

Red Crescent Society for Gaza Strip

**Human Resources Management
Manual**

**Technical Support by:
Training and Management Institute (TAMI)**

November 2017

Acknowledgment

We at the Training and Management Institute (TAMI) extend our thanks and gratitude to the Red Crescent Society for Gaza Strip for their efforts in developing their Human Resources Management Manual. We thank the dedicated staff of the Association and thank the Training and Management Institute (TAMI) team for their efforts, contributions and cooperation to the accomplishment of this work which is considered a strategic direction for the work of the Association. We also extend our thanks to the management of the Association for their efforts to improve the performance of the Association on the basis of integrity and transparency, ensuring better service delivery to their target groups and contributing to the process of sustainable development in Palestine.

Training and Management Institute (TAMI)

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Chapter 1: General Terms and Definitions

For the purpose of applying this manual, the following words and sentences shall have specific meaning assigned to each, unless explicitly stated otherwise:

The Authority: refers to the Palestinian National Authority, including its various legislative, judicial and general entities.

The Organization: refers to the Red Crescent Society (RCS) – Gaza Strip

The Labor Law: refers to the Palestinian Labor Law No. (7) of the year 2000, effective in the Palestinian Territories.

The Civil Service Law: Law No. (4) of the year 1998 and its revisions.

The Internal system: refers to the he set of policies, procedures, and fundamental rules that regulate the relationship between staff and the Association, as well as sets their rights and duties.

The job: any existing or newly introduced vacancy, whether permanent or tied to a project.

The staff: refers to the person that the Association contracts to perform paid tasks.

The Special Class: Refers to the members of Board of Directors.

The First Class: Refers to high managerial and supervisory positions. Members of this class are responsible for supervising and following up with the implementation of activities and achievement of the Association's goals, developing plans and programs, and making decisions. They must possess the required academic qualification and practical experience. Salaries and all

financial entitlements of members of this class are set according to the rank stated in the appointment decision under the bylaws.

The Second Class: Refers to the specialized positions in the various areas of work. This class is responsible for performing specialized tasks in administrative, legal, financial, cultural jobs among others, and includes staff of departments that require specific and specialized tasks. Staff who possess managerial and supervisory skills are selected for this class which are the department directors.

The Second Class: Refers to the specialized positions in the various areas of work. This class is responsible for performing specialized tasks in administrative, legal, financial, cultural jobs among others, and includes staff of sections that require specific and specialized tasks. Staff who possess managerial and supervisory skills for the middle management level are selected for this class which are the section directors.

The Fourth Class: Refers to the technical, clerical and secretarial work in the Association.

The Fifth Class: Refers to positions of manual nature, such as security, couriers, etc.

The year: the year in this manual is considered (365) days, a month is (30) days and a week is (7 days).

The Vacation: refers to the day/days granted to the staff for rest or healthcare. All holidays including the religious holidays are paid vacations except for the unpaid vacations.

The End of Service: refers to ending the contract-bound work relationship between the Association and the staff. As a consequence to it, the staff member stops performing his/her duties for the Association for any of the following reasons: death, end of contract, resignation or health issues.

The Wage: any material gain given to the staff for their work as per the work contract or effective regulations, regardless of the nature of that gain, whether financial or in kind, paid on a monthly, weekly, daily or hourly basis, or paid by activity or amount of work done, whether paid for all of the work done or on a milestone basis.

The Performance Appraisal Committee: refers to the committee that carries out the performance appraisal process. Synonymous with “evaluator” as it is possible to hire either an individual or a committee to conduct the evaluation process.

The Performance Appraisal Form: refers to the document which reflects the strengths and weaknesses of the assessed staff on their achievements throughout the year. The document is also considered a legal document that can form the basis for promotions, rewards, and incentives as well as termination or denial of certain rights of the staff.

The Interview Committee: Is a committee established by decree of the Board of Directors, and consists of members appointed by the board to interview applicants for vacant jobs in the Association.

The Procedures: the phases to be followed in a specific order to accomplish a task to emphasize adherence an organized work approach. These phases constitute a set of secondary rules (managerial instructions).

Travel Mission: refers to dispatching staff abroad to attend a conference, study sessions, scientific convention, or to conduct an exploratory visit or any activity that falls into these categories, for no more than one month, whether the task is local or abroad.

Introduction:

This manual is considered a system to be applied in the Association to guarantee the highest national and global human resources standards and best practices for non-profit organizations and unions.

This manual has been tailored to the Association's size, in terms of provided services and the capacity of the existing human resources aiming at achieving the Association's goals through the set of policies and the procedures that regulate the implementation of these policies.

This manual covers nine chapters as follows:

Chapter One includes the terminology, definitions and glossaries for the used terms in this manual. It also states the purpose of the manual and the importance of its utilization and the responsibility of applying the manual.

Chapter Two covers the Association's overview by highlighting the Association's vision, mission and goals, in addition to the organizational structure which shows all the administrative levels and communication channels between the different level of commands. It also specifies the job descriptions as per the organizational structure.

Chapter Three covers the policies and procedures related to the hiring process, starting from the job announcement to hiring staff and assessing his/her performance.

Chapter Four covers the specific and general policies related to attendance and punctuality, clarifying the basic working hours and overtime hours.

Chapter Five covers policies and procedures related to staff travel on missions, as well as the salary scale policies.

Chapter Six explains the types of official holidays and vacations in details. As it clarifies the limitations and benefits of each vacation/holiday separately.

Chapter Seven explains all end-of-service policies in terms of retirement and termination criteria, and staff rights after end of service.

Chapter Eight clarifies the policies, procedures, laws, guidelines, criteria and scope of the performance appraisal process. It highlights the performance appraisal criteria and their categorization, responsibility for conducting the appraisal, types of appraisals and times to conduct them. It also highlights the structure of the performance appraisal approach and its jurisdiction, performance improvement mechanisms, the responsibility of staff to improve their performance according to the standard system procedures.

Finally, chapter Nine outlines the policies and procedures used to implement disciplinary procedures, appeals mechanisms and administrative resolutions for personnel issues.

Purpose of the manual:

- The purpose of this manual is to develop human resources management policies and procedures, approved by the Association's Board of Directors.
- This manual has been designed to include the principles and criteria to be followed in managing the human resources affairs which should regulate the Association's relationship with the staff by defining and clarifying the duties and rights of both parties, in addition to ensuring that all staff are treated equally.
- The manual aims at providing the Association and its management with a detailed reference of the administrative policies and procedures which provides guidance to the actions of the Association towards its cadre. It also aims at documenting all the best practices for the human resource department in the Association. The importance of the human resource lies in the fact that, it constitutes the foundation for any productive activity and economic development of the Association.
- The manual supports the development of human resources management procedures and policies in order to structure a scientific and practical system that helps the Association achieve its objectives and principles.
- The General Director of the Association shall be responsible for the implementation of these policies based on the delegation from the Board of Directors. This Manual shall be reviewed or revised annually, or at least every two years, in order to measure its effectiveness and to add any new procedures if necessary.

In line with the principles of the Code of Conduct for Palestinian NGOs, this manual includes:

- Employment procedures based on the principle of Transparency and Accountability to ensure equal opportunities and fair competition.
- Reinforces the principle of good governance, as it emphasizes the importance of evaluation and participation of the good governance practice, as well as encouraging the existence of an archiving system for storing the information of the Association's staff.
- The existence of the manual in a written, clear and public form is an applied practice that affirms the transparency of the Association.

Use of the Manual:

- This manual is used as a reference for the work of the Association. In this regard, the relevant part of it is referred to for guidance.
- This manual has been developed to suit the specific capacity and size of the Red Crescent Society – Gaza Strip.
- The Association should periodically review this manual to assess its appropriateness, applicability, or need for modification in accordance with changes that may occur in the Association or the surrounding local environment.
- This manual is divided into several parts. Each part covers the necessary general procedures and requirements necessary to ensure the effectiveness of the Association's policies. It also includes detailed procedures for each activity and the person responsible for implementing them.

- This manual targets the Association's staff in general and the Human Resources department in particular.

The scope of implementation:

- The policies and procedures in this manual are complementary to the provisions of the existing work regulations.
- The provisions of these policies apply to all permanent staff of the Association (both the permanent staff and those under probation).
- The provisions of this manual do not apply to individuals employed by the Association to perform temporary, occasional or seasonal work and duties.
- Staff with special contracts are subject to the terms of their employment contract, with regard to their appointment, vacations, resignation and end of service. Moreover, they are subject to the terms of this manual regarding staff duties, instructions issued by their supervisors, as well as other matters related to work relationships throughout the period of their employment as long as it does not explicitly contradict with the terms of their employment contracts.
- The policies and procedures in this manual, amendments to them and decisions issued by the management of the Association regarding staff, are a complementary part to the contract concluded between the Association and the staff.
- The management of the Association may, at any time, introduce any amendments to the provisions of this manual, including the addition and cancellation of any of the items or benefits or the rights stated in it, as

development occurs in the Association's systems and within the regulations and bylaws of the Association.

Responsibility of implementing the manual:

- The manual for policies and procedures of hiring, and developing the human resources is part of the regulations and instructions of the Association.
- Respecting the set of policies and procedures and obeying them is an obligation of all staff in the Association.
- The officials in the Association may refer to the provisions of this manual when dealing with their subordinates, directing them and following up with them in order to maintain high morale, good performance and discipline. Furthermore, staff may refer to it to know their rights and duties.

Human Resources Management:

It is the management that believes that individuals who work on the various activities of the Association, are the most important resources. It is the management duties to provide the staff with all the means that enable them to perform their duties for their own interests as well as to provide them with the necessary incentives to ensure their success and the general public interest.

The Importance of the human resources management:

- Catering to the focal resources of the Association, namely the cadre.
- Ensuring the expansion of the Association and the diversity of jobs within the Association, as well as the increase in the number of staff and enhancing relations between the various departments in the Association.
- Developing the skills of the employed staff in the Association.
- Setting the proper plans for training.
- Assessing and resolving problems that might face the staff.
- Selecting the competent candidates to fill in the vacant posts.
- Setting a professional and fair basis for the staff performance appraisal as a reference for the incentive system.

The most important functions of the human resources management that reflect these policies are:

1. Needs assessment.
2. Design of the system of salary scale and career.
3. Design of the system of incentives.
4. Developing the staff performance appraisal system.
5. Training and administrative development.
6. Managing the annual vacations and sick leaves.
7. Managing the End of Service.

Chapter 2: Organizational Structure and Introduction of the Association

Article (1): The Association

The Red Crescent Society (RCS) – Gaza Strip, is a civil society, non-governmental, non-profit, independent Association that works in development and relief and contributes to improving the health, cultural, educational and humanitarian conditions of the citizens of Gaza Strip with a democratic work environment.

Vision:

RCS – Gaza Strip aspires to be a leading Palestinian national Association in a society that enjoys sustainable development.

Mission:

RCS – Gaza Strip is a civil society Association that seeks to contribute to improving the health, cultural, educational, and humanitarian conditions of the local community through quality, comprehensive programs based on justice and equality.

Values of the Association:

Professional values:

Independence, decentralization, the promotion of democratic values, maintaining the privacy and rights of beneficiaries, adherence to work ethics, quality, professionalism, specialization, discipline, commitment, development and transparency.

Moral Values:

Respect for the values and traditions of the society, humanity, social responsibility, volunteerism, loyalty, equality, equity and non-discrimination.

Article (2): The strategic objectives of the Association

Strategic Objective One: Enhance the capacity of the Association and its partners

Strategic Objective Two: Contribute to the improvement of the health conditions in Gaza Strip

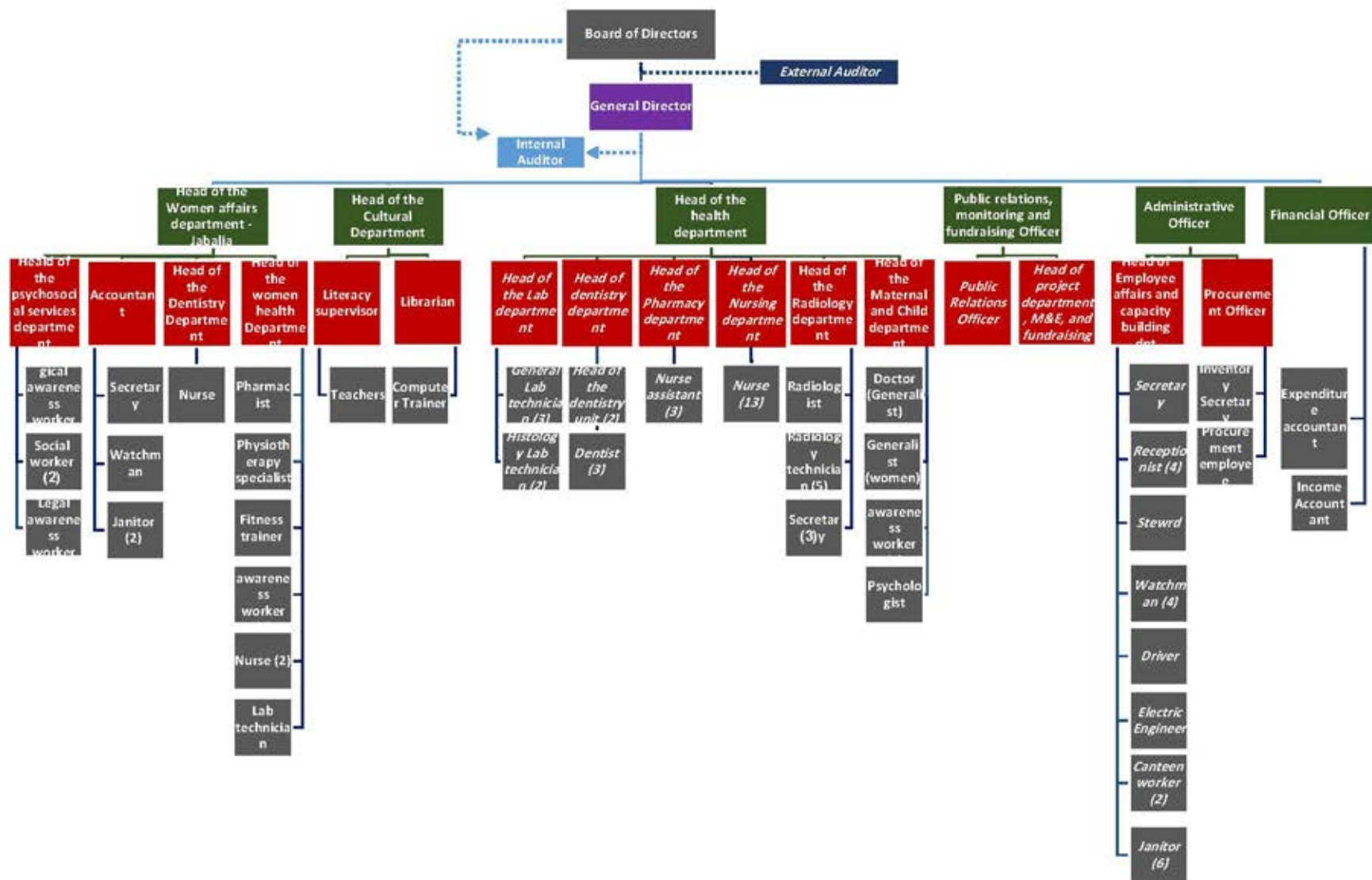
Strategic Objective Three: Contribute to the empowerment of the Palestinian women through high quality integrated services

Strategic Objective Four: Contribute to the promotion of the Palestinian identity and community culture in Gaza Strip

Article (3): The structure of the Association

The Association's structure consists of main departments headed by the Director General of the Association. The Director General is accountable to the Board of Directors and is responsible for all the work carried out by the Association at the program level, to ensure that the programs are in accordance with the plans and the general policies of the Association. Moreover, the General Director of the Association places the utmost importance regarding administrative and financial matters on compliance with the accounting standards, documentation and all logistical matters necessary for the progress of work.

The diagram below illustrates the organizational structure of the Association in details and the main departments:



Article (4): Job Description:

Job description of the core positions is included in the annexes.

Chapter 3: Hiring

Article (1): Planning the workforce

- Planning the workforce depends on the vacancies within the Association's programs.
- The workforce plan determines the number, cost, required skills and timeframe of each job and job description.
- The vision of the Association is taken into consideration when planning the workforce and preparing the financial budget of the Association in order to work towards achieving it.

Article (2): Employment contracts

- A permanent employment contract is made between the Association and the staff where the nature of the work requires implementation throughout the year.
- A temporary employment contract is made between the Association and the staff where the nature of the work requires implementation in a specific period. If the parties continue implementation of work after the expiration of the contract, the contract is then considered as an extended-term contract and is automatically renewed, provided that the contract period does not exceed 90 days.

Article (3): Hiring

- If there is a job vacancy in one of the departments, the director of the section sends an official letter to the head of the department requesting to fill this vacancy. The head of the department then assesses the need for this position. After approval of the request for employment both the head of the department and the director of section develop the job description of the vacancy.
- No one is employed without an interview.
- The department's director submits a memorandum containing (job title, job description and justification of job importance to the program) to the department's general director for approval.

Article (4): Vacancy announcement

The vacancy announcement is published after the completion of all administrative procedures. Then, the director determines the date and timeframe of the announcement (At least two days). The announcement and its attachments are to be kept in the Human Resources department.

Applicants for the vacancy are solicited via one of the following methods:

- i. Advertisement in official newspapers.
- ii. Announcement within the Association.
- iii. Institutions specialized in training of new graduates.
- iv. The Association's website.

- The job announcement includes the following:

- Brief introduction of the Association
- Title of the vacancy, e.g. "The Red Crescent – Gaza Strip announces the need for filling a vacancy of"
- The tasks and responsibilities of the position
- Qualifications and experience required in the applicant
- How to obtain the application form, e.g.: "to obtain the application form, kindly visit our website (<http://www.hilal.ps>), or visit our headquarters in Gaza, Al Thalatheeni street, opposite to Al-Azhar University.
- How to submit the application: "applications are to be submitted by e-mail or in person at the Association's headquarters
- Application deadline.
- Required documents (detailed CV)

Red Crescent Society (RCS) – Gaza Strip

Vacancy announcement form

The Red Crescent Society (RCS) – Gaza Strip is a civil society, non-governmental, non-profit, independent, democratic, developmental and relief society that contributes to improving the health, cultural, educational and humanitarian conditions of the citizens of Gaza Strip.

RCS – Gaza Strip relies in the achievement of its objectives and the success of its work on its qualified cadres which constitute a main part of its integrated work system. In its desire to expand its activities, RCS seeks to attract more qualified cadres. The association has a vacancy in The main responsibilities of this vacancy include: ...

Required academic qualifications:

Years of Experience:

Required skills:

Work hours:

Those interested in this opportunity may obtain application forms (via the Association's website, our e-mail: <info@hilal.ps>, or from our headquarters Gaza, Al Thalatheeni street, opposite to Al-Azhar University.

Application deadline is dd/mm/yyyy, to be submitted to (RCS address, fax, mail, e-mail).

For further inquiries, please phone: 08-2864750.

Red Crescent Society (RCS) – Gaza Strip

Employment Application

Application No. _____ Job position:

1. Personal information

Name:		ID No.:	
Date		Marital Status:	
Address:			
Phone:		Mobile:	
Fax:		E-mail:	

2. Academic Qualifications

Academic Qualification	Field of expertise	Rating	Name of University/faculty Country

3. Other qualifications (certificates, training courses, research.....) and skills

Description	Notes

4. Work experience (in chronological order)

Employer	Position	From	To	References	Last Salary

Signature of the applicant:

Interview committee recommendations:

Signature..... Date: / /20

Article (5): Receiving and sorting applications

1. Upon their receipt, applications are sorted based on the required and specific criteria for this job description.
2. The attached form is then filled out, along with a summary of the list of candidates accepted to pass to the next stage of the recruitment process.

Red Crescent Society (RCS) – Gaza Strip

List of accepted candidates for the job (.....)

No.	Name	Year of Birth	Academic qualification	Specialization	Years of experience	Location

Notes of the committee:

Signature of committee members: Date:

.....

1.
2.
3.

Article (6): Appointing the hiring committee

The Board of Directors forms a specialized committee to hire staff and specifies the timeframe for its work as they see fit. The committee consists of the following members:

1. The Administrative Affairs (Human Resources) Officer (Chair of the Committee)
2. Head of the relevant department (Committee Member)
3. Director of the relevant section (Committee Member)

4. An expert - from outside or from within the Association (Committee Member)

In cases of high level vacancies (Director General, and heads of departments), the hiring committee consists of:

1. Head of the BoD (Chair of the Committee).
2. The Director General (except when the vacancy is the Director General position). (Committee member).
3. Human Resource Manager (Committee Member).
4. An expert from outside or within the Association (Committee Member).

Hiring Committee tasks:

1. Following up on the hiring process
2. Categorizing the submitted applications and ensuring appropriateness of submitted documents
3. Following up on the interviewing process

Red Crescent Society (RCS) – Gaza Strip

Establishing the interview committee

Session No.

Commissioned by the Board of Directors of the Red Crescent Society – Gaza Strip, and based on our need to fill a vacancy for the position, an interview committee has been formed to select the appropriate candidate for this job. The following members were selected:

1., Human Resource Manager
2., Head of the relevant Department
3., Head of the relevant Section
4., Expert (External/internal)

Members of the committee should hold a discussion meeting before the interviews, and to be present on the interview day in the hall from to, in order to conduct the interviews. Please review the attached applications.

RCS General Director

Article (7): Examination and interviews

- A committee for examination and/or interviews shall be appointed, consisting of a member of the Board of Directors, the general director of the relevant department (Program Officer), director of the relevant department and an external technical person.
- The individuals whose applications have been accepted, are notified by phone and informed of the date and place of the interview and they need to bring along the required credentials, at least three days prior to the date of the interview.
- The hiring/interview committee evaluates the candidates separately after completing their interviews using carefully pre-prepared forms with sections agreed to be distributed among the members of the committee. At the end of the interviews, all the candidates are to be re-evaluated and compared to each other in order to select the best candidate among them.
- The proceedings of the interviews are documented in the minutes of the meeting that prepared by the secretary of the Committee, where the recommendations of the committee are documented. The document is to be signed by all members of the committee.

Red Crescent Society (RCS) – Gaza Strip

(Documentation and Evaluation Form for Interviews of Professionals and Support Services)

Name of the interviewee:

Date of the interview:

.....

Time:

Job Position:

Criteria	Score	Maximum Score
Years of Experience		10
Appearance		10
Eloquence		10
Self-confidence		10
Clarity of vision and goals		10
Relevant experience		40
English language skills		10
Overall score		100

** Score can be calculated out of 50

Name of the evaluator.....

Signature:

Red Crescent Society (RCS) – Gaza Strip

Form for Call for Interview

Dear

The Red Crescent Society for Gaza Strip is pleased to inform you that you have been selected for an interview in reference to your job application submitted on (dd/mm/yyyy)

Please be present on (day), (dd/mm/yyyy) at the Association's headquarters in Gaza City, Al-Thalatheeni Street opposite to Al-Azhar University.

Best regards.

Note:

(Please send all required credentials as stated in the application form 3 days prior to the interview day)

Administrative officer

General Director

Article (8): Appointment

The staff member is given a three-month trial period. If passed successful, the staff member is appointed, in accordance with the nature of his/her employment contract, via a letter of appointment, under which the staff member is liable to all the administrative policies and procedures governing the work of the Association. An employment file is created, which includes:

- C.V.
- Copies of credentials.
- Job Announcement and Job Description.
- Interview report.
- Copy of ID.
- Two personal photos.
- Certificate of Good Conduct
- Medical Clearance Certificate

Staff File Form

	Staff File Contents
1.	Job application and the result of the interview or the exam
2.	Employment contract
3.	Copy of the bylaws on workers' rights
4.	CV, job application and the interview evaluation form
5.	Copy of academic credentials
6.	Copy of ID and the birth certificate
7.	A copy of the certificate of experience and training courses
8.	2 personal photos of the staff member
9.	Copy of the reference letters

Red Crescent Society (RSC) – Gaza Strip

Appointment Letter Form

Mr./Ms.:

Date:

Appointment offer:

We are pleased to inform you that you are selected to work with us in the Red Crescent Society – Gaza Strip, under the following terms and conditions:

1. Job Title:
2. Geographic location:
3. Job Description: attached is a copy of the job description of this post. Please note that this item is subject to review and modification over time as needed.
4. Trial period: the appointment is based on a trial period of up to three months during which your performance and suitability of your qualifications for the job position are evaluated. Accordingly, you are either to be appointed as an official staff member in the Association, if your performance and qualifications meet the requirements of the job. Otherwise, your contract is to be terminated.
5. Grade: Promotion:
6. Salary: A monthly salary of will be paid for this job.
7. During the trial period, the staff member is only entitled to receive the basic salary provided for the job without any additional allowances. If the official appointment is approved after the end of the trial period, the staff member is entitled to enjoy all the rights and allowances stipulated in the bylaws of the Association.
8. You must pay the income tax and any other imposed taxes.
9. You are required to pay income tax or any other imposed taxes (the Association will not deduct taxes from the salary).

10. It is the policy of the Association to carry out an annual staff performance appraisal. Any increase in the salary or incentive will be awarded based on the results of the performance appraisal process.
11. The Association abides by all holidays set by the Palestinian Authority.
12. End of service: either party may terminate the employment contract in the Association by submitting a written notice one month in advance from the date of termination.
13. Work starting date: upon your approval and signature on the letter of appointment, the work starting date shall be (dd/mm/yyyy)
14. As a staff member of the Association, you are obligated to maintain the confidentiality of the information related to members or non-members of the Association and its procedures and policies.
15. Disclosure of any such information or deliberate breach of any of the systems and bylaws of the Association is a valid reason to end your services.
16. If this offer, with all its terms and conditions, is approved by the staff member, he/she must sign the letter of appointment. This is considered as a confirmation of the staff member's understanding of all the conditions of the Associations and approval of them, and thus constitutes a contract between the staff and the Association.

We look forward to having you in our team for the benefit of both parties, hoping that working with us will be enjoyable and fruitful.

On behalf of the Association:

General Director: _____ Signature: _____

Date: _____

staff: _____ Signature: _____

Date: _____

Red Crescent Society (RCS) – Gaza Strip

Form for Evaluation of Staff on Trial Period

Evaluation Criteria	Grade	Estimated Grade
Accomplishment and motivation for work	10	
Ability to learn	10	
Accepting guidance and feedback	10	
Commitment to work hours	10	
Behavior, attitude and manners	10	
Organizational Skills	10	
Relationship with supervisors, colleagues and customers	10	
Communication skills	10	
Ability to work under pressure and solve problems	10	
Self-confidence and personality	10	
Total	100	

Rating	From – to
Excellent	91 - 100
Very good	81 - 90
Good	71 - 80
Satisfactory	61 - 70
Unsatisfactory	60 and less

Notes and recommendations of the director:

.....

Signature of the director: Date:

Chapter 4: Working Hours

Article (1): Working Time and punctuality

- The management of the Association places a great importance on the working time and the daily punctuality and compliance with attendance and departure times, as it represents optimal utilization of time as a valuable resource of productivity. Therefore, the staff must fully comply with the provisions of this chapter and the instructions issued by management in the best interest of the Association.
- Punctuality in attendance and departure of the staff of the Association is taken into consideration during the mid-term and annual performance appraisal of the staff, and is weighted (20%) of the overall appraisal score.

A. Working Hours

- The official weekly working time for the morning shift is six working days from 8 am to 2:15 pm in daylight saving time (during summer) and from 8 am to 2 pm in the standard time (winter). Friday is the weekend. The official weekly working hours of certain jobs and duties are subject to change depending on the need, nature of work and the surrounding circumstances.
- The official weekly working hours for the evening shift is six working days from 1:45 pm to 8:00 pm in daylight saving time (summer) and from 1:30 pm to 7:30 pm in standard time (winter).
- The daily working hours of Ramadan are five hours, which are determined according to the time of the call for 'Maghreb' prayer.
- Staff are required to work outside the official working hours, if asked to do so in the interest of the Association whenever necessary.

B. Overtime hours

The management may require staff to work outside the official working hours or on official holidays in the best interest of the Association, to carry out additional work. The staff member who works additional hours is paid in accordance with the financial system of the Association and after the approval of these additional hours by the General Director of the Association (the overtime hours' model is used).

Article (2): General policies for attendance

1. The staff member logs his/her attendance as well as his/her arrival and departure time on a daily basis using the electronic registration system used for this purpose (or manually in the paper attendance log, if a circulation is issued of by the Director General of the Association in this regard).
2. The daily attendance log (or the reports of electronic registration system) is kept in a relevant file for this purpose and shall be reviewed and approved daily by the Administrative Affairs (Human Resources) Officer, and followed-up by the General Director of the Association.
3. If a staff member is late for some reason, this time should be deducted from the number of his daily working hours, or considered as paid leave hours, to compensate for the lost time.