



Proud Lebanon

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Human Resources Policy

1.1 Purpose

The purpose of the Personnel Policy is to establish and communicate the policies, conditions, rights and obligations of employees of Proud Lebanon, which are contingent upon the fulfillment of duties and responsibilities as specified in their respective job descriptions. The policy shall be made accessible to all personnel upon commencement of employment to ensure full compliance through a comprehensive understanding of the provisions contained herein.

The policies set forth herein may be amended at any time, as deemed necessary by the Executive Board of Proud Lebanon. In the event of any modifications, the personnel will be promptly notified of the changes.

1.2 Categories of Personnel

Proud Lebanon classifies their personnel into following categories:

1.2.1 Employees

Employees are salaried individuals who, following a probationary period, are given ongoing assignments, either part-time or full-time, with compensation provided on monthly basis. Their employment contracts are aligned with the duration of specific projects and are subject to periodic evaluations and performance reviews. Their responsibilities encompass day-to-day operations and involvement in one or more ongoing or prospective project of the organization.

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1.2.2 Consultants

Consultants are external professionals engaged by Proud Lebanon on a short-term basis for the completion of specific tasks or assignments related to the organization or its projects. Each consultant will be governed by a distinct and limited contract, that specifies their scope of work, timeline, deliverables, reporting requirements and payment terms. Compensation shall be provided on a daily, weekly, or monthly basis, depending on the specific nature of their assignment. Consultants are not considered full-time or part-time employees of Proud Lebanon. Example of roles within this category include assistants, advocacy officers, psychologists, doctors, auditors, trainers, etc.

1.2.3 Volunteers

Volunteers are individuals who offer their services to Proud Lebanon on a voluntary basis or are delegated to Proud Lebanon by external organizations. They may be assigned various duties as necessitated by Proud Lebanon. The conditions of their volunteer service will be specified in a limited volunteer agreement. Volunteers are generally not eligible for compensation, except under certain specific conditions delineated in the volunteer agreement. Volunteers are not recognized as either full-time or part-time employees of the organization.

1.3 Personnel Recruitment

Proud Lebanon is committed to providing equal employment opportunities to all individuals, irrespective of race, color, gender, religion, age, sexual orientation, national or ethnic origin, disability, marital status, or any other condition not relevant to job performance. This commitment to non-discrimination shall govern all aspects of our employment practices, including recruitment and advertising, hiring and job placement, promotions, demotions, transfers, layoffs or terminations, compensation and benefits, selection for training, and the provision of human resources services.



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1.3.1 Notice of Vacant or New Positions

The responsibility to fill vacant, new, and temporary positions shall lie with the Executive director. The Executive director must ensure that the positions align within the organizational budget. For every new position, a job description shall be developed covering the following elements:

- Position summary
- Description of duties and responsibilities
- Conditions of work
- Required qualifications

Recruitment for a new or vacant position may be open to both internal and external candidates. In the case of external recruitment, professional category positions that are regular or subject to a limited tendering process for consultation, may be publicly advertised through NGO hiring portals, such as Daleel Madani.

1.3.2 Interview and selection

The Executive Director will review the received applications, retaining those demonstrating the most suitable qualifications. Each candidate's application shall be evaluated using a pre-determined evaluation matrix that encompasses well-defined criteria. If deemed necessary, the Executive Director will then compile a shortlist of candidates chosen for interview. The interview process, conducted by the Executive Director and any other relevant staff member(s) as deemed necessary, will facilitate the final selection and contribute to the establishment of a database of potential future candidates.



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1.3.3 Appointment Letter

Any personnel employed with Proud Lebanon will be issued an appointment letter prior to commencement of employment. The appointment letter will officially announce the employee's position within the organization, place of assignment and effective date of employment. The appointment letter shall include annexes, specifying the employee's job description, terms of reference, remuneration and benefits and other relevant terms of employment.

1.3.4 Probationary Period

A probation period of three months shall apply to all new personnel, whether employees, consultants, contractors or volunteers, from the date of hire. Exceptionally, the probation period may be extended to six months. In the event that new personnel fails to perform in accordance with the expectations of Proud Lebanon, this personnel shall be given a notice of termination of their contract at the end of the probationary period.

1.3.5 Staff orientation

All new employees will get an orientation about the organization's mission, structure, policies, and internal rules and regulations.

1.4 Remuneration

Paid personnel of Proud Lebanon shall receive a remuneration commensurate with their job description, qualifications and experience, and as per budget and funds availability and project requirements.



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1.5 Working Days and Hours

Proud Lebanon will follow a working schedule as per projects or activities requirements. Full-time employees are expected to complete 8 working hours daily. Unless otherwise specified, Proud Lebanon will observe the same public holidays as those prescribed by the Government not exceeding 15 days per year. The Executive Director shall prepare a calendar of public holidays not exceeding 15 calendar days at the beginning of each fiscal year and circulate it to all staff.

1.7 Leave and Holidays

1.7.1 Leave

Full time employees are entitled to the following types of paid leave.

- a. **Annual Leave:** Full time employees of Proud Lebanon are entitled to 15 working days of paid leave per year. The leave is accrued monthly at the rate of 1.25 working days.
- b. **Sick Leave:** Full time employees are entitled to 10 working days of paid sick leave per calendar year. Employees must present a medical certificate to substantiate claims for sick leave with pay for absences exceeding two successive days.
- c. **Maternity Leave**
Full time employees are entitled to maternity leave of 10 paid weeks.
- d. **Mourning Leave**
In the case of death of a parent, child or spouse, Full-time employees are granted mourning leave of 7 days each.



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e. Emergency Leave

Emergency leave is granted to full-time employees for any serious illness of a parent, child or spouse and/or personal emergencies. A total of 7 days per year may be allowed for emergency leave.

1.9 Prohibition on Outside Employment

Full-time employees of Proud Lebanon are prohibited from undertaking outside employment.

1.10 Termination of Employment

1.10.1 Conditions for Termination

Employees shall be subject to termination of employment under any of the following conditions:

a. Voluntary Resignation

Personnel wishing to resign from their position may do so by submitting a resignation letter to the Executive Director stating the reasons for resignation and effective date thereof. One month of prior notice is required for such resignations.

The date on which the resignation letter is received is considered the date on which notice of resignation is given. Failure to provide sufficient notice may be grounds for forfeiture of all accrued employee benefits including salary.

b. Redundancy of Position

Depending on the nature and volume of its operations, Proud Lebanon may declare certain positions redundant. Persons occupying those positions shall therefore be subject to separation from Proud Lebanon with proper notice. In such circumstances, Proud Lebanon shall provide at least one month's notice in advance.



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c. Termination with Cause

Grounds for employee termination with cause include:

- Continuing inefficiency and gross negligence of duties.
- Embezzlement of funds
- Misuse of office equipment and other property.
- Repeated unauthorized absences.
- Intoxication while on official business or within office premises.
- Unauthorized disclosure of confidential information.
- Violation of the code of conduct or PSEA policy.

d. Death

In the event of an employee's death, their salary shall be paid to their legal heirs.

1.10.2 Procedures for Termination and/or Disciplinary Action

a. Proud Lebanon shall request a written explanation from the employee regarding the alleged offense, identifying the charges and the facts relied upon to support it.

b. The employee shall be given 3 working days to submit their explanation.

c. Based on the written explanation and the evidence presented, Proud Lebanon may choose to decide on the charges or pursue further investigation.

d. Proud Lebanon may, if deemed necessary, suspend the employee in question from duty during the investigation period under the following conditions:

- If the employee be in a position to tamper with evidence.
- If the employee's continued presence is deemed detrimental to the organization's interests.



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1.11 Conflict Management

1.11.1 Conflict Resolution

Whenever a dispute arises among Proud Lebanon's staff, it shall be resolved in a constructive manner, i.e., the solutions shall lead to positive changes. Employees who feel unfairly treated or who have complaints about a situation or about working conditions should notify the Executive Director immediately. In cases where the dispute is between a staff member and the Executive Director, Advisory Board members should be notified for intervention.

1.11.2 Staff Conduct

Proud Lebanon expects its employees to adopt attitudes and behaviors that maintain the good image of the organization. Proud Lebanon employees shall display an exemplary level of professionalism and integrity. In addition to the usual rules every employee must follow (respect, courtesy, punctuality, et); there are particular procedures of conduct for members of the organization, which must be observed.

a. Political Activities

Since Proud Lebanon is a non-political organization, employees shall not participate in activities of a purely political nature on work premises or during working hours. It is also prohibited to use the organization's materials for these purposes.

b. Discrimination and Harassment

Under the principles established by Proud Lebanon, no staff, male or female, has the right to put pressure on another staff, make intimate advances, give preferential treatment or show favoritism at work.



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c. Conflict of Interest

To avoid putting themselves in a conflict of interest with the objectives and operations pursued by Proud Lebanon, employees shall respect the following guidelines:

- It is prohibited to use Proud Lebanon's property for illegal or unauthorized purposes.
- It is prohibited for any Proud Lebanon employee having confidential information to disclose it without express prior authorization.
- Employees cannot at any time accept a job from another employer if this job interferes with their work schedule and their duties and responsibilities at Proud Lebanon.
- Employees shall avoid putting themselves in situations where they may gain profit or derive direct or indirect interest by influencing a contract award.
- Employees cannot solicit or accept tips, gifts, favors or other forms of gratuities for services rendered or required to be rendered in performing their duties within the organization.

1.11.3 Grievances

If an employee feels unfairly treated by circumstances that infringe on their rights or alter their employment conditions, the employee should discuss the situation with their immediate supervisor. If, after the matter has been discussed and corrective measures taken, the employee feels the matter has not been satisfactorily resolved, the employee may submit a grievance to the Executive Director, who shall discuss and provide appropriate solution. All grievances shall be handled internally because there is no recourse to external mediation or arbitration. In severe cases, the Advisory Board may intervene.

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1.12 Performance Evaluation and Skill Training

1.12.1 Performance Evaluation System

The performance evaluation system is a means by which Proud Lebanon can increase its efficiency and that of its employees. The purpose of the system is for the organization to fulfill its mission by attaining its objectives and for employees to grow and feel fulfilled through proactive performance supervision. The system enables, among other things, the harmonization of individual employee objectives with those of the organization, the measuring of employee potential and work performance, and the support of employee improvement by working with them on their development needs. The annual performance evaluation seeks specifically to:

- Promote communication between employees and their supervisors;
- Clarify expectations concerning objectives and performance;
- Improve employee performance through ongoing monitoring and feedback;
- Assess and reward individual performance;
- Allow employees to express their career aspirations.

The performance evaluation focuses on the individual employee in relation to the tasks and responsibilities assigned to them. It is not necessarily a comparison of one employee's performance with that of another. Thus, the employee's work performance is to be assessed in relation to absolute standards, that is, according to the evaluator's performance criteria and not according to relative standards.

The performance evaluation also allows Proud Lebanon to assess the quality of human resources in each department or the organization as a whole, note important information concerning expectations and needs, and clarify decisions concerning transfers or work assignments.



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The annual performance evaluation does not have any direct financial impact on salaries. It is primarily a tool to evaluate the employee's performance and take remedial action if necessary.

1.12.3 Skill Training and Professional Development

Depending on available funds, Proud Lebanon should foster the professional development of its employees in order to be as effective as possible in its activities. The training programs should address the actual needs identified and expressed during performance evaluation sessions.

As part of Proud Lebanon's staff and organizational development initiatives, the organization may, from time to time, elect to sponsor a designated staff member for training programs and/or further education, both internationally and domestically. In such instances, Proud Lebanon shall bear the full or partial costs associated with the training or educational program.

However, the designated employee who is sponsored for such training or education shall be required to enter into a legally binding agreement with Proud Lebanon, stipulating that the employee must remain in the service of the organization for a predetermined period following the completion of the training or educational program.

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