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APPROVED
by the decision of the Management Board
of NGO "RUKH Global"
Minutes No. 3 dated "17" April 2026

Chairman of the Management Board
Igor DUDKA
Executive Director
Maryna MAKHOTA

REGULATION ON THE HUMAN RESOURCES SERVICE OF NON-GOVERNMENTAL ORGANIZATION "RUKH GLOBAL"

Version: 1.0
Effective date: 17 April 2026
Next review: April 2028 (or upon change of legal basis / donor requirements)
Responsible for maintenance: HR Manager
Approved by: Management Board of NGO "RUKH Global"



1. GENERAL PROVISIONS

1.1. This Regulation on the Human Resources Service (HR) of Non-governmental organization "RUKH Global" (hereinafter — the Regulation) defines the legal status, purpose, objectives, functions, structure, rights, and obligations of the Human Resources Service (hereinafter — the HR Service, the Service) of Non-governmental organization "RUKH Global" (hereinafter — the Organization, RUKH Global).

1.2. The Regulation has been developed in accordance with the Constitution of Ukraine, the Labour Code of Ukraine (hereinafter — the Labour Code), the Law of Ukraine No. 4572-VI "On Public Associations" of 22 March 2012 (in the wording as of 03.09.2024), the Law of Ukraine No. 2297-VI "On Personal Data Protection", Regulation (EU) 2016/679 (GDPR), the Charter of NGO "RUKH Global" (approved by the Minutes of the Founding Meeting No. 1 of 12 February 2026), and the requirements of the Organization's key donors (EU, UN agencies, GIZ, SIDA).

1.3. The Human Resources Service is an internal functional unit of the Organization that ensures the implementation of HR policy, supports good governance in the area of human resources management, and fulfills donor due diligence requirements.

1.4. The HR Service reports directly to the Executive Director of the Organization in accordance with clause 5.6.2 of the Charter, who has the authority to hire and dismiss staff employees and to issue orders and directives.

1.5. The governing documents of the Service shall be approved by the Executive Director in agreement with the Chairman of the Management Board.

1.6. The HR Service operates with regard to the dual jurisdiction of the Organization's presence: Ukraine (head office) and the Republic of Poland (Krakow separate representative office / registered unit), which entails the application of the labor and migration laws of both countries.

1.7. In its activities, the Service interacts with all structural units of the Organization, the Management Board, the Head of the Organization, the Executive Director, external contractors (accounting, legal support), as well as with state authorities of Ukraine and Poland within the scope of its competence.

1.8. This Regulation shall be reviewed at least once every two years or upon material changes in the labor legislation of Ukraine or Poland, donor requirements, or the structure of the Organization.

2. LEGAL AND NORMATIVE BASIS

2.1. In its activities, the HR Service is guided by the following legal and normative framework:

2.1.1. Legislation of Ukraine

- Constitution of Ukraine;
- Labour Code of Ukraine (KZpP);
- Law of Ukraine No. 4572-VI "On Public Associations" of 22 March 2012 (in the wording as of 03.09.2024) — in particular Article 23 on reporting and transparency;
- Law of Ukraine No. 2297-VI "On Personal Data Protection" of 01.06.2010;
- Law of Ukraine No. 2866-IV "On Ensuring Equal Rights and Opportunities for Women and Men" of 08.09.2005;
- Law of Ukraine No. 5207-VI "On the Principles of Preventing and Combating Discrimination in Ukraine" of 06.09.2012;
- Law of Ukraine No. 504/96-VR "On Leaves";
- Law of Ukraine No. 108/95-VR "On Remuneration of Labour";
- Law of Ukraine No. 2694-XII "On Labour Protection";
- Law of Ukraine No. 3236-VI "On Volunteer Activity";
- Law of Ukraine No. 1700-VII "On Prevention of Corruption";
- Law of Ukraine No. 2232-XII "On Military Duty and Military Service";
- Tax Code of Ukraine (concerning Unified Social Contribution, Personal Income Tax, Article 133.4 on non-profit organizations);
- By-laws of the Ministry of Economy of Ukraine, the Pension Fund, and the State Employment Service.

2.1.2. Legislation of the Republic of Poland (for hiring EU citizens and operating the Krakow representative office)

- Kodeks pracy (Labour Code of Poland) of 26.06.1974;

- Ustawa o cudzoziemcach of 12.12.2013 (Act on Foreigners);
- Ustawa o promocji zatrudnienia i instytucjach rynku pracy (conditions for employment of foreigners, work permits);
- Ustawa o ochronie danych osobowych of 10.05.2018 (RODO — the Polish implementation of GDPR);
- Ustawa o minimalnym wynagrodzeniu za pracę (minimum wage);
- Ustawa o Zakładowym Funduszu Świadczeń Socjalnych (where applicable).

2.1.3. International standards and donor requirements

- Regulation (EU) 2016/679 (GDPR) — protection of personal data;
- Regulation (EU, Euratom) 2024/2509 — EU Financial Regulation (recast);
- Horizon Europe Grant Agreement (General MGA v5.0) — "key personnel" requirements;
- Creative Europe Programme Guide 2025 — qualification of project staff;
- 2 CFR Part 200 (Uniform Guidance, 2024 revision) — for grants of the US Department of State;
- UN Partner Portal Due Diligence Framework (UNICEF CSO Guidance 2025);
- GIZ Partner Capacity Assessment (PCA); SIDA's Regulations for Contributions;
- ILO Core Labour Standards, ILO Convention 190 (Violence and Harassment);
- ISO 30414:2018 (Human Capital Reporting) — as a reference;
- Core Humanitarian Standard (CHS) — Commitment 8 (competent staff).

2.1.4. Internal documents of the Organization

- Charter of NGO "RUKH Global" — in particular clauses 5.5.2.4, 5.6.2 regarding hiring/dismissal of employees;
- Code of Conduct (Document No. 8);
- Conflict of Interest Prevention Policy (Document No. 4);
- Personal Data Protection Policy (Document No. 5);
- Safeguarding / PSEAH Policy (Document No. 7);
- Whistleblowing Policy (Document No. 10);
- Occupational Health and Safety Regulation (OHS Policy) — related document of the package.

3. STRUCTURE AND STAFFING OF THE SERVICE

3.1. The structure of the HR Service is determined by the Executive Director, taking into account the headcount of the Organization's staff and the volume of HR workload, based on a baseline ratio of approximately 1 HR specialist per 25–30 staff employees.

3.2. As of the effective date of this Regulation, with a headcount of approximately 10 staff employees plus volunteers and contractors, the Service consists of:

- HR Manager (Head of the Service) — 1 staff unit. Reports directly to the Executive Director.
- HR Officer / HR Coordinator — 1 staff unit (with the possibility of part-time employment or combination with office management).

3.3. When the headcount exceeds 20 persons, the Executive Director shall initiate expansion of the Service through the approval of a new staffing table by the Management Board.

3.4. The HR Service closely cooperates with external outsourcing contractors:

- Accounting support (payroll calculation, Unified Social Contribution, Personal Income Tax, submission of reports to the State Tax Service and the Pension Fund);
- Legal support (preparation of employment contracts, civil-law contracts, volunteer agreements; resolution of labor disputes; Polish migration law);
- Polish HR/bookkeeping provider for the Krakow representative office (obsługa kadrowo-płacowa).

3.5. Job descriptions of the HR Manager and HR Officer shall be approved by the Executive Director in accordance with the provisions of this document and the respective Job Descriptions.

3.6. A person appointed to the position of HR Manager shall hold a higher education degree (HR, psychology, law, management), have at least 3 years of practical HR experience, knowledge of Ukrainian labor legislation, working knowledge of English (B2+), and preferably knowledge of Polish labor law or willingness to acquire it.

4. FUNCTIONS OF THE HUMAN RESOURCES SERVICE

4.1. The HR Service performs the following functions within its competence:

4.1.1. Strategic Workforce Planning

- Development and annual update of the Organization's HR Plan, synchronized with the RUKH Global Strategy and the grant portfolio;
- Maintenance of the organizational chart (org chart) and keeping its current version;
- Workforce planning in the short- (one year) and medium-term (three years) perspectives;
- Preparation of the Organization's staffing table (segmented into the Ukrainian and Polish contours) and submission for approval to the Executive Director.

4.1.2. Recruitment

- Implementation of recruitment processes in accordance with the Recruitment Policy (Document No. 5) and the Equality and Non-Discrimination Policy;
- Preparation of Job Descriptions jointly with heads of units;
- Publication of vacancies on relevant platforms (Robota.ua, Djinni, Pracuj.pl, LinkedIn, RUKH Global website);
- CV screening, coordination of interviews, reference checks;
- Background checks regarding potential conflicts of interest and sanctions lists (EU Sanctions Map, UN Sanctions List, OFAC);
- Preparation of offer letters, negotiation of terms of employment.

4.1.3. Onboarding and Offboarding

- Organization of the first working day of a new employee (welcome, workplace, IT access);
- Induction briefing on the Charter, mission, and policies of the Organization (Code of Conduct, PSEAH, Data Protection, Anti-Corruption);
- 90-day onboarding plan with checkpoint meetings (30/60/90 days);
- Coordination of offboarding: exit interview, return of property, revocation of access, handover of cases, final settlements.

4.1.4. Administration of HR Processes

- Preparation and formalization of HR orders (hiring, transfer, dismissal, business travel, rewards, disciplinary measures, leaves);
- Maintenance of employee personnel files (paper and electronic forms);
- Maintenance of employment record books (where required by law) or electronic employment records;
- Registration of individuals liable for military service, reservation ("bronyuvannya") of critical employees during mobilization in accordance with Resolution of the Cabinet of Ministers of Ukraine No. 76 and wartime amendments;
- For Poland — maintenance of akta osobowe of employees in accordance with Rozporządzenie w sprawie dokumentacji pracowniczej.

4.1.5. Contract Work

- Preparation of draft employment contracts under the Labour Code;
- Civil-law contracts for contractors in accordance with the Civil Code of Ukraine;
- Volunteer agreements in accordance with Law of Ukraine No. 3236-VI "On Volunteer Activity";
- Non-disclosure agreements (NDA) and agreements on the protection of confidential information;
- For Poland — umowa o pracę, umowa zlecenie, umowa o dzieło; maintenance of the register;
- Maintenance of a unified Employment & Contractor Registry with personnel.

4.1.6. Performance Management

- Development of the KPI system for positions and project roles;
- Organization of the Performance Review cycle (in detail — Section 11);
- Facilitation of the 360° feedback methodology for management positions;
- Calibration of ratings jointly with the Executive Director;
- Linking of evaluation results to decisions on remuneration, training, and career growth.

4.1.7. Learning and Development (L&D)

- Development of the annual L&D Plan of the Organization;
- Management of the training (tuition) budget within the limits approved by the Executive Director;
- Coordination of internal trainings (compliance training: GDPR, PSEAH, anti-corruption, safeguarding);
- Support of external courses, conferences, and certifications (EU grant management, project management, language courses);

- Tracking of mandatory annual trainings (PSEAH refresher, labor protection).

4.1.8. Compensation and Benefits

- Maintenance of the grade structure of positions (salary bands, grades) — Annex Ye;
- Annual benchmarking of remuneration for the NGO sector in Ukraine and Poland (references: HH.ua, Djinni, Hays, Grafton, studies by PANO, UCBI);
- Development of proposals on indexation and review of salaries;
- Administration of non-monetary benefits: medical insurance, voluntary health insurance (DMS), psychological support, learning grants, flexible schedule, home-office subsidy;
- Synchronization with the accounting function on calculation and payments.

4.1.9. Time and Leave Records

- Maintenance of the working time record sheet (Form P-5 / electronic form);
- Drafting and approval of the vacation schedule by 15 January of the current year;
- Recording of all types of leaves (annual, study, unpaid, leave for family circumstances, childcare leave);
- For project staff — maintenance of timesheets in the format complying with donor requirements (EU-funded time recording).

4.1.10. Labor Discipline

- Monitoring compliance with the Internal Labor Regulations (hereinafter — ILR);
- Documenting violations; initiating disciplinary procedures in accordance with Articles 147–149 of the Labour Code;
- Preparation of materials for the application of rewards and disciplinary measures;
- Cooperation with the Ethics Committee (as needed).

4.1.11. Labor Protection (coordination with OHS)

- Coordination with the person responsible for labor protection and safety (Document No. 13);
- Organization of induction and periodic briefings;
- Registration of accidents at work; documentary formalization;
- Monitoring of home-office conditions (ergonomics, psycho-emotional state).

4.1.12. Employee Relations and Mediation

- Handling of employee grievances;
- Internal mediation of conflicts;
- Escalation of serious cases to the Executive Director or the Ethics Committee;
- Interaction with the Whistleblowing channel (in accordance with the Whistleblowing Policy — Document No. 10).

4.1.13. Corporate Culture and Wellbeing

- Conducting annual Engagement Surveys (eNPS, Gallup Q12, or a proprietary instrument);
- Team-building initiatives and internal communications;
- MHPSS programme (mental health and psychosocial support) — particularly relevant for a Ukrainian NGO operating in wartime conditions (see Section 13);
- Recognition activities (person-of-the-quarter, birthdays, annual service cycle).

4.1.14. HR Analytics and Reporting

- Maintenance of the HR Dashboard: headcount, turnover rate, time-to-hire, cost-per-hire, training hours per FTE, gender ratio, gender pay gap;
- Quarterly HR Report to the Executive Director;
- Annual HR Report to the Management Board;
- HR sections in donor reports (key personnel sheets, organogram, CVs of key personnel, compliance attestations).

4.1.15. Diaspora and Inclusive Hiring Policy

- Targeted programs for engagement of Ukrainians from abroad (diaspora in Poland, EU, North America), veterans, internally displaced persons (IDPs), and women in leadership roles;
- Adherence to the principle of non-discrimination in hiring citizens of Poland and other EU states to positions in the Krakow representative office;

- Reasonable accommodation for persons with disabilities (Article 17 of the Law of Ukraine "On the Foundations of Social Protection of Persons with Disabilities in Ukraine");
- Gender mainstreaming in the formation of shortlists (a minimum 40/60 gender balance at the final selection stage).

5. RIGHTS OF THE HR SERVICE

5.1. The HR Service is entitled to:

- Request and obtain from heads of units and employees information, documents, and explanations (including written ones) necessary for the performance of its functions;
- Engage, in the prescribed manner, external consultants (labor law attorneys, HR consultants, psychologists, coaches, Polish HR specialists) within the approved budget;
- Initiate before the Executive Director internal investigations and the application of disciplinary measures in case of violation of the ILR, Code of Conduct, or other internal documents;
- Participate in meetings of the Management Board with the right of an advisory vote on matters concerning HR;
- Process personal data of employees, candidates, volunteers, and contractors in accordance with Law of Ukraine No. 2297-VI and GDPR/RODO;
- Represent the Organization before state authorities on HR matters (State Employment Service, Pension Fund, State Tax Service, and for Poland — ZUS, PIP, urzędy wojewódzkie on work permit matters);
- Propose amendments to Regulations, Policies, staffing tables, and salaries;
- Decline to consider matters that fall outside the Service's competence, with the respective justification.

6. OBLIGATIONS OF HEADS OF UNITS TOWARDS THE HR SERVICE

6.1. Heads of structural units and projects shall:

- Submit hiring requests in a timely manner with a complete Job Description and justification;
- Actively participate in interviews with candidates;
- Conduct onboarding of new members of their teams;
- Set SMART goals and KPIs at the beginning of the Performance Review cycle;
- Conduct 1:1, mid-year, and annual reviews with their direct reports in a timely and qualitative manner;
- Provide the HR Service with substantiated proposals on promotions, bonuses, salary reviews, and staff reassignments;
- Notify the HR Service of all HR events (sick leaves, vacations, business trips, dismissals) within reasonable timeframes;
- Conduct exit interviews jointly with HR in a timely manner upon dismissal of direct reports;
- Adhere to the Policies of the Organization in the HR-related parts (ethics, safeguarding, non-discrimination, data protection).

7. DOCUMENT FLOW OF THE HR SERVICE

7.1. Employee Personnel File

7.1.1. A personnel file (personnel card P-2 / electronic personnel file) shall be opened for each staff employee from the moment of hiring and maintained throughout the entire period of employment plus the retention period after dismissal in accordance with the law.

7.1.2. Standard composition of the personnel file:

- Application for hiring;
- Copy of the passport, taxpayer identification number (RNOKPP), educational documents;
- Autobiography / CV;
- Employment contract and annexes;
- Job description with acknowledgement signature;
- Personnel card P-2;
- Orders concerning the employee (hiring, transfer, leaves, rewards, disciplinary measures);
- Acknowledgement signatures on Policies (Code of Conduct, PSEAH, Data Protection, Anti-Corruption, Safeguarding);
- Documents on completion of trainings and briefings;
- Performance Review results;
- Medical examination (where required);

- Military registration documents;
- Resignation application and clearance sheet.

7.1.3. Electronic copies shall be stored in the secured cloud storage of the Organization (Google Workspace / M365) with restricted access (HR Manager, Executive Director, and the employee in respect of their own documents).

7.1.4. Retention schedule:

- Personnel files — 75 years (according to the List of Standard Documents of the Ministry of Justice of Ukraine);
- Orders on personnel matters — 75 years;
- Working time record sheets — 3 years (for EU projects — 5 years after project closure, or 10 years for stress test purposes);
- Civil-law contracts — 3 years after termination;
- CVs and documents of candidates who were not hired — up to 1 year with the candidate's consent, with subsequent deletion.

7.2. Other Mandatory Documents of the HR Service

- Staffing table (current version plus archive);
- Register of employment contracts and civil-law contracts;
- Register of volunteer agreements;
- Log of registration of HR orders;
- Vacation schedule (annually);
- Working time record sheet (monthly);
- Register of labor protection and PSEAH briefings;
- Personnel training register (L&D log);
- Database of personal data processing (GDPR Article 30 — Record of Processing Activities).

8. ORGANIZATION OF WORK IN HYBRID/REMOTE MODE

8.1. RUKH Global applies a hybrid work model as a standard, regulated by the Labour Code of Ukraine (Articles 60-1, 60-2 — home-based and remote work) and the corresponding provisions of the Polish Kodeks pracy (art. 6718 et seq. — praca zdalna).

8.2. Types of working arrangements administered by the HR Service:

- Home office (fully remote work);
- Hybrid (2–3 days in the office/coworking, the remainder — remote);
- Office-based (permanent presence in the office or coworking — Krakow, Kyiv);
- Field work (onsite events, international projects).

8.3. Mandatory elements of the formalization of remote work:

- Supplementary agreement to the employment contract specifying the location of remote work;
- Risk assessment of the workplace (OHS remote assessment);
- Confirmation of the availability of the necessary equipment (possible co-financing by the Organization);
- Agreed availability schedule (core hours).

8.4. The HR Service maintains a register of the place of work performance for each employee (relevant for tax residency, insurance contributions, and donor due diligence).

8.5. For employees working from the territory of Poland but employed under Ukrainian legislation (or vice versa), the HR Service, together with the lawyer and accountant, determines the correct employment scheme, taking into account the Convention for the Avoidance of Double Taxation between Ukraine and Poland.

9. INTERACTION WITH DONORS

9.1. The HR Service ensures compliance of HR practices with donor requirements, in particular:

9.1.1. EU Grants (Creative Europe, Horizon Europe, CERV, Erasmus+)

- Preparation of CVs of key personnel (Europass or donor format);
- Documentary confirmation of qualifications (diplomas, certificates);
- Timesheets in accordance with EU Time Recording Requirements (actual cost method or unit cost);
- Signing of Declaration of Honour for key personnel;
- Absence of Conflict of Interest declarations;
- Compliance with Regulation (EU, Euratom) 2024/2509.

9.1.2. US Department of State Grants (formerly the USAID line)

- Key personnel approval — obtaining no-objection from the Grant Officer upon a change of key personnel;
- 2 CFR 200 compliance — internal controls, disclosures, cybersecurity;
- Salary history documentation to support reasonableness of rates.

9.1.3. UN Agencies and Humanitarian Donors

- UN Partner Portal Due Diligence form — HR section;
- Capacity Assessment response regarding HR systems;
- Mandatory PSEAH trainings for 100% of staff (OCHA CBPF requirement);
- Safeguarding policy and evidence of its implementation.

9.1.4. GIZ, SIDA, Private Foundations

- Partner Capacity Assessment (PCA) — HR section;
- Anti-corruption declarations for key personnel;
- Gender & diversity reporting.

9.2. HR documents periodically submitted to donors: organogram, key personnel sheet, CVs, declarations, compliance attestations.

10. CONFIDENTIALITY OF HR DATA

10.1. All HR data are confidential and are processed exclusively in accordance with the Law of Ukraine No. 2297-VI "On Personal Data Protection", GDPR, RODO, and the internal Personal Data Protection Policy.

10.2. Processing principles:

- Lawfulness, fairness, and transparency;
- Data minimization — only the volume necessary for the purpose is collected;
- Storage limitation — deletion / anonymization upon completion of the retention period;
- Integrity and confidentiality — technical and organizational protection measures (encryption, MFA, role-based access);
- Accountability — maintenance of the Record of Processing Activities (Article 30 GDPR).

10.3. Access to HR systems is granted exclusively to: HR Manager, HR Officer, Executive Director, the external accounting provider (under NDA), and the IT administrator (within the limits of technical support without reading content).

10.4. All employees of the HR Service and other persons with access to HR data shall sign an enhanced NDA and complete annual GDPR training.

10.5. In the event of a breach of confidentiality (data breach), the HR Manager shall notify the DPO (Data Protection Officer) and the Executive Director within 24 hours for the notification procedure under Article 33 GDPR (72 hours to the supervisory authority — in Ukraine, the NSPDP; in Poland, UODO).

11. PERFORMANCE REVIEW CYCLE

11.1. The annual performance evaluation cycle of RUKH Global contains the following checkpoints:

Checkpoint	Frequency	Participants	Outcome
1:1 Meetings	Weekly / bi-weekly	Manager + employee	Brief notes in template; removal of blockers
Quarterly Check-in	Quarterly	Manager + employee + HR (as needed)	Brief KPI review, goals adjustment
Mid-Year Review	Annually (July)	Manager + employee + HR	Performance Review Form — interim evaluation, IDP adjustment
Annual Review	Annually (January–February)	Manager + employee + HR + Executive Director (as needed)	Performance Review Form, decisions on bonuses, promotions, salary review
360° Feedback	Annually for the Leadership Team	Peers, direct reports, managers, internal clients	360° report, leadership development plan

11.2. Rating scale: 5 levels — Exceeds Expectations (5) / Meets+ (4) / Meets (3) / Below (2) / Unsatisfactory (1).

11.3. Annual Review results influence:

- The annual salary review;
- Bonus / annual performance award;
- Promotion / transfer decisions;
- Individual Development Plan for the following year.

11.4. The calibration meeting of the Executive Director with the HR Manager and heads of units before the finalization of ratings ensures fairness and the absence of bias.

12. CAREER DEVELOPMENT

12.1. RUKH Global, as a developmental organization, invests in the career growth of its employees through:

- Individual Development Plan (IDP) — formed after the Annual Review, containing development goals for the year, training activities, resources, and success metrics (Annex G);
- Mentorship Programme — pairing of junior employees with mentors from the senior team or external partners;
- Shadowing and cross-functional projects — participation in projects outside one's own function to expand competencies;
- Participation in international events and networks (EU NGO conferences, Creative Europe Info Days);
- Sabbatical / learning leave — by decision of the Executive Director for key employees.

12.2. Development budget — a minimum of 2% of the payroll fund or within the limits provided by grant agreements (EU projects often cover up to 5% through indirect costs).

12.3. Career paths (career tracks) are defined in the Salary Bands document (Annex Ye) with clear criteria for transition between grades.

13. WELLBEING AND MHPSS PROGRAMME

13.1. Considering that RUKH Global is a Ukrainian organization operating in the conditions of the full-scale war (since February 2022), mental health and psychosocial support (MHPSS) constitute a critical priority.

13.2. Basic Wellbeing package:

- Paid sessions with a psychologist / psychotherapist (a minimum of 6 sessions per year per person, with extension in crisis situations);
- Flexible schedule and the possibility of psychological days off (mental health days) — up to 3 days per year in addition to sick leave;
- Group access to MHPSS platforms (Calm, Headspace, "Rozkazhy Meni", "Psyheya");
- Psychological First Aid (PFA) training for managers;
- Regular peer support groups;
- Protocols for response to crisis situations (air raid alerts, loss of loved ones, evacuation).

13.3. For employees affected by the war (veterans, families of servicemembers, internally displaced persons, persons who have lost loved ones) — a separate support programme with an individual HR caseworker.

13.4. Monitoring of burnout through quarterly pulse surveys with anonymous inquiry regarding workload and psycho-emotional state.

13.5. The Wellbeing programme is synchronized with donor requirements on Staff Care (UNICEF, OCHA, SIDA).

14. EXIT INTERVIEWS AND KNOWLEDGE TRANSFER

14.1. Upon dismissal of each employee, the HR Service conducts an Exit Interview not later than the last working day (Annex E).

14.2. Objectives of the Exit Interview:

- To understand the reasons for leaving (voluntary/involuntary, pull/push factors);
- To gather feedback on organizational culture, management, and policies;
- To identify systemic issues requiring attention;
- To preserve professional relationships on a positive note (alumni network).

14.3. A Knowledge Transfer Plan is mandatory for all positions:

- Documentation of key processes and contacts;
- Shadowing with the successor (a minimum of 5 working days for key positions);
- Handover document structured as: ongoing projects, stakeholders, passwords & access, key deadlines, outstanding issues;

- Signed handover act for cases and property.

14.4. HR analyzes aggregated Exit Interview results quarterly and prepares recommendations for the Executive Director.

14.5. Alumni Network — the HR Service maintains contact with former employees for possible return, partnerships, and references.

15. RESPONSIBILITY

15.1. The HR Manager bears personal responsibility for:

- Performance of the Service's functions under this Regulation;
- Compliance with the labor legislation of Ukraine and Poland in HR processes;
- Confidentiality of HR data;
- Timeliness of HR document flow;
- Quality of HR reporting to donors and management.

15.2. The Executive Director bears responsibility for:

- Approval of the staffing table and key HR decisions;
- Provision of the Service with the necessary budget;
- Decisions on hiring and dismissal of personnel in accordance with clause 5.6.2 of the Charter.

15.3. The Management Board of the Organization bears responsibility for:

- Overall oversight of HR policy as a component of good governance;
- Approval of this Regulation and material amendments;
- Appointment and dismissal of the Executive Director (clause 5.6.1 of the Charter).

15.4. Heads of units bear responsibility for fulfilling the obligations defined in Section 6 of this Regulation.

15.5. Employees of the Organization bear responsibility for the accuracy of the data provided, compliance with the ILR and Policies, and timely notification of the Service of changes in personal data.

16. FINAL PROVISIONS

16.1. This Regulation enters into force on the date of its approval by the Management Board of NGO "RUKH Global" and remains valid until a new version is adopted.

16.2. Amendments and additions to the Regulation shall be approved by the Management Board upon the proposal of the Executive Director.

16.3. This Regulation shall be reviewed at least once every two years or upon material changes in the legislation of Ukraine or Poland, donor requirements, or the structure of the Organization.

16.4. In the event of a discrepancy between the provisions of this document and the applicable legislation of Ukraine or Poland (in the respective jurisdiction), the provisions of the legislation shall prevail.

16.5. The official language of the Regulation is Ukrainian. In case of translation into Polish, English, or another language for the needs of donors or the Polish representative office, the Ukrainian version shall prevail.

16.6. Control over the implementation of this Regulation is vested in the Executive Director.

16.7. For violation of the requirements of this Regulation, employees of the Organization shall bear disciplinary and material responsibility under the Labour Code of Ukraine or the Polish Kodeks pracy (depending on the jurisdiction of the employment contract).

ANNEXES

ANNEX A. Staffing Table (Template)

Organization: NGO "RUKH Global" | Effective date: _____ | Approved by: Executive Director Maryna Makhota

No.	Unit	Position	Grade	FTE	Salary (UAH/PLN)	Funding
1	Leadership	Executive Director	G7	1.0	_____	Core / EU grants
2	Programmes	Programme Director	G6	1.0	_____	Creative Europe
3	HR	HR Manager	G5	1.0	_____	Core
4	HR	HR Officer	G3	0.5	_____	Core
...	...	...	...	...	...	...

HR Manager signature: _____ / Executive Director signature: _____ / Date: _____

ANNEX B. Employee Personnel File (Checklist)

Full Name: _____ Position: _____ Date of hire: _____

Responsible HR: _____

No.	Document	Present (check)	Date
1	Application for hiring		
2	Copy of passport and RNOKPP (or PESEL for Poland)		
3	Copies of educational documents, certificates		
4	CV / autobiography		
5	Employment contract and annexes		
6	Job description with acknowledgement signature		
7	Personnel card P-2 (UA) / akta osobowe część B (PL)		
8	Order on hiring		
9	Acknowledgement of Code of Conduct		
10	Acknowledgement of PSEAH Policy		
11	Acknowledgement of Data Protection Policy / GDPR consent		
12	Acknowledgement of Anti-Corruption Policy		
13	Acknowledgement of Internal Labor Regulations		
14	Conflict of Interest Declaration		
15	Induction labor protection briefing		
16	Military registration documents		
17	NDA / confidentiality		
18	Bank card details		

ANNEX C. Performance Review Form (Template)

Evaluation period: _____ Type: ☐ Mid-Year ☐ Annual ☐ 360°

Employee: _____ Position: _____ Manager: _____

1. Results against goals/KPIs of the previous period

Goal / KPI	Target	Actual	Rating (1–5)
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2. Competencies (behavioral)

- Communication & Collaboration — rating 1–5: _____
- Ownership & Accountability — rating 1–5: _____
- Adaptability & Learning — rating 1–5: _____
- Donor & Stakeholder orientation — rating 1–5: _____
- Leadership (for leadership roles) — rating 1–5: _____

3. Strengths:

4. Development areas:

5. Overall rating (1–5): _____

6. Recommendations (bonus / promotion / training budget / salary review): _____

Employee signature: _____ Manager signature: _____ HR signature: _____

ANNEX D. Individual Development Plan (IDP) — Template

Employee: _____ Position: _____ Period: _____

Development Goal	Activity (course/mentor/project)	Resources / Budget	Deadline	Success Metric
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Mentor (if assigned): _____ Employee signature: _____ Manager signature: _____

ANNEX E. Engagement Survey (baseline)

Anonymous survey. Scale 1–5: 1 — strongly disagree, 5 — strongly agree.

No.	Statement	Rating 1–5
1	I understand the mission of RUKH Global and see my contribution to it	
2	My manager regularly provides me with clear feedback	
3	I have the necessary resources (time, tools, budget) to perform my work	
4	Over the past year, I have been given opportunities for development and learning	
5	I feel that my work is valued	
6	My compensation level is fair compared to the market	
7	There is a safe atmosphere in the organization for expressing opinions	
8	I feel a sufficient level of wellbeing / no chronic burnout	
9	I would recommend RUKH Global as an employer to my peers (eNPS)	
10	I see my career at RUKH Global over the next 2 years	

Open questions:

What makes RUKH Global the best place for you? _____

What can we improve? _____

ANNEX F. Exit Interview Form

Full Name: _____ Position: _____ Date of dismissal: _____

Tenure in the Organization: _____ Manager: _____

1. Primary reason for leaving:

- ☐ Better offer (compensation / role)
- ☐ Dissatisfaction with management / team
- ☐ Relocation / family circumstances
- ☐ Lack of development / career growth
- ☐ Burnout / wellbeing
- ☐ End of project / contract
- ☐ Other: _____

2. What works well in the organization? _____

3. What would you advise improving? _____

4. Rating (1–10):

- Quality of management: _____
- Organizational culture: _____
- Compensation and benefits: _____
- Development opportunities: _____
- Wellbeing & work-life balance: _____

5. Would you recommend RUKH Global to your friends as an employer? _____

6. Are you open to future cooperation (alumni, consultant, partner)? _____

Employee signature: _____ HR signature: _____ Date: _____

ANNEX G. Salary Bands (Template with Grades)

Model: 7 grades (G1–G7). Range of each grade — 30–40% between minimum and maximum. Annual benchmarking.

Grade	Level	Typical Positions	Min (UAH)	Mid (UAH)	Max (UAH)
G1	Intern / Junior Assistant	Intern, Admin Assistant	_____	_____	_____
G2	Assistant / Coordinator	Project Assistant, Office Manager	_____	_____	_____
G3	Specialist / Officer	HR Officer, Communications Officer	_____	_____	_____
G4	Senior Specialist	Project Manager, Grants Specialist	_____	_____	_____
G5	Manager / Lead	HR Manager, Programme Manager	_____	_____	_____
G6	Senior Manager / Director	Programme Director, Finance Director	_____	_____	_____
G7	Executive	Executive Director	_____	_____	_____

Criteria for transition between grades:

- Consecutive Performance Review results at ≥ 4 over 2 cycles;
- Expansion of the scope of responsibility / team;
- Successful completion of the IDP of the previous year;
- Availability of an open vacancy or a substantiated need to create a position;
- Approval of the Executive Director and confirmation of budget feasibility.

For the Krakow representative office (Poland) — a separate salary bands table in PLN with reference to the Polish market (Pracuj.pl, Sedlak & Sedlak data).