

Red Crescent Society (RCS) – Gaza Strip

Leave Permission Form

Name: Position:

Leave: – Official – Private

Reason for leaving:

Leaving time: Hour Minute **Return Time:** Hour Minute

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Notes:

.....

Date: / /

Staff Signature

Direct Supervisor recommendation:

.....

Date: / /

Signature of Direct Supervisor

Administrative Affairs (HR) Officer recommendation:

.....

Date: / /

Signature

Chapter 5: Salaries and Staff Travel

Article (1): Salary Scale

1. Staff salaries are paid according to their qualifications and job positions, depending on their rank, and in accordance with the salary scale of the Association.
2. Salaries shall be paid monthly in Israeli shekels according to the currency of the account at the end of each Georgian calendar month through a bank transfer to the bank account of each staff member.

Article (2): Travel Missions

I. Uncovered Travel Missions.

- If the living and hotel stay expenses of the employee during the mission period is not covered by the inviting party or a third party, or if no funds have been received for that purpose, allowances are allocated to them in USD on a day-to-day basis as follows:

No.	Description	Amount ^(Maximum)
1.	Residence and hotel stay allowance	150
2.	Living allowance	60
3.	Pocket money allowance	40

- If the travel mission duration is between one day and (14) days, all the allowances specified above are allocated.
- If the travel mission is longer than (14) days, and up to one month, the first (14) days are covered as specified above, in addition to (50%) of the mission expenses for the remaining period, up to one month.
- The allowances specified above are allocated to staying in four-star hotels at most in each country, for each night spend performing the mission duties, based on official invoices from the hotel.
- The hotel stay expenses that are paid in case of early arrival or late departure may be spent.

- Association allowances do not cover room service or any other personal expenses, as the employee uses their own money for these expenses.
- The employee is granted a (200) USD transportation allowance from residence to the mission destination, and from the mission destination to residence. This allowance includes airport taxes, and other expenses, except for the visa fees which are paid in addition to the transportation allowance.
- In cases where the actual transportation expenses exceed the allowances specified in the provision above, the actual expenses of the mission are paid, provided that the original payment invoices are submitted.
- If the hotel stay expenses for one night exceeds the allowances specified above during official missions or uncovered courses, only the Director General may approve covering the actual hotel stay expenses in addition to all the allowances mentioned above after submitting the documents that prove it.
- The allowances stipulated in this provision are allocated for one night only upon leaving the Palestinian Territories, and for one night only upon return through a **transient country**.

II. Travelling Allowances Fully Covered by third party .

- If the inviting party covers all the expenses in the above table (hotel stay, living expenses, and pocket money), the Association allocates (50%) of the pocket money allowance to the employee, provided that the mission does not exceed one month.
- If the inviting party covered the mission expenses, and didn't pay the employee directly, an agreement is made with the inviting party to transfer the allowances to the Association's bank account and not the employee's. Upon receiving the financial amount, the Association then offset the balance with the employee.

III. Travelling Allowances Partially Covered by third party

- If the inviting party covered part of the expenses, the Association covers the rest of the expenses.
- If the hotel stay expenses of the mission are only covered, then the remaining travel allowance, are (100%) covered, provided that the duration of the mission does not exceed one month.

IV. General Rules.

- Members of the Board of Directors, and Director Generals, are authorized to receive 15% extra of the above mentioned allowances.
- The employee, upon arrival, must provide the necessary documents as listed below, in order to close the travel mission transaction.
 - A. The delegation letter
 - B. A copy of the invitation letter issued by the inviting party
 - C. Approval by the Director General and/or the Board of Directors.
 - D. Complete form of accepting the mission
 - E. Complete form of returning from the mission.
 - F. Copy of passport, showing stamps of entry and departure of airports/ borders, in the destination country and transient country.
 - G. Copy of the electronic ticket
- The employee must submit official invoices of the expenses occurred during the travelling mission upon his return, within a maximum of three working days from his arrival, otherwise he loses the right to claim them. The expenses must be compensated within a maximum of (14) days from the date of the employee's return to the homeland.
- Every employee on a travel mission is obligated to submit a report on their mission, including the following information:
 - A. The purpose of the mission
 - B. Parties that have been met
 - C. Issues discussed
 - D. How the Association shall benefit from the mission
 - E. Any issues that require follow up
 - F. The financial report, submitted to the direct supervisor to be signed, then to the Director of Administrative Affairs to approve it and take the necessary measures.

Confirmation of Mission Acceptance Form

Staff name:	
Job No.	ID No.:
Job Title	
Approved Mission Period	From..... to....., to be held in
Day and date of starting the mission	
Departure from Homeland stamp	
Expected day and date of return from the mission	

Staff signature:

Director General Signature

Direct Supervisor Signature

.....

.....

Form of Confirmation of Return from the Mission

Staff name:	
Job No.	ID No.:
Job Title	
Approved Mission Period	From..... to....., to be held in
Day and date of starting the mission	
Departure from Homeland stamp	
Actual day and date of return from the mission	
Return to homeland stamp	

Staff signature:

Director General Signature

Direct Supervisor Signature

.....

.....

Chapter 6: Holidays and Vacations

Article (1): Absence from work

The staff may not be absent from work unless for a holiday they have earned which is approved by the bylaws, in accordance with the procedures and rules set by the Association.

Article (2): Due Vacations

The allowed staff vacations are as follows:

1. Annual Leave
2. emergency leave
3. Sick leave
4. Study leave
5. Unpaid vacation
6. Maternity leave
7. Pilgrimage/haj leave

Article (3): Annual Leave:

The staff is due a paid annual leave. Annual leave does not include official holidays, except for the weekends, as follows:

1. 15 days in the first year after six months of starting employment at the Association.
2. 30 days for staff who have worked one year or more in the Association.
3. 35 days for staff over the age of 50 with at least ten years of service.

Article (4): The Calendar Year

For the purpose of granting annual leave under this bylaw, the calendar year begins on the first of January and ends on the last day of December of the same year.

Article (5): Limits of the Annual Leave

The annual leave may not be shortened, postponed or canceled without justified reasons for the best interest of work, which must have approved by the General Director of the organization. In this case, the remaining vacation days are to be added to the staff member's annual leave days in the following years without exceeding 60 days as accumulated in that year.

Article (6) Emergency Leave:

1. A staff member's is allowed to have a paid emergency leave not exceeding ten days per year in case of an urgency that does not allow for any other leave.
2. Emergency leave duration does not exceed three days at a time, unless the Head of the Department is convinced to extend it. The leave must not exceed ten days per year.
3. A staff member's right to emergency leave for a certain calendar year is forfeit with its end.
4. Emergency leave follows the procedures and forms of the annual leave.

Article (7): Sick Leave:

1. A staff member who served three years in duty, is allowed to have a sick leave, granted by a decision from the relevant health committee within the following limitations:
 - a. Three-month full paid leave (100% of the salary)
 - b. Six-month leave, with 75% of their salary
 - c. One year leave, with 50% of their salary. This percentage is raised to 75% for staff over 50 years of age.

- d. Additional three unpaid months if the health committee decided they are likely to recover.
2. It is the Association decides on extending the unpaid leave for 6 additional months if the condition requires long-term treatment, subject to approval of the health committee.
3. The Director General may extend the lower-salary leave periods of the staff member, taking in consideration the maximum periods specified in this article. The director also may decide to grant them that leave period for a full salary.
4. In case the staff member is unable to obtain a medical report, they may request to change the annual leave into a sick leave if they have enough leave days remaining.
5. The staff member has the right to turn his sick leave into an annual leave if he has sufficient annual leave days remaining.
6. The sick staff member must inform the Association of his condition within 24 hours before his leave, unless he was unable to do so for compelling reasons.
7. Sick leave is not considered effective until approved by the Association's doctor, provided that it does not exceed three days. In case it exceeds three days, it must be approved by the Health Committee.
8. The sick staff member may obtain a sick leave not exceeding three days from the Association's doctor. It may not be extended, and the staff member may not be granted more than three days except from the health committee of the Association.
9. With the exception of the sick leave provisions, a staff member with a chronic disease may be granted a special leave with full pay decided by the Director General of the Association upon receiving approval from the relevant health committee, until his condition is cured, or sufficiently stable that he can return to work. If staff is no longer be able to do his job, he will be terminated for health unfitness.

10. If the sick staff member wishes to end his leave and return to work, this must be done only with the approval of the doctor of the Association or the health committee.
11. The act of faking sickness –determined by the relevant health committee– is considered a violation of the staff member’s duties.

Article (8): Study Leave

1. In the best interest of the Association, the Director General is authorized to approve the request of a staff member who spent more than two years in duty, unpaid leave for studies upon his request.
2. A study leave is granted for a period of one year, with possibility for extension, up to a maximum period of four years.
3. The study leave is unpaid, and follows the conditions and constraints included in the executive regulation of this bylaw.

Article (9): Unpaid Vacation

1. A staff member is granted an unpaid leave upon his request to accompany his/her husband/wife for work or study, whose travel period is more than six months and does not exceed twelve months.
2. The Association may grant a staff member unpaid leave for reasons they have been explained in his application if deemed valid by the management.
3. A staff member who is granted an unpaid leave is not eligible for any increment or promotion during his leave period. The unpaid leave period is not included in his years of seniority with regards to promotions and increment, without violating the regulations of the pension fund.
4. The Association may fill in the position of a staff member who is in unpaid leave for a year in accordance to the bylaws.

Article (10): Maternity Leave

1. A pregnant staff member is granted a paid vacation for ten consecutive weeks before and after birth delivery.
2. A staff member may leave her work one hour early for one year after giving birth delivery, and has the right to an unpaid vacation for up to one year to care for her child.

Article (11): Pilgrimage / haj Leave

A staff member has the right to one 30-day paid leave for pilgrimage, only once throughout his service at the Association.

Red Crescent Society – Gaza Strip

Leave Application Form

Department of Human Resources

Staff No.:

Date: (dd/mm/yyyy)

Application for Leave (Annual/Casual)

Name:

Position:

Leave designated day: (dd/mm/yyyy)

Leave duration:

Reason for leave:

Date of application: (dd/mm/yyyy)

Staff signature:

For the Use of the Human Resource Department

Total due leave days

Day spent

Balance

.....

.....

.....

Signature

For the use of the direct supervisor

Approve/Disapprove:

Approved leave period:

Duties are carried out in their stead by:

Signature of the direct supervisor

For the use of the Human Resource Department

Approve/Disapprove:

Signature of the Head of Department:

Chapter 7: End of Service

Article (1): Reasons for End of Service

A staff member's service ends for the following reasons:

1. Reaching the legal retirement age
2. Health Unfitness
3. Resignation
4. Loss of Job
5. Termination
6. Going on pension or being fired
7. Being convicted with a felony or misdemeanor that indicate dishonorable or dishonest behavior
8. Death

Article (2): Age

A staff member's service ends if he reaches the age of 60 years old.

Article (3): Health Fitness

1. Health Unfitness is proven with a decision from the relevant health committee
2. A staff member's service may not be ended for health unfitness before exhausting his sick leave and annual standard leave days, unless he asks in writing to be retired of service without exhausting his said leave days.

Article (4): Resignation

1. A staff member may resign from their job with a written letter to the Director General of the Association.
2. The Director General of the Association shall review and consider the written resignation letter within a maximum period of 30 days
3. A resignation is accepted if it wasn't addressed within the specified period in the provision (2) above.

4. Resignation of a staff member under investigation is not accepted until investigation is concluded without meriting the disciplinary actions of either terminating him or referring him to the pension fund.
5. The staff member continues his work until informed in writing of the acceptance of his resignation or reaching the expiry date of 30 days period stipulated in provision (2) of this article.

Article (5): Loss of Job

1. A staff member loses their job if they are absent for 15 consecutive days without permission, even if the absence is for a legitimate vacation, or if they are absent for more than a total of 30 days throughout the year.
2. The Human Resource Department must prepare a record of the staff absence days, and inform the staff in writing if their non-consecutive absence reach 15 days, and inform the Director General.

Article (6): Termination

- A staff member is terminated if it is proven that they have violated the policies and systems of the Association.

Article (7): End of Service Rights

The rights of staff member whose service is ended due to one of the reasons stated in this bylaw are in accordance with the retirement bylaws and provisions.

- The Association makes a monthly payment to permanent staff equal to 9% of their salary for pension.
- The Association makes an annual payment equal to one additional month to the contract staff, taking fractions into consideration.

Chapter 8: Appraisal System

Article (1): Importance of Appraisal

The staff annual performance assessment is an opportunity to enhance the performance of the RCS staff aiming to increase their efficiency. The assessment process is considered one of the most important and effective procedures to ensure the sustainability and development of the Association. Staff performance can be improved in two ways: performance appraisal and training.

Article (2): Performance Appraisal

Aside from the fact that, the performance appraisal system is used to support decision making process regarding promotions and rewards of staff. It is also used to identify areas where staff performance improvements are needed. Moreover, performance appraisal system is used to assess the training needs of the assigned staff.

An integrated appraisal system should cover the following scopes:

Professional Elements:

- Productivity and understanding of work duties
- Responsibility
- Accuracy and quality of work
- Creativity and innovation
- Cooperation

Personal Elements:

- Adaptability
- Inner team relations and communications
- Teamwork
- Desire to learn
- Relationship with supervisors
- Punctuality
- Loyalty
- General attitude and behavior in the workplace

Staff Performance Appraisal Form

Name:		Job ID:		Date of hiring:	
Job title:		Section:		Department:	
Class:		Qualification:			
Key elements	Sub-elements			Maximum points	Average score
Work & Productivity (40)	Preparing and supervising plans in line with the strategic plan			5	
	Development, modernization and innovation			5	
	Guidance and follow-up			5	
	Solving administrative problems and crisis management			5	
	Coordination and distribution of work			5	
	Taking pivotal decisions			5	
	Follow-up with performance appraisal of management staff and providing feedback			5	
	Reporting, studies and research skills			5	
Total				40	
Maintenance/Assertiveness (20)	Punctuality			5	
	Time management skills			5	
	Organizes and manages meetings effectively			5	
	Responsibility and adherence to instructions			5	
Total				20	
Personal Behavior (20)	Effective communication skills			5	
	Cooperation and teamwork			5	

	Preservation of public property	5	
	Dedication and loyalty	5	
Total		20	
Personal attributes (20)	Accepting and following instruction	5	
	General appearance	5	
	Sharing and exchange of knowledge	5	
	Affinity and motivation to learn	5	
Total		20	
Total number in digits		100	
Total number in figures		Hundred	
General remarks on the direct president		Notes and approval by the Head of Department	
Achievements or distinguished activities other than the points mentioned above (strengths)		-----	
-----		-----	
Shortcomings other than the points mentioned above (weaknesses)		-----	
-----		-----	
Direct recommendations by the direct supervisor		-----	
-----		-----	
Name: ----- Job: -----		Signature: -----	
Signature: ----- Date: -----		Date: -----	

Article (3): Training

The Association must assess and determine the training needs of its staff constantly in order to ensure that its staff are up to the latest developments in their field of expertise. Also, the staff shall be able to use the relevant technologies and other tools that allow them to do their jobs smoothly which will contribute to saving time and effort. The training needs are identified through one or more of the following modules:

- Performance appraisal system
- Mentoring the latest training and capacity building approaches
- Career Planning
- Express opinions on daily challenges
- Recommendations from staff regarding their approaches of commencing the work.

Therefore, the training must contribute to providing a broader scope of services, improving productivity, reducing errors and flaws, as well as enhancing the staff's satisfaction and loyalty to the Association.

Article (4): Appraisal Criteria

The Association adopts the following criteria as basis for the appraisal process:

1. Accuracy

It is very important to ensure a consistent and accurate performance appraisal process.

2. Relevance of the Staff's Results

The criterion must be designed based on the staff results, and must reflect these results as reasonably as possible.

3. Sensitivity to differences

It is important that a criterion allows for identification of high and low performance levels at the same time.

4. Realism/realistic

The criterion must be measurable, and must reasonably and realistically reflect the data collected on performance from the work environment.

Article (5): Categorization of Criteria

The performance appraisal criteria fall under two categories:

- 1- Personal and behavioral criteria
- 2- Professional, result-oriented criteria

Firstly: Personal and behavioral criteria

Staff have personal behaviors such as honesty and loyalty, or dishonesty. These behaviors develop since childhood, and remain throughout life. It is natural that these behaviors affect the way a staff member performs his/her duties which affect the Association either positively or negatively. The process of appraising the personal behavior criteria requires effort from the person whose responsible for the appraisal process, as these criteria are difficult to quantify, and often difficult to discover, unless certain situations or

accidents occur. For example, the management could discover that one of the staff has been lying to justify his frequent absenteeism.

As for the behavioral criteria that describes the human being behavior, is a reflection of the person's interaction with the surrounding environment, such as cooperation, initiative and dealing with constituents properly. These criteria can be controlled through guidance and training. However, they also require follow up from supervisors.

Secondly: Professional, result-oriented criteria

These criteria indicate the results of each staff member after performing his/her duties, and can be measured quantitatively in terms of cost, time, and quality. These criteria are easy to measure, and are highly relied to rate performance. However, quantitative measurements of the results of some positions can be difficult.

Designing staff appraisal criteria:

The criteria are designed in two methods: the first method is based on job analysis. This method is scientific and fair. The second method is to rely on the existed experts in the Association.

Some jobs require quantitative criteria. These are usually low jobs level. However, there are many positions that are difficult to quantify, such as positions related to quality of service delivery, where the Association must use both methods at the same time, namely, job analysis, and utilizing the existed expertise in the Association, as it guarantees logical and realistic criteria that actually measure the performance of staff.

Considering that performance criteria is written data used to describe how to perform the job duties properly, it is very important that the Association places high importance on these criteria in order to improve the outputs and productivity of staff which will have positive impact on the Association and society.

Article (6): Responsibility for Appraisal

The Director General of the association is the person accountable & responsible for the staff appraisal process. The Director General designates his responsibility for the appraisal process to a third party, provided that they have the required integrity, credibility, neutrality, competence, and awareness of the appraisal process, in addition to being accepted from all parties. The appraisal committee could consist of one person or more, but no more than three persons.

Article (7): Time of Appraisal

The timeframe of conducting the appraisal process is set by decision of the Director General of the Association. Whereas it occurs twice a year, the semi-annual one (the first appraisal) is considered unofficial, while the end of year appraisal is considered an official appraisal, provided that the duration of appraisal for all staff does not exceed one month in both cases.

1. The Semi-Annual Appraisal (Unofficial Appraisal) starts on June 1st, and ends on June 30th. The time period in which the report is prepared and submitted to the management must be no later than the July 15th. The unofficial appraisal is conducted at least once to allow the appraisal committee to determine the effectiveness and viability of the appraisal process. The semi-annual appraisal is considered a complementary part

of the continuous feedback and follow up mechanism between the staff and his/her direct supervisor.

2. The end of year Appraisal (Official Appraisal) starts on December 1st, and ends on December 31st. The time period in which the report is prepared and submitted to the management must be no later than January 15th.

Article (8): Types of Appraisal

Appraisal falls under two main categories, as follows:

1. Staff Appraisal:

It is a special appraisal exercise, conducted twice a year, which consists of two parts. The first part addresses the professional aspects, and the second part addresses the personal aspects of the staff.

2. Staff appraisal of the Association, management, and their direct supervisors.

It is an appraisal that aims to express the staff's opinion in their management and Association. This appraisal is conducted twice a year.

Article (9): The Structure of the Appraisal System and Its Scope of Work

The structure of the appraisal system refers to the formula of the system, how it works, and the procedures followed to implement it in order to achieve the goal of the appraisal process. It aims to improve the performance of staff to ensure success of the Association, in accordance with the series of procedures followed by the Association, as follows:

1. Set the expected level of performance from staff (job duties/what is required from staff?), (Job description should answer that, in addition to other indicators).

2. Encouraging Performance (utilizing materialism and non-materialism incentives to encourage the productivity of staff).
3. The Appraisal Process (measuring productivity and work progress to ensure it is working in the right direction).
4. Managing appraisal results (comparison, review, evaluation, restructuring, concentration)

Article (10): The Appraisal Session

Preparations for the appraisal process is done in a simple session between the appraisal committee and the staff, and is made a month prior to both the unofficial and official appraisal processes. This session is considered a preparatory period for the appraisal process, in which a discussion will take place between the two parties on which is referenced on several related work documents. The appraisal committee primarily refers to the job description of the staff member to ask questions and enrich the discussion. The session might takes between minutes up to hours, and The assessor must listen carefully to what the staff member has to say and not to put him in a stressful atmosphere.

The appraisal committee must consider the followings:

- A. All the staff must consider their job description as guidance in determining the priorities that should be taken in consideration throughout the year.
- B. The appraisal committee must take notes during the preparatory sessions on issues such as the need to improve the staff performance and providing certain tools to enable him/her better perform his/her duties, in order to have a fair official appraisal.

C. The appraisal is conducted based on evidences that supports its results. These evidences are documented during the preparatory sessions and are taken into consideration during the end year appraisal.

Article (11): The Appraisal Form:

The appraisal form is a certificate which reflects the achievements of the staff member throughout the year are measures such achievements. It is considered a tool that helps the supervisor in evaluating the staff performance, and guides the supervisor towards the desired goal of the evaluation process. The appraisal form includes specific criteria through which a comprehensive appraisal of the staff is conducted. It is also considered a legal document that can be used as a basis for promotions, rewards, and incentives, or even termination of the staff member or disciplinary actions against them.

Red Crescent Society – Gaza Strip

Annual Performance Appraisal Form

The Following Data are Filled by the Human Resources Department

Staff Name: Staff No.:

Department: Program:

Rank: Grade:

Date of appointment:

Results of the latest three appraisals

1-

2-

3-

Rewards granted to the staff member during the year:

NO.	Rewards	Date
1		
2		
3		
4		

Negative/disciplinary actions taken against the staff member during the year:

No.	Negative/disciplinary actions	Date
1		
2		
3		

Data to be filled by the staff:

1- Among the outstanding works that you suggest to be taken in consideration when preparing the report on you, with evidence. Please emphasize professional and scientific activities in which you participated or achieved during the year.

-
-
-

2- Highlight the most important skills and abilities that you believe distinguish you in your job, to be taken in consideration when preparing the report on you.

-
-
-

3- What are the suggestions or changes that if introduced would improve your productivity?

-
-
-

4- Mention personal initiative you took at your work during the year?

-
-
-

5- Mention the barriers that limit your performance?

-
-

6- What scientific activities did you perform during the year?

-
-
-

7- Other remarks:

•

Name:..... Signature: Date: (dd/mm/yyyy)

Recommendations of the Person Responsible for Appraisal

Put a mark in front of due entitlements:

promotion	
Reward	
Standard Raise	
Special Raise	
Denial of Annual Raise for (3) months	
Denial of Annual Raise for (6) months	
Denial of Annual Raise for one year	
Termination	

Positive remarks:

- 1-
- 2-
- 3-

Negative remarks:

- 1-
- 2-
- 3-