

**Staff performance:**

What are the training topics suggested by the direct supervisor to improve the staff performance?

- 1- .....
- 2- .....
- 3- .....

**Other remarks:**

.....  
.....

**Signature of the person responsible for appraisal:** .....

**Date:** (dd/mm/yyyy)

**Staff member's Signature:** .....

- I have seen the appraisal results and discussed it with the direct supervisor, and I have no objection to what is in it.
- I have seen the appraisal results and discussed it with the direct supervisor, and I object to everything in it.
- I have seen the appraisal results and discussed it with the direct supervisor, and I object to the following:

- 1- .....
- 2- .....
- 3- .....

**• My Objections:**

- 4- .....
- 5- .....
- 6- .....

**Date:** .....

**Signature:** .....

### **For management use only:**

#### **Decision of the Director General:**

Approved recommendations: .....

Discarded recommendations: .....

Notes: .....

**Job Description:** ..... **Job Description:**

.....

**Signature:** ..... **Signature:** .....

**Date:** (dd/mm/yyyy)

#### **Article (12): Scores and Appraisal Rules:**

After approval of the achievement appraisal in accordance with the criteria mentioned earlier, which were approved in the Job Description form, the appraisal committee may discuss the final score of the staff member for the year.

In order to conduct the appraisal process properly, the appraisal committee must base it on the following principles:

1. Appraisal is conducted based on the criteria set in agreed upon the job description form.
2. Taking into consideration the goals set in the Association's strategic action plan.

3. Exceptional objectives that are revised and agreed upon between the staff and the appraisal committee in the unofficial appraisal.
4. The appraisal committee must discuss the staff member's score with the other Directors who are authorized to approve the rating of the staff if it was high or low.

#### **Article (13): Performance Improvement**

Refers to improving the performance of the staff and increasing their levels of productivity and achievement through several methods. This includes providing them with incentives and training in order to equip them with the experience and skills required to perform their duties and improve their performance in such a way that allows them to advance their career, which will lead to benefit the Association and society.

#### **Article (14): Performance Improvement Mechanism**

- A. Performance improvement is documented in each meeting throughout the year.
- B. The performance improvement needs are updated when it is necessary, especially after the appraisal processes (both official and unofficial). This update is done through discussion and agreement between the appraisal committee and the staff member whom is subject to the appraisal process.



## Red Crescent Society – Gaza Strip

### Performance Improvement Form

Name: .....	Job Description: .....	Date: ..... .
<b>Unsatisfactory performance area:</b> ..... ..... ..... .....		
<b>Reasons behind unsatisfactory performance:</b> ..... ..... ..... .....		
<b>Mention what can be improved and developed</b> ..... ..... ..... .....	<b>Period required for improvement</b> ..... ..... ..... .....	
<b>Performance improvement action plan:</b> ..... ..... ..... ..... .....	<b>Review Date:</b> ..... ..... ..... .....	
Name of the direct supervisor: .....	Signature: .....	
staff member's signature: .....	.....	

### **Article (15): Managing Unsatisfactory Staff Performance**

1. Unsatisfactory staff performance must be addressed immediately and fairly.
2. The staff member must be honestly informed of shortcomings and gaps in their performance.
3. Agreement is made between the supervisor and the staff member on a number of procedures and plans to be implemented in order to overcome the shortcomings and improve performance. These procedures and plans must be within a specific timeframe.
4. Incentives, encouragement and supporting staff are approaches that must be used to help staff improve their performance.
5. The possible psychological impact must be taken in consideration when informing staff of unsatisfactory performance. It must be handled with privacy and secrecy, in order to maintain their image in front of their colleagues.

### **Article (16): The Staff Responsibility to Improve their Performance.**

A responsible and loyal staff member is required to perform the following:

1. To accept the result of appraisal of his/her unsatisfactory performance
2. Participate in the appraisal process by easing the task of the appraisal committee which seeks to identify gaps and shortcomings in his/her performance.
3. Contribute to developing the strategies and vision to improve his performance.

## **Article (17): Rectifying Unsatisfactory Performance.**

Unsatisfactory performance is rectified through:

### **A. Managing the early unsatisfactory symptoms of the staff performance**

1. Mistakes, shortcomings and gaps that show in the staff performance must be addressed and discussed immediately without delay, for reasons related to inconveniencing staff or any other reasons.
2. The direct supervisor must open a comprehensive dialogue and continuous discussion throughout the year with their staff regarding their unsatisfactory performance. They must also admit improvement of the staff performance and inform them of it as a sort of incentives.
3. If a staff member fails to meet expectations, his director must frankly talk to him about these failures, and provide guidance to them.
4. The director must not be harsh on the staff or reprimand them. Their talk to staff should be a part of the continuous improvement and learning process.
5. Mistakes should be regarded as opportunities for learning.
6. Both the staff and the director should share the responsibility to identify gaps and shortcomings in performance.

### **B. Managing the discussion of unsatisfactory performance sessions:**

1. The direct supervisor must prepare carefully for these sessions, and is required to provide constructive feedback on performance or behavior.
2. The direct supervisor may resort to consulting other relevant departments/directors in the Association when preparing for these sessions.



### **C. Managing constant unsatisfactory performance:**

1. In case the performance did not improve after a time period and close supervision, a decision must be made.
2. In case of a severe deterioration in performance, or very poor performance, the director must meet with the staff as fast as possible, and work towards improving performance, using the performance improvement form. The direct supervisor must also ensure implementation of the agreement reached in the appraisal form, and closely supervise its implementation.

In any case, when performance deteriorates severely, it is necessary that the supervisor informs his own director or the upper management level.

3. If there is a breach to the criteria, and it led to very negative impact, the supervisor must discuss with the Human Resource manager or the relevant department, the possibility of taking certain measures against the staff.
4. If after a period of time, and close mentoring of the staff performance, no improvement in performance was shown, then the direct supervisor of the staff member must discuss the matter with his director in the Association. During the discussion session, the previous measures taken against the staff member must be discussed, and strategies for improving performance should be agreed upon as soon as possible.
5. Responsibility for managing unsatisfactory performance falls upon the direct supervisor of the staff member. This responsibility is covered in the director's job description. The upper management, or the director

of the direct supervisor must assess the supervisor performance and the effectiveness of his management of unsatisfactory staff member performance.

#### **D. Official Disciplinary Actions:**

1. Sometimes official disciplinary actions cannot be avoided. This is due to failure of unofficial measures to achieve the desired performance improvement. Therefore, taking disciplinary actions is part of the performance improvement strategies.
2. Official disciplinary action is not a must for the termination. However, in case of continuous unsatisfactory performance after disciplinary action, it may lead to termination of the staff member.
3. The decision of disciplinary action is taken by the direct supervisor in consultation with the Director General of the Association, and the Director General of the Administrative and Financial Affairs.
4. Before taking official disciplinary actions against a staff member, the direct supervisor must gather tangible evidence.

#### **Article (18): Signing the Appraisal Form.**

1. The staff member's direct supervisor, or members of the appraisal committee, and the staff member under appraisal must sign the appraisal form.
2. In case of agreement between the appraisal committee and the staff member on all of the appraisal aspects, the appraisal form then requires final approval by the direct supervisor or the appraisal committee.



3. The staff member may write his comments or objections in the designated fields in the appraisal form, in case he does not accept the appraisal result.
4. In case of objection by the staff member, a mediation between the direct supervisor and the staff is needed. This mediation may take place by the upper management director.
5. If the mediation yields no results, the staff member may resort to the standard complaints procedures.

### **Article (19): Standard Complaints Procedures**

Standard complaints procedures are divided into:

#### **1. Unofficial complaint procedures:**

##### **A. Unofficial resolution:**

It is in the best interest of all involved parties that the complaint is handled unofficially, as most complaints can be addressed and resolved diplomatically and with ease through daily interactions with staff. It is known that in all departments, immediate and fair handling of complaints yields positive results. Therefore, directors are required to encourage the unofficial approach to addressing complaints as it is more friendly, and leads to faster resolution of the problem than the official resolution, which often leads to failure and turns the issue into an official complaint.

##### **B. Unofficial resolution procedures:**

A complaint must be addressed with the unofficial reconciliation approach, and a date for submitting the complaint must be set.

1. Unofficial procedures must be initiated by the staff member within two days of the occurrence of the problem, especially if the complaint is related to his annual appraisal results.
2. In some cases, two days are not sufficient. However, staffs should be encouraged to adhere to it.
3. To commence the complaint procedures, a staff member requests a meeting with the person whom causing the complaint.
4. The direct supervisor who's causing the complaint must be understanding of the staff member's point of view and the effect of the issue on him, even if the supervisor convinced of his own perspective and opinion about the staff member.
5. Both parties must explore solutions to the issue and workout towards applying them.
6. In case a resolution is not reached, a mediator (arbitration committee) must interfere. This approach is usually effective when both parties agree to it.

## **2. Official complaint procedures:**

### **A. Official phase:**

This phase begins 3 days after the completion of the unofficial steps, whereas the forms of the unofficial phase are submitted to the direct supervisor, the person responsible for final approval of the appraisal, and the human resources department.



## **B. Investigation of Official Complaints.**

1. In case a meeting of both the staff member and his direct supervisor is held, both parties have the right to bring one person with them to the meeting and other meetings. During the meeting, the staff member has the right to present his case and explain it, and provide suggestions to solve the issue.
2. At the end of the investigation, the person responsible for investigation reviews all the minutes and documents gathered from both parties during the investigation and summarizes the complaint and provide the summary to the staff member and the direct supervisor, including the final decision If the complaint merits legal action. It must be explained to the staff member how the decision was taken.
3. The staff member has the right to object to the complaint committee's decision if he believes there was a procedural error or if new evidence presented and that wasn't available during the investigation period. In this case, he has the right to appeal.
4. The Director General of the Association may provide help to the staff member and his supervisor by mediating between them to restore the professional relationship between the two parties, as this relationship might be affected during the official complaint procedures. This may end the issue quickly.

## **Article (20): Ensuring Fairness and Transparency**

- 1) Fairness and transparency are ensured through the contribution of staff in the appraisal process.
- 2) Staff must participate and contribute to their own performance management.



- 3) All directors must apply the criteria of performance management to their staff.
- 4) All signatory directors on the appraisal (superiors of department directors or an agreed-upon third party) must make sure that the appraisal committee possesses the competence and capacity to carry out the appraisal process.
- 5) Staff must participate in the appraisal process and be informed of their results which are announced to them.

#### **Article (21): Rules and Instructions.**

##### **Directors must follow the following instructions.**

1. Make sure that all staff go through the appraisal process during the specific appraisal periods each year. The staff member must be informed of the party that will conduct their appraisal and the party that will approve of the appraisal form/results.
2. The person/committee that will conduct the appraisal must be trained.
3. In case a staff member is transferred to work on another program, his new director must ensure that the staff member has undergone the performance appraisal in the appropriate time, and must meet with the previous director of the staff member to overview the previous appraisal results. If the staff member is transferred shortly before his appraisal process, the two directors agree on a specific appraisal mechanism for him.
4. In case a staff member takes a long-term leave (sick leave, maternity leave, or an unpaid leave), the director conducts an appraisal for him if he had worked for three months or more.
5. In case a new staff member is appointed, there is no need to conduct an appraisal for him if the appraisal process has just recently ended. The director

conducts the appraisal for the staff member along with the next appraisal cycle (mid-year, and at the end of the year). However, the new staff member must have his own job description and work plan.

6. In case the staff member is temporarily promoted (for a year or less), this period is appraised separately, taking in consideration that the appraisal result must take into account the performance criteria, and the objectives agreed upon for the promotion. Appraisal must be conducted for each role the staff member has performed.





## **Chapter 9: Disciplinary Actions**

Violating the criteria in this manual or the management's instructions merits inquiry and legal actions set by the Association, which may be up to termination or legal persecution, and compensating the Association for any damage caused due to the violation. These violations include:

- Violating any of the terms of the contract between the staff member and the Association.
- Violating the Association's bylaws.
- Inappropriate or unethical conduct during work
- Repeated mistakes at work
- Repeated work-related complaints against the staff member.
- Abusing the systems of the Association.
- Misdemeanors or legal persecution against the staff member.

### **Article (1) Disciplinary Actions:**

1- First method: unofficial action, through discussion with the staff member by his director/direct supervisor, where the staff member is required to change his behavior. An action plan is set, Regular meetings are conducted in which a copy of the final action plan to improve the staff performance is presented and submitted to the Director general to be added to the staff file.

- 2– Second method: official action, which is done through the following:
- a) An official letter is provided to the staff member, stating the nature of the problem. A committee is established to investigate the issue. The committee consists of:
    - Deputy General Director of the Association
    - Director/direct supervisor of the staff member
  - b) No disciplinary action is taken until the investigation process is concluded in an official meeting.
  - c) The staff member is informed of the date of the meeting one working day prior to the meeting, and three working days prior to the disciplinary action meeting.
  - d) If the staff member is found guilty of the alleged violations, a disciplinary meeting is conducted in the presence of:
    - The Association's Director General.
    - Director/direct supervisor of the staff member.
  - e) The disciplinary action is decided based on the nature of the issue. The staff member is informed of the decision during the meeting. The action is documented via an official written letter, of which a copy is handed to the staff member, and another copy is included in his file at the Human Resource Department.
  - f) A staff member may appeal the decision and file a complaint about the disciplinary action.

## **Article (2): Applying the Disciplinary Actions**

- 1 Disciplinary action is applied in cases of intentional misconduct, irresponsible behavior, or violating specific instructions. These actions



include: Reprimand (written notification, written warning), unpaid suspension, demotion, and termination in case of severe violations.

- 2 Disciplinary actions vary in terms of severity, and starts from written warning, suspension (the staff member is not allowed to perform his duties during the suspension period), suspension is unpaid and temporary (for a day, two days, week, or a month depending on the severity of the violation), and up to termination.
- 3 Any disciplinary action except for termination, is under the mandate of the Association's Director General.
- 4 Prior to any disciplinary action against a staff member, the Association's Director General must issue a written letter to him upon the request of the Board of Directors, stating the alleged violations, dates and circumstances of the violation. The staff member is required to comment on the alleged violations in a written letter in a period of no more than one week of receiving the Director General's letter.
- 5 If the severity of alleged violation merits forming an investigation committee, the Association's Director General discusses the matter with the Board of Directors to approve the committee and assign and its members.
- 6 The staff member in question is suspended from work until the investigation committee concludes the investigation if his continuation of work may enable him to impact the investigation process in any way, such as destroying evidence or influencing/threatening a committee member or a fellow staff member.
- 7 The staff member in question is suspended without pay during the investigation period if there's enough evidence to believe the staff member



is involved in the investigation measures, and the severity of the violation merits termination.

8 After the committee completes its work and collects all the evidence, the committee then submits their recommendations to the Association's Director General to take the appropriate action.

a) If the staff member is found not guilty, or the allegations are not severe and minor disciplinary actions are taken, the staff member is returned to his position immediately, the suspension period is considered a special paid leave.

b) If the staff member is found guilty and terminated, the date of his suspension is considered the date of his End of Service.

9 Only the Board of Directors may decide to end a staff member's service.

After decision to take disciplinary action, the Association decides the appropriate disciplinary action for each violation. Disciplinary actions include:

<b>Disciplinary Action</b>	<b>Authorized Party</b>
Notification	Direct supervisor (with approval of the Association's Director General)
Alert	
Warning	
Salary cut (with a maximum of 5 days)	Director
Denial of annual raise	Director (with approval of the Association's Director General)
Denial of promotion	
Demotion	
Unpaid suspension	
End of Service	Board of Directors

### **Article (3): Appeals and Managing of Staff Issues**

- 1– A staff member may appeal any decision of the management to his Direct Supervisor within 20 days of being informed of it.
- 2– The appeal is looked into for 60 days of its submission. If the period passes with no written response, the appeal is considered denied.
- 3– A staff member may take the case to court within 60 days of being informed of the denial of his appeal or receiving no written response.
- 4– The executive regulation of this bylaw governs the appeal procedures.