

# Best Practices #2.8: Staff Management and Contracts



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## 1 Introduction

In section #2.1 you learned why you should have a Human Resources manual and how to make one. But HR manual is not made to just be put on the shelf, it is time to put it to use.

Your WMA needs employees to conduct its daily functions. The most common roles of the WMA are the Village Game Scouts, the accountant and a manager - that is sometimes called a WMA secretary. How do you organize and keep all the employees that will help build your WMA? This is where the staff management and leadership come in to help build commitment of all the key workers/players of the WMA.

## 2 Staff contracts and what they are

A staff contract is an agreement between the employee and employer, which means it needs you to develop a document that contains an official agreement between the WMA and an individual employee to execute a given task over a certain period of time which will help create a sense of commitment and loyalty toward the WMA. Contracts usually have a common format but there are a few differences depending on the specification of employment. This document will help you understand the standardized format of contracts for all kinds of employment for the WMA staff. The contract legally binds the employee to your WMA meaning that they are committed to developing the WMA through the work the staff does.

### 2.1 Why is a contract important?

Before we start you need to understand the importance of having a contract, which comes with a question why do you need these contracts? It is a good practice to have because it is a legal requirement by the government therefore the WMA will be complying with the law creating a good reputation for itself. The contract also acts as a safety net for the staff of the WMA because the contract gives the employees peace of mind that they have a permanent position in the WMA. The contract also acts as a guideline to how the staff should organize itself in the WMA including what the employer and employee are supposed to do and how their relationships should be built. It is also an effective way to keep and motivate all the employees of the WMA.

### 2.2 Contents of a contract

There are a few common practices that help improve the staff contracts to create more positive professional relationships between the WMA and the worker/staff these practices help to strengthen the weak links of the existing relationship and highlight the strengths that come with the agreement such practices include

#### **Parties involved:**

it is important to know the people involved in the contract by stating their identity, this helps to give the WMA a specific identity of a person hired by the WMA to execute a task for the agreed duration. By having the identity of the person hired by the WMA it increases the sense of responsibility of the staff and therefore it is a must have.

**Contract date:**

The date shows the beginning of the commitment of the staff towards the WMA this is also an essential part in a contract. Knowing the official beginning of the contract will help the WMA have an effective follow up on how the worker executes his/her tasks.

**Position:**

This helps the worker know his/her place in the WMA by knowing your position you will understand the tasks you are required to do for the WMA . this will help the employees avoid confusion as to what they are doing and also help avoid repetition of a task making it easier and faster to get things done in the WMA.

**Responsibilities/Job description:**

The position contracted to the employee by the WMA comes with different responsibilities. It is very helpful to list out the responsibilities of the contracted employee. By knowing what he/she is supposed to do this will cause a sense of accountability to the position assigned to the employee. Creating a sense of ownership towards the assigned field for the employee, if an employee has a sense of ownership towards the WMA it becomes so much easier for the employee to take care of the WMA and also have a drive/desire for the WMA to develop.

**Working field/place:**

Giving an employee a location where all his/her activities will be executed or conducted will help the worker become more concentrated on the task provided making it easier to work and develop as an individual and for the WMA as a whole. This will also prevent confusion between the workers making it easier to execute tasks in the WMA.

**Probation:**

To monitor/see the employees work ethic/behavior this section dedicates a period of time where the WMA will look at how an employee conducts/executes tasks given and also the general behavior of the worker to see if he/she is suitable for the WMA in the long run. This evaluation usually lasts for three months up to a year where if the WMA sees the worker fit for its operations it will offer a long term noncontract.

**Payment:**

Here the WMA lets the worker know how much it is willing to pay him/her for the services that the worker will offer throughout the contact the payment agreement is commonly at a monthly interval. Here you explain to the employee how the payment is sorted from required government payments like NHIF and others to the exact amount that will be given to the employee or deposited to his/her account. Also, here you introduce pay cuts and bonuses to help keep the worker motivated.



**Benefits:**

Here you explain to the workers the benefits offered while working for the WMA, this encourages hard work to all employees of the WMA. benefits act as reliefs to the employees' expenses and therefore the employees see it as an act of kindness from the WMA creating a sense of loyalty and ownership towards the WMA influencing the employee to work harder and more efficiently.

**Work schedules:**

All workers of the WMA are provided with a timetable on the amount of time to be invested in the execution of the agreed upon responsibilities. By having this schedule workers can organize other parts of their lives easily creating an effective work space. The legal and ideal working hours is 8 hours; this duration does not exhaust the worker of the WMA.

**Leaves:**

Workers of the WMA receive holidays where they are not required to work for the WMA these leaves give them time to recuperate/relax/rest from work, leaves are key in having an efficient worker because if workers get time to rest and freshen up their mind work becomes easier because most of the time the workers are not exhausted. There are a variety of leaves that are addressed in this section like maternity, sick and annual leaves all these leaves serve different purposes and should all be included in the contract including the duration of the leave, and the conditions for the leave to be granted.

**Contract termination:**

An important thing to address is if the WMA no longer wants to work with a particular employee what do you do? You set some conditions that will lead to the termination of the worker if the worker fails to meet these conditions, then here you address how to end the contact with the employee. Details on how to end a contract is in the sample contract.

**Other conditions:**

Here you address all the things that are important but were not referred to in the contract such things include morals, code of conduct, these things guide day to day operations of the employee hired by the WMA. Having these conditions help to shape the behavior of the employee as well as the reputation of the WMA.

**Approval of Employer:**

The WMA confirms the employment of an individual for a certain task, the approval is accompanied by a signature of the representative of the WMA as well as a stamp for the formal acceptance of the worker for the WMA. the approval is done once every part of the contract is completed by both parties which means that the WMA and the employee have agreed to work together.



### 3 Staff performance development system

How do you monitor all the activities that are being done by all the employees of the WMA? It is important to monitor the execution of tasks of all the employees of the WMA, this will help you to know hard workers in the WMA and how to reward them for their hard work, this helps you look at the individual efforts of each employee in executing all the tasks/responsibilities assigned to him/her. By knowing how well an employee/worker executes his/her tasks the WMA can decide to reward or warn the worker. With this system you are able to look at how far the WMA has progressed/developed over the years through the execution of tasks given to the employees

### 4 Leadership and Management

The terms “management” and “leadership” are often interchanged. In fact, many people view them as basically the same thing. Yet management is as distinct from leadership as day is from night. Both are necessary for a best performance.

We could say that leadership is about “inspiring the doing” and management is about “instilling good operational processes”. When put together the two results in “getting the right things done

right by the right people”. Put more simply, you lead people and manage things. Things include physical assets, processes, and systems. People include customers, external partners, and people throughout your team.

It is the responsibility of the managers and leaders of the WMA to determine the direction of the WMA, therefore in order to have a successful WMA you need to have the right leaders who understand where the WMA is supposed to go and know what direction to take in order to get the WMA to where it needs to be.

It is also a good practice to ensure leadership skills are instilled to an entire WMA team and not only management team.