

HUMAN RESOURCES MANUAL

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General Description

Purpose:

The purpose of Human Resource Management (HRM) is to maximize the productivity of BIAT by optimizing the effectiveness of its employees.

Description:

The Human Resources Department (HR) provides overall policy direction on human resource management issues and administrative support functions related to the management of employees for all departments. The mission of the department is to be a strategic partner by providing Human Resources programs that attract, develop, retain, and engage a skilled and diverse workforce. In addition to providing strategic central human resources functions, the Human Resources Department is responsible for administering the Health Benefits, Workers Compensation, and staff training.

Scope:

This policy applies to all BIAT employees.

Responsibility:

Chairman

Vice Chairman

HR

Employees

Field Units

Managers

Coordinators

Administrator

Additional Information



BIAT is running its operations based on a flexible management system. Its organigram is based on a flat structure that will allow staff coordination on specific missions, projects, and priorities.

HR Procedures:

1. Recruitment

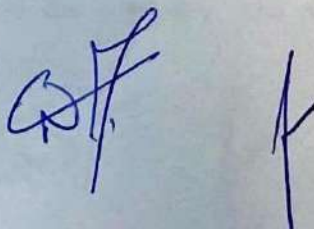
The Recruitment and Appointment Policy aims to promote fair, equitable, competitive, transparent, flexible and legally compliant recruitment, selection and appointment processes.

When approval is given to proceed to fill a vacancy, the following recruitment processes apply:

- a. Positions are normally filled through either an externally advertised recruitment process, or an internally advertised recruitment process which is subject to a sufficiently competitive pool of internal applicants being available.
- b. Selection of staff is based on merit and must be free from unfair or illegal discrimination. Selection processes incorporate the principles of equity and cultural diversity and take account of the particular needs of applicants from equity groups such as, but not limited to, women, people with disabilities and people from diverse cultural backgrounds.
- c. The selection for appointment to vacancies will normally be undertaken by the Executive Chairman, Vice Executive Chairman, and HR Manager who will assist in short listing applications and interviewing candidates.
- d. The proceedings of a selection process, including all documents and correspondence are to be treated with the strictest confidentiality.

The employer/employee relationship at BIAT is governed by a combination of legislation, policies and procedures. All contracts of employment are to be in writing and only issued in accordance with the BIAT's procedures.

Prospective employees must not commence work prior to receipt and written acceptance of a written offer of employment. Employees must also be provided with a position description for appointments of six months or more, or a duty statement for appointments up to six months.



Contracts of employment must inform employees of the terms of engagement in relation to:

- a. classification level
- b. salary
- c. hours to be worked
- d. term of the employment
- e. length and terms of any period of probation
- f. the reason for the fixed-term employment; and
- g. other main conditions of employment including the duties and reporting relationships.

The case of casual appointment:

Casual appointments are appointments for which the external expert is engaged on an hourly basis, at an hourly rate of pay for the relevant job. Normally, casual appointments are used to fill temporary vacancies. The purposes for which casual appointments may be used include, but are not limited to:

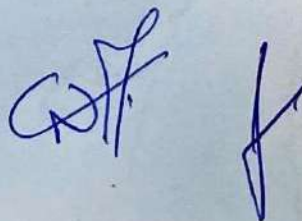
- a. assist with temporary high workloads
- b. temporarily fill positions during organizational change
- c. provide short-term workforce flexibility
- d. cover staff absences
- e. secure specific expertise in the short term; or
- f. provide training opportunities for students.

Casual contracts of employment must inform casual external experts of the terms of engagement in relation to:

- a. the duties required
- b. the maximum number of hours required
- c. the rate of pay for each hour of duty
- d. payment for additional duties approved by the Executive Chairman; and
- e. other main conditions of employment including reporting relationships.

New employee orientation:

Orientation is a formal welcoming process that is designed to make the new employee feel comfortable, informed about the company, and prepared for their position. New



employee orientation is conducted by either the Chairman or the Human Resources Manager, and includes an overview of the company history, an explanation of the company's core values, vision, and mission, as well as company goals and objectives. In addition, the new employee will be given an overview of benefits, tax, and legal issues, and complete any necessary paperwork.

The orientation of new employees will be closed with the employee onboarding which indicates reading, understanding, and agreeing on the content of all the policies and procedures mentioned in the document.

Employees are presented with all keys, access cards and procedures needed to navigate within the building. The HR Manager introduces the new employee to existing ones. Reviews their job description and scope of position and explain the company's evaluation procedures.

Probation period for new employees:

The probationary period for regular employees lasts up to 3 months from date of hire. During this time, employees have the opportunity to evaluate our organization as a place to work and management has its first opportunity to evaluate the employee. During this introductory period, both the employee and the Company have the right to terminate employment without advance notice.

Employment termination:

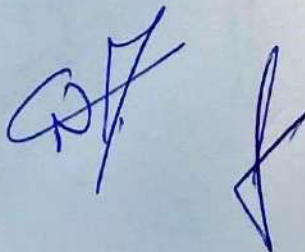
Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are a few examples of some of the most common circumstances under which employment is terminated:

- **Resignation** – voluntary employment termination initiated by an employee.
- **Termination** – involuntary employment termination initiated by BIAT or an employee

2. Performance Appraisal

Performance appraisal involves the identification, measurement and management of human performance in the organization.

- Identification means determining what areas of work the manager should be examining when measuring performance. Rational and legally defensible identification requires a measurement system based on job analysis. Thus, the appraisal system should focus on performance that affects organizational success rather than performance irrelevant characteristics such as race, age, or gender.



- Measurement entails making management judgments of how “good” or “bad” an employee’s performance was. Good performance measurement must be consistent throughout the organization.

BIAT usually conducts appraisals for administrative and/or developmental purposes. Performance appraisals are used administratively whenever they are the basis for a decision about the employee’s work conditions, including promotions, termination, and rewards. Developmental uses of appraisal, which are geared towards improving employee’s performance and strengthening their job skills, include counseling employees on effective work behaviors and sending them for training.

The Chairman and HR manager will conduct performance reviews and planning sessions with all employees after 1 year of service. The Chairman may conduct informal performance reviews and planning sessions more often if they choose.

BIAT directly links salary increases with performance. Your performance review and planning sessions will have a direct effect on any changes in your compensation.

New employees will be reviewed at the end of their probationary periods. These sessions will be conducted in the presence of the HR Manager.

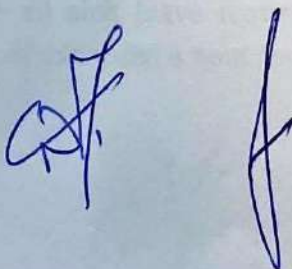
3. Working hours, leaves and vacations

This policy establishes the official workweek at BIAT. Because of the differing nature of our business, departmental guidelines determine employee scheduling needs and should be communicated to employees as part of their orientation.

The employees’ regular attendance at work and punctuality are important factors to the success of BIAT. BIAT works as a team to provide services to our beneficiaries, and this requires that each person be at work or at their project sites at the assigned times.

If a situation arises which makes it impossible to report to work, or if an employee is going to be late, he/she must immediately contact the HR Manager and the Chairman.

Regular office hours are, 35 paid hours per week, Monday to Friday 9:00am to 5:00 pm., with an hour allotted for an unpaid lunch break. Lunch breaks generally are taken



between the hours of 1:00 p.m.
breaks during summer hours.

and 3:00 p.m. There are no lunch

Summer and Ramadan hours are at the discretion of the Chairman. Each department must be adequately staffed daily throughout the summer hour's period to provide the necessary support to meet the needs of the other affiliate departments, our beneficiaries, our donors, and the general public.

Break Periods:

If employees have unexpected personal business to take care of, they must notify the Chairman to discuss time away from work.

Employees who do not stick to the break policy will be subject to disciplinary action.

Holidays:

BIAT grants paid Lebanese official holidays (15 days) per year for all employees. The holiday sheet will be distributed to all employees at the beginning of each year.

Other off days

- Grievances: In case death (parents, siblings and children) employees are allowed for 4 days off, in case death (uncles, aunts, grandparents, mother and father-in-law) employees are allowed for 2 days off. (According to the Lebanese labor law)
- Marriage: 10 days (according to the Lebanese labor law)
- Maternity Leave: 10 weeks (according to the Lebanese labor law).

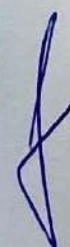
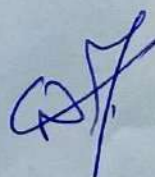
Sick leave

Our Sick leave company policy outlines our company's provisions for employees who become sick and need to be absent from work.

When an employee wants to use their sick leave, they should notify their supervisor as soon as possible either through email or by informing the Human Resources.

Employees should also inform the supervisor for how long they'll be absent (if possible) or report daily for every day of absence. Under certain circumstances, employees might need to submit a physician's note or other medical certification and/or complete a sick leave form. Those circumstances include but are not limited to: Being absent for more than three days on sick leave.

The HR Manager will handle all sick leave requests with discretion. In total, BIAT allocated 15 sick days per year. If exceeded a note from the doctor is required.



Annual Leave

The Chairman has the authority to approve annual leave, subject to the availability of entitlement, within the provisions of BIAT's Policies and Procedures.

Employees are eligible for 15 days annual leave per annum. By agreement between the supervisor and the employee's annual leave may be granted:

- a. in broken periods; and/or
- b. before or after the completion of each 12 months service

Employees are normally entitled to take annual leave at a time of their choosing, subject to the operational needs of the work unit and the provisions of these procedures. It is recommended that employees take their annual leave entitlement each year. Supervisors will ensure that employees are able to take their annual leave. Employees are normally required to take their annual leave entitlement prior to the conclusion of each contract.

If employee has not used their full annual leave entitlement in a given year, BIAT may allow annual leave to accumulate up to 1 month.

Employees are entitled to receive payment in lieu of accrued annual leave on resignation, retirement, or termination.

Annual leave is not deducted for public holidays that fall during a period of annual leave.

Overtime

BIAT's Overtime policy explains how employees will be compensated for hours worked beyond their standard schedule. BIAT wants to:

- Ensure employees will be consistently and correctly compensated for the time they put into their job duties.
- Minimize incidents of overtime abuse, loss of productivity, health and safety risks and other issues.

"Standard working hours" are an employee's regularly scheduled working time from 9 am till 5 pm. They're usually specified in employment contracts and follow legal guidelines regarding minimum or maximum limits.



“Overtime” that qualifies for compensation refers to any amount of time worked in addition to those hours. Overtime in BIAT is compensated by holidays. In fact, each hour of overtime is accounted for 1.4 hours of holidays.

Overtime may be necessary to handle emergencies, heavy workloads or other issues. However, frequent and excessive overtime isn't good for employees' health and performance. The law may or may not permit excessive overtime, but we want to avoid productivity and morale loss or work-related accidents due to fatigue.

For this reason, the HR Manager will:

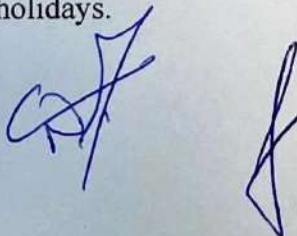
- Record overtime hours accurately and consistently.
- Advise employees to work overtime only when they must finish urgent work
- Have all necessary provisions to allow employees to complete their work during standard working hours.
- Take measures to gradually reduce overtime when we observe a decline in work quality or other issues due to excessive working hours.

BIAT wants to avoid any incidents of abuse of the overtime system, either by our company or employees, which may result in legal confrontation. We expect:

- Managers to avoid asking or encouraging their team members to work excessive overtime
- Employees to avoid working unnecessary overtime aiming for the highest pay, as this may result in a trade off with the quality of their work
- BIAT is bound to compensate overtime pay at correct pay rates in a timely manner. Employees and managers should follow our timekeeping systems so we can maintain accurate records.

Procedure

- Team members and their managers agree on the hours of overtime needed. Overtime should not exceed any legal limits and employees shouldn't end up working excessive hours.
- Team members and managers accurately record overtime.
- HR Manager calculates overtime pay according to BIAT's rates: 1 hour overtime is accounted for 1.4 hours of holidays.



4. Employee benefits

If the employee fails to submit to the Client proof document that he is insured, BIAT will make sure that he/she is covered by health insurance. The costs of the insurance policy will be deducted each month from the monthly salary of the employee.

5. Use of property

Each staff member is responsible for the assets in their possession and will be charged for any loss/ damages/ theft of any of the assets provided to them by BIAT.



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