to fair process and applicable law.

Examples may include:

- fraud, theft, corruption, or bribery;
- serious dishonesty;
- violence or serious threats;
- serious harassment, bullying, or abuse;
- serious safeguarding violations;
- deliberate falsification of records;
- serious misuse of Convention funds or property;
- serious breach of confidentiality;
- serious insubordination;
- serious or repeated negligence of duty;
- sexual misconduct, including sexual harassment, exploitation, abuse, or other sexual conduct that constitutes a serious breach of the standards of conduct expected by KABC as a Christian organization;
- deliberate or reckless conduct creating significant risk to people, property, or the Convention; and
- other conduct of comparable seriousness.

Whether conduct amounts to serious misconduct shall be determined according to the facts and circumstances of the case, applicable KABC policies, and applicable law.

25. Fair Disciplinary Process

Before serious disciplinary action is taken, an employee shall ordinarily:

1. be informed clearly of the concern or allegation;
2. receive a reasonable opportunity to respond;
3. have the matter considered fairly and impartially;

4. be informed of the decision and the reasons for it; and
5. be informed of any available review or appeal process.

An appropriate investigation shall be conducted where facts are disputed or the seriousness of the matter requires it.

No person shall determine a disciplinary matter in which they have an actual, potential, or perceived conflict of interest.

26. Termination of Employment

KABC may terminate an employee's service where there is a lawful and sufficient reason and after following the process required by applicable law and this Policy.

Grounds for termination may include:

- continued unsatisfactory performance after reasonable opportunity for improvement;
- misconduct or serious misconduct;
- fraud, theft, serious dishonesty, corruption, or serious breach of trust;
- sexual misconduct;
- serious safeguarding violations;
- repeated or serious negligence of duty;
- serious insubordination;
- material breach of the terms of employment or applicable KABC policies;
- incapacity where the employee is unable to perform the essential responsibilities of the position and reasonable alternatives have been considered;
- redundancy, restructuring, closure, or discontinuation of a post; or
- another lawful ground that makes continuation of employment unreasonable or impossible.

Termination shall not be arbitrary.

Except where applicable law permits otherwise, the employee shall:

- be informed of the grounds for proposed termination;

- be given a reasonable opportunity to respond;
- receive a fair consideration of the circumstances; and
- receive applicable notice, payment, benefits, and other entitlements.

Where termination arises from misconduct, the disciplinary provisions of this Policy shall apply.

Termination shall be authorized by the Executive Committee or an authority expressly empowered by it.

27. Employee Grievances

Employees shall have a reasonable means of raising concerns relating to their employment.

A grievance may concern:

- working conditions;
- supervision;
- treatment at work;
- application of employment rules;
- interpersonal workplace matters; or
- alleged unfair treatment.

Grievances shall be handled respectfully, fairly, and without unnecessary delay.

An employment grievance is distinct from a serious ethical concern governed by **GP-003 Ethical Concerns Reporting Policy**.

28. End of Service

An employee's service with KABC may end through:

- resignation;
- retirement;
- voluntary retirement;
- completion or expiry of fixed-term or project employment;

- termination of employment;
- redundancy, restructuring, closure, or discontinuation of a post;
- incapacity where employment cannot reasonably continue;
- death in service; or
- another lawful ground.

Every end of service shall be properly documented and administered in accordance with applicable law, the Constitution, this Policy, and the terms of employment.

29. Retirement

Retirement shall be governed by the Constitution of KABC and applicable law.

29.1 Administrative Staff Appointed for Term Service

Administrative staff appointed for term service shall retire upon reaching:

- **65 years of age**, or
- **30 years of service**,

whichever occurs earlier.

29.2 Regular Employees

Regular employees, including regular employees of KABC institutions, shall retire upon reaching:

- **60 years of age**, or
- **30 years of service**,

whichever occurs earlier.

Employees shall provide reliable documentary evidence of their date of birth at the time of appointment.

Where the Constitution is subsequently amended in relation to retirement, the constitutional provision shall prevail.

30. Voluntary Retirement

An employee who has completed at least **10 years of active service** may apply for voluntary retirement, subject to applicable law and approved KABC rules.

An application for voluntary retirement shall be made in writing and submitted through the appropriate administrative process.

In considering the application, KABC may take into account:

- applicable notice requirements;
- organizational requirements;
- the employee's responsibilities and arrangements for handover;
- settlement of advances, accounts, and other obligations;
- applicable employment terms; and
- applicable law.

Approval of voluntary retirement shall be communicated in writing.

Voluntary retirement shall not deprive an employee of any statutory gratuity, retirement benefit, or other entitlement for which the employee is eligible.

Detailed provisions relating to retirement benefits shall be governed by **HR-003 — Gratuity & Retirement Benefits Rules**.

31. Gratuity and Retirement Benefits

Employees shall receive gratuity and other retirement benefits in accordance with applicable law and approved KABC rules.

Detailed provisions shall be contained in:

HR-003 — Gratuity & Retirement Benefits Rules

HR-003 shall clearly distinguish between:

- gratuity or other benefits required by law; and
- any additional retirement or long-service benefit provided by KABC.

Where applicable law provides a greater entitlement than an internal KABC rule, the statutory entitlement shall prevail.

No employee shall be deprived of a statutory gratuity or other statutory benefit except to the extent expressly permitted by law.

KABC's earlier gratuity arrangements shall be reviewed and incorporated into HR-003 only to the extent that they remain lawful and appropriate under the revised framework.

32. Final Settlement

When an employee's service ends, KABC shall determine and settle all amounts due in accordance with applicable law, the terms of employment, and approved KABC rules.

Final settlement may include, as applicable:

- salary due;
- approved reimbursements;
- leave-related payments where payable;
- gratuity and other retirement benefits;
- statutory benefits;
- recovery of authorized outstanding advances or liabilities; and
- any other amount properly due to or recoverable from the employee.

Final settlement shall be properly calculated, documented, and authorized.

No deduction shall be made from an employee's final settlement unless permitted by law and properly supported.

33. Handover and Return of KABC Property

Before or at the end of service, an employee shall complete an appropriate handover of responsibilities.

This may include:

- files and records;
- financial documents;
- pending work;
- passwords and organizational accounts;

- keys;
- identity cards;
- computers and other equipment;
- vehicles;
- documents;
- other property belonging to KABC.

Organizational information stored on personal devices or accounts shall be transferred or appropriately removed where required.

The responsible supervisor or officer shall confirm completion of the handover and clearance process.

34. Certificate and Employment Records

Upon the end of service, KABC shall provide employment or service documentation required by applicable law and may provide an appropriate service or experience certificate.

Employment records shall be retained in accordance with applicable law and KABC's records-management requirements.

Confidentiality obligations relating to information obtained during employment shall continue after service ends where the nature of the information requires continued protection.

35. Death in Service

Where an employee dies while in service, KABC shall handle the matter with dignity and compassion.

Salary, gratuity, statutory benefits, approved employment benefits, and other amounts due shall be settled in accordance with applicable law and KABC rules and paid to the person or persons legally entitled to receive them.

KABC shall maintain appropriate nomination and employment records wherever required for the administration of such benefits.

Any additional assistance provided by KABC to the employee's family shall be subject to approved policy, available resources, and the decision of the competent authority.

36. Responsibilities for Implementation

The **Executive Committee** shall exercise the authority assigned to it under this Policy, the Constitution, and other approved governance arrangements.

The General Secretary and other authorized officers shall administer employment matters within the authority delegated to them.

Heads of departments, programmes, projects, and institutions shall:

- provide appropriate supervision;
- maintain required employment and attendance records;
- support performance and staff development;
- address workplace concerns appropriately; and
- implement this Policy within their respective areas of responsibility.

Employees are responsible for understanding and complying with this Policy and other KABC policies applicable to their work.

37. Interpretation

This Policy shall be read together with the Constitution of KABC, applicable law, employment terms, and related KABC policies and rules.

Where there is inconsistency:

1. applicable law shall prevail where legally required;
2. the Constitution of KABC shall govern matters within its authority, subject to applicable law; and
3. this Policy and related rules shall be interpreted consistently with both.

Questions concerning the application of this Policy shall be referred to the appropriate authority of KABC.

38. Related Documents

This Policy should be read together with:

- Constitution of the Karbi Anglong Baptist Convention;
 - GP-001 — Code of Conduct;
 - GP-002 — Conflict of Interest Policy;
 - GP-003 — Ethical Concerns Reporting Policy;
 - GP-004 — Confidentiality & Data Protection Policy;
 - GP-005 — Gifts & Hospitality Policy;
 - Finance Policy;
 - Financial Procedures Manual;
 - Child Protection Policy and Procedures;
 - HR-002 — Leave Rules;
 - HR-003 — Gratuity & Retirement Benefits Rules;
 - HR-004 — Travel & Expense Reimbursement Policy;
 - HR-005 — Vehicle Policy; and
 - other employment procedures and schedules adopted by KABC.
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39. Transitional Provision

Upon the effective date of this Policy, the earlier KABC Service Rules relating to matters covered by HR-001 shall be replaced by this Policy.

Existing employment rights and benefits shall not be reduced merely because this Policy replaces the earlier Service Rules where such rights or benefits are protected by applicable law, an employment agreement, or another approved KABC rule.

Matters governed by separate rules, including leave, gratuity, retirement benefits, travel, and vehicle use, shall continue under the existing arrangements until the corresponding revised KABC rules are approved, provided that no existing provision shall operate in a manner contrary to applicable law.

This transitional provision will cease to have effect once the relevant replacement rules have been adopted.

40. Review and Amendment

This Policy shall be reviewed at least once every **three (3) years**, or earlier where necessary because of:

- changes in applicable law;
- amendments to the Constitution;
- significant organizational changes;
- adoption or revision of related employment policies; or
- experience arising from implementation of this Policy.

Any amendment shall be approved by the competent authority of KABC in accordance with the Constitution and established governance procedures.

41. Approval

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