



Administrative Manual

Edition no. 1

Approval Statement

This manual has undergone comprehensive review by the Caritas Jerusalem Executive Committee on February 13, 2024, and has been officially approved by the President of Caritas Jerusalem his Beatitude Cardinal Pierbattista Pizzaballa on February 19, 2024.

The effective date of this manual is the 1st of April 2024.


President's Signature:



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Acknowledgement and Receipt of the Administrative Manual

I acknowledge that I have received a copy of the Administrative Manual and that I have read and understand its contents. I understand that the manual is intended to provide me with general information about Caritas policies and procedures, and that it is not intended to cover these matters in detail.

I also understand that this manual is not intended to serve as a contract of continued employment between Caritas and myself, that notwithstanding it provides certain standards of conduct.

I further understand that all policies and information contained in the manual are subject to change by Caritas unilaterally, with or without notice.

Last, I understand that if I desire clarification of any items in this manual, I should talk with my supervisor.

Signature of Employee

Date

Please sign the acknowledgement and return it to the HR Manager

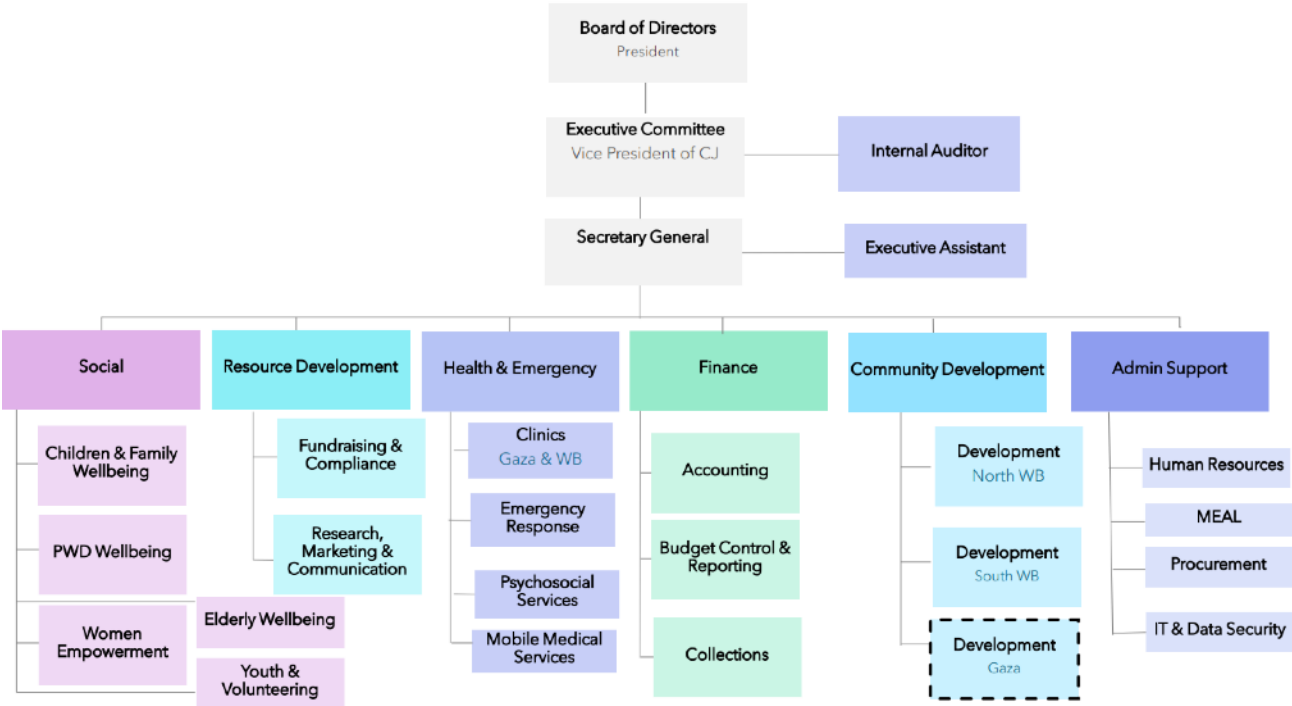
Overview

Caritas Jerusalem, established in 1967 in the aftermath of the Six Day War, emerged to address the urgent needs of displaced Palestinian individuals. As the embodiment of socio-pastoral services of the Catholic Church in the Holy Land, Caritas Jerusalem is steadfast in catering to the social, familial, economic, health, and emergency requirements of the people in the Holy Land.

With an active presence throughout the Palestinian Territories, Caritas Jerusalem has touched the lives of over 35,000 families in East Jerusalem, the West Bank, and the Gaza Strip through multifaceted programs targeting the impoverished and marginalized. Currently employing over 50 full-time professionals and supported by hundreds of volunteers across the country, Caritas Jerusalem operates from offices in East Jerusalem, North of the West Bank, and Gaza City.

Caritas Jerusalem, a member of the Confederation of Caritas Internationalis, is a humanitarian and development organization that represents the socio-pastoral service of the Catholic Church in the Holy Land. Founded by the Assembly of Catholic Ordinaries in the Holy Land (ACOH).

Caritas organizational structure



Purpose and Audience of the Manual

The purpose of issuing this manual is to organize and standardize the relationship between Caritas Jerusalem (CJ) Management and staff in Jerusalem, West Bank and the Gaza Strip. The policies and procedures set out in this manual are intended to provide a framework to encourage efficiency and teamwork among the staff in the attainment of the objectives of CJ, and to establish the internal rules and regulations that govern both the employer and employee.

The human resource policies and procedures set out in this manual shall be applied to all employees of CJ.

Applicable Regulations

The contents of this manual are bound by and based upon Palestinian laws and regulations for the West Bank and Gaza employees, and Israeli laws and regulations for the Jerusalem employees. The Board of Directors (BoD) shall adopt special regulations upon the occurrence of matters that are not indicated in these regulations without violating the applicable labor laws and regulations.

Any future additions, deletions, or other modifications to this manual shall be cleared through Caritas Jerusalem BoD. This manual shall be amended periodically, as called for by circumstances. All such amendments shall be distributed to all manual users.

Categories of Employees

A legal distinction is made between permanent staff, project-based staff, and percentage contracted staff.

- Permanent staff are recruited to carry out tasks for long term without any predetermined date of contract termination. Permanent staff are entitled to all benefits offered by CJ, including salary annual increase, provident fund, pension plan or severance pay.
- Project based staff are recruited to carry out specific project related tasks and any other tasks reasonably requested by the supervisor, with a predetermined date of contract termination. The benefits and terms and conditions of employment of the project-based staff are defined in their contracts.
- Percentage contracted staff are recruited to provide certain services for long term, short term, with or without predetermined date of contract termination and paid a percentage of the income they generate as agreed in the terms and conditions defined in their contracts.

Employment may be terminated by the employee or by Caritas at any time as provided by law and/or for violations of the terms and conditions herein described in this policy manual.

Employment Procedures

Workplace and Employment Practices

To further the goal of equal employment opportunity for all employees and prospective employees without regard to race, color, religion, sex, age, disability, or national origin, or any other category specified by local law, Caritas Jerusalem states the following:

- Caritas will recruit, hire, train, and promote persons without regard to race, color, religion, age, national origin, disability, sex.
- All employment decisions will be consistent with the principle of equal employment opportunity and only valid qualifications will be accepted.
- All personnel actions such as compensation, benefits, transfers, layoffs, sponsored training, and health insurance and recreational programs will be administered without regard to race, color, religion, sex, disability, or national origin.

Employment Agreement

The employment agreement explains the terms and conditions of employment and is designed for the protection of both employer and employee. Caritas' policy is that employment agreements are prepared and fully executed for all personnel prior to the employee beginning work. Two original copies of the employment agreement (contract) must be prepared and signed by both the employer and the employee. The Secretary General is the sole responsible for hiring and firing of staff at Caritas Jerusalem.

Documents Required on File

Personnel files should present as comprehensive a picture of the employee's educational and work history as possible. Caritas maintains personnel files on all employees. Each staff personnel file shall contain the following:

- A copy of the employee's identification card
- A copy of all educational degrees, diplomas and/or professional certificates.
- Past experience certificates and recommendations (references)
- Resume
- Job Description
- All other up to date documents generated in connection with the employee's employment with Caritas, such as:
 - employment agreements
 - emergency contact information for the employee,
 - acknowledgement of the receipt of Caritas Manuals and policies,
 - confidentiality pledge document,
 - copy of Caritas Staff photo ID,
 - performance appraisal reports,
 - training and development records
 - insurance policies,
 - payroll change forms,
 - disciplinary actions, etc.
- Any additional forms as may be required for employment by Palestinian and Israeli labor laws.

Probation (Initial Period of Employment)

All employees are hired with a specified time in their employment term which is considered a probation employment period. During this time, an employee is in a job orientation mode, a time in which Caritas and the employee see whether the employee's skills and interests are a good fit for the position as assigned. The probationary period will be 3 months according to the local law. The three-month probation period occurs only once during the period of an individual's employment with Caritas but may be extended in writing for a maximum of one additional and equal term, if deemed necessary.

Near the conclusion of three months, the supervisor shall prepare a written performance evaluation and meet with the employee in question to discuss the adequacy of the employee's performance and whether or not employment should continue. The supervisor can recommend continued employment, extension of the probation period or termination of the employment.

If termination during this time is voluntary or by mutual consent, the employee shall submit a letter of resignation, and shall be entitled to receive all documents deposited with Caritas. The same applies to involuntary termination, except that the performance evaluation shall replace the letter of resignation and the employee shall be notified accordingly.

Termination of Employment

Termination of employment is the final, permanent, and irrevocable severance of the employment relationship between employer and employee, which may occur for a variety of reasons and may be initiated by either employer or employee. Different types of termination of employment require different policies, although the procedures tend to be routine and more or less similar, except for a few added procedures in cases of involuntary termination for cause, as discussed below.

Types of Termination

Employment with Caritas can be terminated for different reasons:

Voluntary Termination

Voluntary termination is the decision by an employee to sever his/her employment relationship with Caritas by resigning prior to the conclusion of the term of employment specified in his/her employment agreement. In such cases, the employee must give one-month written notice. In the event that an employee chooses to resign, the HR will meet with the departing employee in order to determine the cause of resignation and agree on reasonable terms, conditions, and timelines for separation after seeking the approval of the Secretary General.

Exit Interview

In a resignation situation, the HR Manager shall conduct an exit interview to discuss the employee's reasons behind his/her resignation and any other impressions that he/she may have about Caritas Jerusalem. During the exit interview, employees provide insights into areas for improvement that Caritas Jerusalem can consider. The discussion interview will be documented, and a copy will be kept in the employee's personal file. Every attempt will be made to keep all information confidential. The exit interview results shall be submitted to the Secretary-General and to the relevant direct supervisor. The HR should convey to the Secretary General any interview results that are affecting the staff well-being or operations at Caritas.

Retirement

Caritas Jerusalem adopts the retirement age policy to be at the age of 67 for both females and males whether in Israel or the West Bank and Gaza. Based on Caritas's needs and the employee's health status and performance, post-retirement employment may be offered based on the Secretary General's approval.

Post retirement employment is an annual contract renewable based on the Secretary General's approval and mutual consent.

Assignment and/or Project Completion

Given the nature of the agreement personnel are hired to carry out specified tasks within a designated period of time based on Caritas' contract and projects.

Caritas makes every effort to ensure that such employees be given preference should their skills and expertise be suitable if Caritas needs to hire for another project. Caritas might establish a roster system using candidates who were not chosen in prior recruitment cycles.

Termination Due to Unforeseen Circumstances

This is involuntary termination resulting from unforeseen causes beyond either Caritas' or the employee's control. Unforeseen circumstances arise for a wide variety of reasons, including:

- A reorganization of the content of projects.
- A reduction in the scope of the project.
- A change in the funding agency to cut short the project or a portion of it.
- Disruption in operations caused by force majeure.

Involuntary Termination for Cause

This is termination initiated by the employer for a variety of reasons including failure to perform, a significant drop in the quality of performance, dereliction of duties, excessive unapproved absence, willful misuse of CJ's property, . Caritas' general policy is not to take such terminations lightly and to document the whole process through performance evaluations and disciplinary action.

Summary Dismissal Without Notice Pay

Certain offenses listed in the Palestinian Labor Law (for those under Palestinian Jurisdiction), in the Israeli labor law (for those under Israeli Jurisdiction), including those listed below, are so serious that they may warrant summary dismissal (i.e. dismissal without notice pay). An employee thought to be guilty of such an offense should be suspended on full pay, pending the outcome of the hearing, where applicable. The hearing, when applicable, must be referred to and heard by an ad hoc committee to investigate the case. This committee is formed by the Secretary General in consultation with the Executive committee. The inquiry must take place within five days of such an offense being committed unless delayed by an investigation, in which case this must be noted in writing and placed on file. If the employee is found guilty, such summary dismissal shall be recommended by the committee and decided upon and/or approved by the Secretary General and the Executive Committee.

The following acts and any other instance of gross misconduct or negligence of duty may make an employee eligible for summary dismissal:

- Theft, unauthorized possession, removal or transfer of property and/or other employee's property from the premises.
- Violation of CJ's safeguarding policies
- Violent moods which could result in grievous bodily harm to other employees, or which threatens the safety of human life.
- Carrying illegal firearms or other dangerous weapons on Caritas premises.
- Willful damage to Caritas and/or private property within premises.
- Refusal to carry out a lawful or reasonable instruction of a superior, or inciting other employees to do so, when it falls within the Conditions of Employment or in an emergency.
- Conviction for a crime involving dishonesty or fraud.
- Giving or accepting bribes.
- Violation of Caritas and Church values.
- Any other act as specified by labor law.
- Use of alcohol or other controlled substances on the job.

Termination Procedures

Termination procedures are the administrative steps required to finalize and formalize the end of the employment relationship. These procedures are routine and are handled by the HR Manager after the approval of the Secretary General. In the case of voluntary termination, staff are expected to submit a written letter of resignation, at least one month prior to the effective date of resignation. In the case of involuntary termination, the following steps must be followed:

In West Bank and Gaza:

- a. Inform the Palestinian Ministry of Labor by sending a letter of staff termination,
- b. Send a letter of termination to the concerned employee,
- c. Terminate the staff employment agreement,

In Jerusalem:

- a. Arrange for hearing session for the concerned employee,
- b. Send a letter of termination to the concerned employee,

Terminate the employment agreement in both cases of termination:

- Caritas shall provide the employee with a certificate of service which shall include the employee's position, and dates of service with Caritas, as well as the reason for termination. Caritas shall in a like manner respond to any specific requests for references.
- The departing employee shall immediately relinquish all Caritas property, including equipment, documents, and files in his/her possession to his/her supervisor in full coordination with HR.
- The departing employee shall clear his/her personal accounts and advances received.
- A bank check or draft for the final salary and all other compensation due to the employee shall be released within forty-five days, or sooner if stipulated by the relevant laws, whichever timeframe is shorter, after signing a declaration certifying the accuracy of the compensation calculation and waiving any future liabilities to be requested from Caritas.

Return of Caritas Property

Upon termination or resignation, all documents, information or assigned Caritas property should be submitted to the HR and/or Administrative Manager in coordination with the direct supervisor. Employees will be responsible for any lost or damaged items. The value of any property issued and not returned will be deducted from the employee's end of service settlement.

Personnel Administration

This section addresses the policies and procedures that affect employees during the term of their employment with Caritas and it deals mostly with the rights and benefits that they may or may not receive.

Organizing the Work

This section describes Caritas' policies and procedures regulating employee job attendance.

Work Hours

Work hours are the timing and number of hours per day and days per week when Caritas offices are officially open for business and all employees are expected to work on their assigned duties. CJ Jerusalem Office full-time employees are required and expected to work 40 hours per week. Office hours are Monday through Friday from 8:00 a.m. to 4:00 p.m. Attendance hours may be different for field projects' staff, but a total of 8 hours must be worked daily. Except the senior staff all employees must punch in and out their daily attendance through the HR software.

The working hours for full-time employing at clinics in Taybeh are from Monday to Saturday from 08:00 a.m. to 14:30 p.m., except for Fridays from 08:00 to 13:30. For Gaza Branch, the full-time hours are from Mondays to Thursdays and Saturdays, from 07:30 a.m. to 15:30 p.m.

Those employees who will be late or absent for any reason should notify their supervisor at their earliest convenience.

A flexi-time attendance policy is implemented at Caritas. This means that reasonable morning delays are acceptable for a maximum of 30 minutes up to four times a month and to be compensated for within the same day it occurred.

Overtime Policy Statement

Caritas' policy is to neither expect nor encourage any of its employees to work overtime. However, under certain circumstances during times of unusually heavy work activity, the staff may need to remain after regular working hours or come in on weekends to complete an assignment. It is essential that employees do not work beyond regular working hours unless prior written approval is obtained from their direct supervisor and approved by the SG. Caritas Jerusalem acknowledges and compensates its staff for overtime in accordance with the prevailing labor laws in Palestine and Israel. Overtime compensation is disbursed in the same calendar year in which the additional hours were worked where additions are made to the compensatory leaves of the staff. All senior staff are not eligible for any overtime compensation.

Salary Administration

- All employees in Jerusalem, West Bank and Gaza are paid on a monthly basis during work hours no later than the fifth day of the calendar month following the month for which payment is due.
- Permanent staff are paid according to the approved salary scale (annex 1) according to their

type of contract. Project-based staff are paid according to their employment agreement (contract).

Method and Currency of Payment

Employees shall be paid in shekel by bank transfers. Only in the case of emergencies may staff be paid by check, and a memo stating the justification and reason for those payments must be included in the files.

Salary Slip

Following to the release of the payroll, salary Slips must be prepared. The salary slips are and distributed to employees by the HR .. This form fully describes the details of an employee's salary, including gross income, all deductions, additions to base salary, and net earnings. It is the responsibility of each individual supervisor to ensure that the payroll preparer has all pertinent data in time for payroll preparation.

Deductions

These are amounts automatically deducted from an employee's salary without prior approval in writing by the employee, and in compliance with prevailing Israeli and Palestinian labor law and tax regulations.

Salary Advances

All employees' advances regardless of the amount shall be approved by the Secretary General. The advance should not exceed 50% of the employee's monthly salary and should be deducted from the same month's salary.

Employees' Loans

Caritas Jerusalem staff can apply for an internal employee loan. This depends on the availability of employees' loans budget and internal liquidity. This is kept at the discretion of Caritas Jerusalem's Secretary General. CJ will respect employees' financing needs based on the following conditions:

1. This policy is implemented over all the headquarters and field permanent employees with no exceptional cases.
2. Only employees who have three years of internal CJ experience can apply for loans.
3. The employee has to apply for a loan request at the Human Resources office level.
4. The Human Resources officer seeks the revision of the Finance Manager and the approval of the Secretary General who has the right to reject any loan request.
5. The loan request should amount to the maximum of one third of six-month net salary depending on each employee salary.
6. The maximum loan amount to be given to any employee is not to exceed half of the employee's compensation.
7. The redemption of the loan starts the next month after taking the loan.
8. Each month and for six consecutive months one tenth of the salary is deducted for the redemption of the loan.
9. For every employee one loan is approved every three years.
10. CJ will not charge any interest over the employees' loans and this will be considered as CJ employees incentive.

11. The employee has to sign a bond that might only be used in case of default.
12. The Secretary General has the ultimate right to suspend granting these loans at any time depending on CJ internal financial position.

Final Salary Payment

Final salary for all categories of employees terminated by Caritas for whatever reason, whether end of assignment, end of project, or for cause, shall be paid by time as regular. The only exception to this final salary payment schedule shall be in case the employee has failed to pay outstanding debts. In this case, the amount of outstanding debt may be withheld by Caritas until such time as the debt is paid. The final salary shall consist of all yet unpaid amounts due to the employee, less all deductions, or other amounts due to Caritas.

Salary Increases

Caritas policy is to consider giving permanent staff periodic salary increases in the beginning of each year or upon evaluation, subject to budget availability and based on the following factors that are considered in determining the annual compensation review:

1. Employee Performance Appraisal results according to annex 2. table:
2. Annual cost of living percentage change as published by the official and competent parties (e.g. Central Bureau of Statistics in Israel and Palestine) as of December 31 each year; coupled with the Senior Management Team (SMT) recommendation shall be submitted to the Secretary General for consideration.
3. Applicable salary adjustments will appear in the pay period starting the beginning of the calendar year. Salary increases may be retrospective in the case of late performance appraisal. An action form will be signed and sent to staff indicating the result of the appraisal.
4. Any employee with disciplinary action will not be eligible for these salary increases regardless of the performance appraisal score.

Promotion and salary Increase

A promotion to a higher grade or steps of the salary scale will be considered at any time subject to the following:

1. There is a vacancy for higher-grade positions.
2. The staff member does not have any active disciplinary action on file.
3. The department head recommends the promotion.
4. The Secretary General approves the recommendation.

Performance Evaluations

Each supervisor shall prepare written evaluations of the performance of all employees under his/her supervision during the month of October of every year. Performance evaluations shall be based on the employee's job description and shall list accomplishments and achievements during the review period as well as failures and reasons for them. The supervisor shall also attempt to determine the quality of the employee's performance, using the criteria and rating system included in the performance evaluation form (annex 2). The employee shall be given a copy of the evaluation for review, and the supervisor and employee shall meet to discuss the evaluation prior to its

finalization. The employee may at this time comment and/or respond both verbally and in writing. The employee must sign the finalized performance. The appraisal process starts in November of each year, line managers must complete their evaluation reports including their recommendations by the end of November. Employees have the right to appeal and file a grievance no later than 20 days before the end of the calendar year-end. The Secretary General makes the final decision concerning the grievances no later than 12 days prior to the end of the calendar year. The Secretary General sends her/his final decisions regarding the recommendations of the performance evaluation reports to HR Manager no later than 15 days of the new calendar year for implementation by the beginning of the new year.

Employee Benefits

Full-time permanent employees are entitled to receive the benefits package. Part-time, project-based and temporary employees are entitled only to those benefits specifically required by the Labor Law, provided that they meet the minimum requirements set forth by law and in this manual. New employees shall be eligible for the benefits package subsequent to their completion of the probation period and pending job confirmation. No benefits are available during the probation period, except as otherwise provided by law.

Benefits consist of forms of compensation and privileges over and above monthly monetary compensation for actual work done, which Caritas offers to its employees. Caritas' general policy is to abide by local laws. Employees accrue and may avail themselves of all benefits as of the day they are hired, subject to the conditions discussed under each item below.

Caritas benefits fall into six major categories as follows:

Health Insurance

Caritas provides employees who reside in Jerusalem, West Bank and Gaza with health insurance coverage through the respective accepted channels in each area. That is:

- Jerusalem ID holders are fully covered by the Israeli Health Insurance System (Patients Fund/ Kupat Holeem)
- West Bank and Gaza ID holders are entitled to Health Insurance in accordance with annex 3 no matter where their workstation is (even if in Jerusalem).
- Project-based staff are entitled to health insurance coverage according to their employment agreement.

Severance Pay

Each employee is entitled after at least one year of employment at Caritas Jerusalem to a severance pay of one month for each year of service paid in one installment at the end of services.

Provident Fund

The Jerusalem based permanent staff, regardless of their ID 'West Bank or Jerusalem' are entitled to the Israeli Pension plan while the West Bank and Gaza based permanent staff are entitled to provident fund plan with an employee monthly contribution of 4% and an equal contribution of 4% from Caritas Jerusalem. Provident funds are paid at the end of the program or end of employment.

Recreational allowance

Only Jerusalem based staff, (regardless of their ID), are entitled to annual recreational allowance according to the Israeli law.

Holidays

The employees will be granted annual religious and Palestinian national holidays according to the following table:

DAY	National Holidays for All Staff	National and Religious Holidays for Muslims Staff		National and Religious Holidays for Christians Staff	
1	New Year	1	New Year	1	New Year
1	Christmas (Eastern)	1	Christmas (Eastern)	1	Christmas (Eastern)
1	Women's Day	1	Women's Day	1	Women's Day
1	Easter (Western)	1	Easter (Western)	1	Easter (Western)
1	Eid Al Fitr	4	Eid Al Fitr	1	Eid Al Fitr
1	Labor Day	1	Labor Day	1	Labor Day
1	Eid Al Adha	5	Eid Al Adha	1	Eid Al Adha
1	Independence Day	1	Independence Day	1	Independence Day
1	Christmas (Western)	1	Christmas (Western)	2	Christmas (Western)
		1	Mawled Al Nabawi		
		1	Isra' & Mi'raj		
		1	Mawled Al Nabawi		
		1	Isra' & Mi'raj		
		1	AlHajri new year		
				1	Holy Thursday (Western)
				1	Good Friday / Holy Saturday (Western)
				1	Good Friday / Holy Saturday (Eastern)
				2	Easter (Eastern)
				1	Epiphany
				1	Ascension
				1	Assumption
				1	New Year Eve
		19	Total	19	Total

Leave Policy

Caritas provides its employees with a leave package which is designed to meet their needs, and which complies with local laws. In the West Bank and Gaza, Caritas recognizes various types of leave as follows:

General Issues

Holidays Occurring During Other Types of Leave

When a holiday falls during the period of an employee's paid annual, administrative, sick, maternity,

and/or bereavement leave, the day is charged to holiday and does not reduce the number of leave days due to the employee.

Combining Different Types of Leave

Except as provided below under the individual leave entries, an employee may not combine different types of leave. Sick leave cannot be claimed during vacation leave.

The annual leave is subject to Palestinian and Israeli laws according to place of work. For the Palestinian labor law, West Bank and Gaza Strip staff are eligible for two weeks for their first five years of work with CJ, and three weeks after the fifth year. For the Israeli labor law, Jerusalem staff are eligible for the following annual vacation total days:

Years of employment with Caritas Jerusalem	Working days	Calendar days (including weekends)
1-4	12	16
5	12	16
6	14	18
7	15	21
8	16	22
9	17	23
10	18	24
11	19	25
12	20	26
13	20	27
14 years and more	20	28

Amount and Rate of Accrual

Annual leave for staff is accrued as staff are allotted a number of days according to the annual leave above. Use of the annual leave shall be subject to rules and regulations herein and require advance approval. Paid leave will begin to accrue on the first day of work and will be prorated based on the date of the calendar year. Employees can carry forward annual leave for up to two years.

Scheduling and Approval

In accordance with general Caritas policies, leave can be taken as it is accrued and in accordance with limitations set forth of this manual. Thereafter, an employee may schedule annual leave up to the amount accrued on the date when such leave commences. It is the employee's responsibility to schedule his/her own annual leave, and to seek approval a minimum of two weeks in advance of the date when leave is scheduled to begin for periods of at least 3 days. However, Caritas Jerusalem encourages staff to plan ahead of time, in coordination with their direct supervisors, to have at least

one full week of their annual leave (vacation). The supervisor shall approve annual leave. Should approval be denied for any reason, it shall be the supervisor's responsibility to ensure that an employee does get time off by recommending alternate dates that are more suitable to work demands.

Sick Leave

Permanent staff based in Jerusalem are entitled to a yearly maximum of 18 working days sick leave including child/parents/spouse sick leave, while the permanent staff that are based in West Bank and Gaza offices are entitled to a maximum 14 working days sick leave including child sick leave. An official verifiable medical report describing the illness and its leave requirements, signed by a qualified physician on his/her letterhead, must be provided for absence of more than one day. Failure to do so may result in time off being designated as leave without pay or considered as annual leave.

For all non-elective emergency sick leave, an employee is required to call his/her supervisor at the earliest possible time on the morning of the day of absence from work due to illness. In cases of prolonged illness with an estimated duration, then a call on the morning of the first day shall suffice. In either case, the employee shall fill out a leave request form and obtain retroactive approval as soon as he/she returns to work. In cases of elective sick leave, such as for scheduled surgery or medical examinations, the employee shall fill out a leave request form and obtain his/her supervisor's approval two weeks prior to taking such leave. If elective sick leave is to exceed three days, the Secretary General's approval is also required.

In case of prolonged illness without an estimated recovery duration that requires a long period of treatment, the Palestinian and Israeli Laws, depending on the place of work, will be followed and implemented.

Unpaid Leave

Employees are entitled to a maximum of 3 calendar months of unpaid leave granted only for extending the maternity leave and shall be approved by the Secretary General. The request for unpaid leave is recommended by the immediate supervisor and the head of department and must be approved by the Secretary General. During the leave without pay, the employee is not entitled to his/her benefits of provident fund, severance pay, and health insurance. The leave can be for the period agreed on with the direct supervisor and approved by the Secretary General.

Administrative Leave

Administrative leave refers to forced time off due to closures or other circumstances in which the office is closed or the employee cannot come to work for reasons beyond his/her control. The Secretary General is responsible for deciding an office closure and ensuring that staff are informed. In addition, administrative leave is considered as a paid leave. The HR Manager is responsible for documenting the closure in the files. If an individual staff member faces a hindrance specific to him/her, he/she should complete a leave request form explaining the circumstances and seeking retroactive approval.

Maternity Leave

Maternity leave is time off given to female employees who are pregnant to allow them to deliver, rest and recuperate, and to care for their baby after delivery. It is Caritas' policy to give its female employees maternity leave in the period immediately preceding and following childbirth. Caritas' policy is also to guarantee all employees on maternity leave their jobs. The leave is based on the Palestinian law for West Bank employment contracts or Israeli Labor Law for Jerusalem employment contracts.

After giving birth and returning to work, a female employee may leave work for one hour to care for her child for up to nine continuous calendar months after the maternity leave.

Paternity leave

Paternity leave is available to male employees in connection with the birth of a child by his wife. A father may be absent from work for up to five days from the day after the date of birth of his child and of these days, two days will be considered paternity leaves.

Bereavement Leave

Bereavement leave is time off to attend the funeral and otherwise fulfill the social obligations associated with the death of a close family member defined as a parent, child, spouse, sibling, grand parent or parent-in-law. Three consecutive days of leave are granted for these close family members. Caritas' policy is to grant bereavement leave with no limit on the number of times it may be taken during the term of employment. The employee should notify his/her supervisor as soon as possible after the death. Upon returning to work, he/she is responsible for completing a leave request form and obtaining retroactive approval to be considered as paid leave.

Study Leave

Employees are eligible for study leave, which is considered as paid leave, allowing them the opportunity to enhance their skills and knowledge. Each employee is entitled to five days of study leave per year. To avail of this benefit, employees must submit a formal request to their respective supervisors and the HR Manager in advance which is subject to SG approval. The purpose of study leave is to support continuous learning and professional development, contributing to the overall growth and effectiveness of Caritas workforce.

Protection from abuse and exploitation

Employment Policies

This section addresses the policies and procedures concerned with the recruitment and hiring of employees. Protection of children and vulnerable adults is central to these policies and procedures in compliance with CJ's Children and Vulnerable Adults Safeguarding Policy that applies equally to volunteers and interns.

Safeguarding and Child Protection

Caritas Jerusalem is committed to safeguarding children and vulnerable adults in line with Caritas Internationalis safeguarding standards, Code of Conduct guidelines of the Catholic Church in the Holy Land and local government guidelines.

All staff and volunteers receive training in CJ's safeguarding policies. Each receives a copy of the policy document and signs a declaration letter stating that they have read and understood its contents and are committed to abide by them.

Harassment

Caritas believes in the dignity of every employee and expects each employee to show respect for all colleagues, visitors, and other stakeholders. Caritas is committed to providing its employees with a work environment that is free of unlawful discrimination, including any harassment on the basis of any legally protected status. Accordingly, Caritas does not tolerate any form of harassment. The conduct prohibited by this policy includes any verbal or physical conduct that may reasonably be perceived as denigrating or showing hostility toward an individual because of race, color, religion, gender, national origin, age, veteran's status, disability, or other status protected by law.

Further, this policy prohibits any conduct that could be perceived as harassment by an employee although such conduct is not directed at the employee's protected status. Such conduct includes behavior that is disrespectful of others or is designed to taunt, humiliate, ridicule, isolate, or embarrass another employee or interfere with the employee's ability to do his or her job.

Sexual Harassment

Sexual harassment is not tolerated at Caritas. Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and all other verbal or physical conduct where submission to such conduct becomes a term or condition of employment or the basis for any employment decision or where the conduct creates an intimidating, hostile, or offensive working environment. Same-sex sexual harassment is also specifically prohibited by this policy. No supervisor or head of department has the authority to grant or deny promotions or force any change in job status on the basis of provision or denial of sexual favors.

Sexual harassment (continued)

Sexual harassment is not limited to explicit demands for sexual favors, but also may include such actions as sex-oriented kidding, teasing or jokes; repeated offensive sexual flirtations, advances, or propositions; obscene or sexually oriented language or gestures; display or circulation of obscene or sexually oriented printed or visual materials; and offensive physical contact such as grabbing, patting, pinching, or brushing against another's body. Any hostile conduct based on gender is also forbidden by this policy regardless of whether the individual engaged in the harassment and the individual being harassed are of the same or of different genders. This policy forbids harassment based on gender regardless of whether it rises to the level of a legal violation.

Employees who witness or experience conduct believed to be inconsistent with this policy must report that conduct promptly according to CJ Safeguarding Policy and Code of Conduct.

Conflict of Interest and Corruption

Caritas' policy is to avoid all conflicts of interest and all actions that could be considered as promoting conflict of interest or the appearance of conflict of interest, or corruption or the appearance of corruption. Caritas' general position is that the organization's integrity and reputation, as well as that of its personnel, is too valuable to risk damage through such activity.

This section addresses a variety of prohibited activities that can have a negative impact on Caritas' reputation. Such activities are prohibited by Caritas regulations. The prohibited activities are:

Bribery

Bribery is giving or receiving money, free trips, meals, or other gifts in exchange for information, new business, or to facilitate or damage implementation of ongoing business. Employees discovered engaging in bribery for Caritas or anyone else's benefit will be warned in writing, if they continue, termination for cause procedures will begin.

However, there are situations that are not always clear-cut. The general rule is that employees should use their judgment to distinguish between attempts at corruption and social courtesy. Any questionable incidents should be reported to and discussed with the Secretary General.

Criminal Behavior

Criminal behavior is any action that results in physical harm or material loss to another individual or to the organization and that is prohibited by law. This section deals with the two types of criminal behavior most common to work environments:

Drugs and Alcohol Abuse

The drugs referred to here are chemical mixtures or natural plants that intoxicate or otherwise impair the user's ability to function normally. Most of these drugs are prohibited by law and their illegal use carries severe penalties. Caritas' policy is to maintain a drug-free workplace. Caritas does not permit the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance by any of its employees. If an employee violates this policy, either by him/herself or by permitting others to engage in any of these activities, the penalties are severe and can include immediate termination for cause.

Consumption of alcohol impairs an individual's ability to function at maximum efficiency, which is detrimental to work. Therefore, Caritas does not permit drunkenness or the drinking of alcoholic beverages during work hours, and any employee found violating this policy shall receive a written warning. Repeated violations or disruptive alcohol abuse shall carry severe penalties up to and including termination for cause.

Theft or Willful Damage to Caritas Property

Caritas property includes cash, or any other physical object bought and paid for with funds, either in an employee's temporary possession or located on premises or in vehicles. Caritas assumes honesty on the part of its employees and expects them to exercise diligence in the protection of its property. Caritas' policy is not to hold employees liable for the theft, loss, or accidental damage of organizational property in their possession. On the other hand, if it is determined that the theft, loss, or damage was through a willful act by an employee, the employee will be held liable and penalized in accordance with the provisions of local law, depending on the severity of the loss or damage.

Policy and Operations Manual Administration

As with all other aspects the ultimate responsibility for the administration of this policy manual and for ensuring adherence to its provisions rest with the Secretary General. The Administrative and HR Manager shall conduct orientation session(s) and provide all employees with a copy of the contents of this policy manual. The employee shall then be given his/her own e-copy of the manual and time to read it and sign the form (See the form at the beginning of the manual entitled, Acknowledgement and Receipt) stating that he/she has been given an e-copy of the policy manual for future references as well as the opportunity to read it.

Duties and Behavior of the Employee

The employee shall have the duties indicated below and any other duties mentioned in the regulations of Caritas Jerusalem and his/her employment contract:

What you can expect from Caritas Jerusalem

Caritas believes in creating a harmonious working relationship between all employees based on the concepts of teamwork and professionalism. In pursuit of this goal, Caritas has created the following

employee relations objectives:

1. Provide an exciting, challenging, and rewarding workplace and experience.
2. Select people on the basis of skill, training, ability, attitude, and character without discrimination with regard to age, sex, religion, marital status, or a disability that does not prohibit performance of essential employment activities.
3. Compensate all employees according to their effort and contribution to the successful implementation of Caritas Jerusalem objectives.
4. Review compensation system, employee benefits, and working conditions regularly with the objective of being competitive and consistent with economic conditions.
5. Respect individual rights, and treat all employees with courtesy and consideration.
6. Maintain mutual respect and two-way regular communications in the work environment.
7. Provide buildings and workplaces that are comfortable, orderly, and safe.
8. Promote employees on the basis of their performance and merit whenever promotion vacancies are available.
9. Make promotions or fill vacancies from within Caritas, whenever practical.
10. Provide opportunities for professional development and training.
11. Keep all employees informed of the progress of Caritas's programs and projects, as well as the overall goals and objectives.

What Caritas Jerusalem Expects from you

Caritas Jerusalem strives to make each working day enjoyable, rewarding and productive with the help of your contribution. Therefore, understanding and applying the following is quite essential in achieving this goal:

- Your first responsibility is to know your duties and responsibilities as listed in your job description and how to do them promptly, correctly and pleasantly. Where uncertainties exist or you need clarifications concerning your responsibilities you should discuss these with your supervisor.
- You are expected to comply with the policies and directions given to you by Caritas Management or your supervisor.
- You are expected to dedicate all your work time to completing the tasks required from you in order to meet and exceed Caritas's objectives.
- Adhere to the specified working hours.
- You may not be engaged with other employers while you are being employed by Caritas unless a written waiver is granted by the Secretary General.
- All employees are forbidden to accept any gifts or gratuities from Caritas's suppliers, service providers or implementing partners.
- You are expected to cooperate with Caritas Management and your colleague employees and to maintain a good team attitude.
- You are expected to voice your opinions and contribute your suggestions to improve the quality of the services provided by Caritas Jerusalem.
- Caritas Jerusalem expects all employees to act in a mature and responsible way at all times.

Note that the following list includes, but is not limited to, all the types of conducts that can result in disciplinary actions including termination of contract:

- Violation of any Caritas's rules; any action that is detrimental to the Caritas's efforts to operate successfully.
- Negligence or any careless action which endangers the life or safety of another person.
- Engaging in criminal conduct or acts of violence or making violent threats.
- Threatening, intimidating or coercing fellow employees on or off the premises at any time, for any purpose.
- Insubordination or refusal to implement tasks that are properly requested by your direct supervisor or refusal to help out on special assignment pertaining to employee's work.
- Engaging in an act of sabotage, negligently causing the destruction or damage of Caritas's property or the property of fellow employees, suppliers, or visitors
- Theft or unauthorized possession of Caritas's property
- Dishonesty; falsification or misrepresentation on your application for employment or other work records; lying about sick or personal leave; falsifying a reason for a leave of absence or other data requested by Caritas Jerusalem; and/or alteration of work records or other documents.
- Giving confidential or proprietary information to other entities or to unauthorized Caritas employees; breach of confidentiality of personnel information;
- Any act of harassment, whether sexual, religious, racial or similar; and
- Use of the Caritas's assets for purposes other than work.

Office Housekeeping

Neatness and good housekeeping are signs of efficiency. All employees are expected to always keep their work area neat and orderly.

Office Safety

Office areas present their own safety hazards. Therefore, be sure to:

- Always be aware of good health and safety standards, including fire and loss prevention.
- Keep floors, stairways, exits, electrical panels, fire extinguishers, and doorways clear of tripping hazards at all times;
- Leave desk, file or cabinet drawers firmly closed when not in use;

Security

Maintaining the security of the buildings, vehicles and equipment is every employee's responsibility. Employees are required to ensure security as a matter of course. Staff are expected to:

- Always keep cash properly secured. If you are aware that cash is insecurely stored, immediately inform the person responsible.
- Know the location of all alarms and fire extinguishers, and familiarize yourself with the proper procedures for using them, should the need arise; and,
- When you leave the premises, make sure to turn off lights and that all entrances are properly locked and secured.

Smoking

All Caritas buildings are smoke-free working areas. Smoking is allowed in designated outside areas only.

Disciplinary actions

Caritas Jerusalem implements the following disciplinary actions to deal with job-related behavior that does not meet expected and communicated performance and behavioral (conduct) standards. The primary purpose for discipline is to assist the employee to understand that a performance and/or conduct problem or opportunity for improvement exists.

Caritas Jerusalem Disciplinary Action matrix

Misconduct Degrees	Description	Disciplinary Action	Maximum Disciplinary	Authority	Documentation and Validity
First Degree	General misconduct related to general discipline (attendance, meeting deadlines, Poor timekeeping, compliance with policies and procedures)	Oral Reprimand	Verbal Warning Written warning	Direct Supervisor	Written warnings are documented in the employee's file for 6
Second Degree	<ol style="list-style-type: none"> 1. Infringements of health and safety requirements 2. Negligently causing the destruction or damage of Caritas's property 3. Engaged with other employers during the official working hours of CJ while you are being employed by Caritas without a written waiver. 4. Poor performance/capability 5. Misuse of email, internet or social media 	First Written Warning	Two obligatory annual leaves	Recommendation by the direct supervisor and endorsement of the Head of Department	All documented in the Employee's file for 12 months if no other misconduct was committed.

Misconduct Degrees	Description	Disciplinary Action	Maximum Disciplina	Authority	Documentation and Validity
Third Degree	<ol style="list-style-type: none"> 1. Theft or fraud 2. Engaging in criminal conduct or acts of violence or making violent threats 3. Threatening, intimidating or coercing fellow employees on or off the premises at any time, for any purpose 4. Theft or unauthorized possession of Caritas's property 5. Dishonesty; falsification or misrepresentation on your application for employment or other work records. 6. Lying about sick or personal leave; falsifying a reason for a leave of absence or other data requested by Caritas Jerusalem; and/or alteration of work records or other documents. 7. Giving confidential or proprietary information to other entities or to unauthorized Caritas employees; breach of confidentiality of personnel information 8. Any act of harassment, whether sexual, religious, racial or similar. 9. Misuse of the Caritas's assets for purposes other than work 	First Written Warning	Three obligatory annual leaves / unpaid leaves	Recommendation by the direct supervisor and endorsement of the Head of	Documented in the employee's file for two years if no other misconduct was committed, except for the suspension penalty and the termination of services, they will be kept in file.
			Final Written Warning, Loss of annual salary increase	The Secretary General	
			Suspension, Termination	Recommendation of the disciplinary committee formed by 2 members of	

Grievances

Although Caritas makes every reasonable effort to provide as pleasant and satisfying a work environment as possible for its employees, in any organization or relationship between management and employees there will inevitably be occasions of employee dissatisfaction. Caritas' policy is that each and/or all employees are entitled to a full hearing, that a serious effort is made by management to redress and resolve problems, and that a clear explanation is given when management is unable to act for reasons beyond its control. To this end, on general issues not relating to termination proceedings or employee performance, Caritas provides its employees with channels of communication with management through an "open-door policy," and with more formalized procedures for voicing grievances.

A grievance is an action taken by a staff member to seek redress for a perceived violation of human-resource policies. An employee must submit a grievance to his/her immediate supervisor in writing within fifteen (15) working days of the perceived violation. Prior to submitting a written grievance, the employee should initiate a discussion with his/her supervisor. The supervisor shall consider the concern fully and, if the concern appears justified, take corrective action within his/her authority within fifteen (15) working days. The supervisor will respond in writing to the employee within the same fifteen (15) day period.

If the supervisor is unable to resolve the problem to the employee's satisfaction, the employee may advise the HR and Administrative Support Manager within fifteen (15) working days of the date that the supervisor's inability becomes apparent. The Secretary General will review the problem and take whatever action is deemed necessary within fifteen (15) working days. The Secretary General will respond in writing to the employee within the same fifteen (15) day period with the final decision.

Employment Policies

This section addresses the policies and procedures concerned with the recruitment and hiring of employees. Protection of children and vulnerable adults is central to these policies and procedures in compliance with CJ's Children and Vulnerable Adults Safeguarding Policy that applies equally to volunteers and interns.

Recruitment and Selection

This process involves looking for and choosing the individual most qualified to fill the position or perform the task at hand. Caritas' policy is to hire staff at the highest possible level of competence. This policy is implemented by devoting as much time and effort as possible to the process, recognizing that competing demands for time and effort are inevitable and will sometimes prevent us from achieving the optimum.

As a result, Caritas has developed guidelines to assist those in charge of recruitment and selection:

Identifying Staffing Requirements

Clearly, the first step in any recruitment effort is to identify the need to have a job done. Staffing requirements are anticipated based upon the Strategic Plan. Staffing needs shall be based on CJ's work needs and the approved organizational structure. Professional staffing requirements are then refined in the annual work plan. In such cases the relevant supervisors are required to annually review the strategic and operational plans and develop an employment plan in coordination with the Secretary General for approval.

Job Description

A Job description is essentially a detailed description of the required job; it is also a useful tool for the individual doing the recruiting. Precise job descriptions allow the recruiter to know what he/she is looking for and the actual or prospective employee to know what is expected of him/her. Caritas' policy is that a job description should be developed prior to the commencement of any recruitment effort, and that the individual selected should fit as closely as possible the requirements of the job description.

Developing job descriptions is the responsibility of the individual who has identified the need and will be supervising the position with the support of the HR and Administrative Manager. Every job description should list position title, grade, salary range, to whom the incumbent reports and the supervisory duties (if any). This should be followed by a brief description of the position, a detailed listing of the responsibilities, required outputs and preferred competencies and qualifications for the job. Upon hiring, the job description become an attachment to all employment contracts, and the basis for all performance evaluations,

Recruitment Sources

Caritas' policy is to use as many resources as possible in order to attract the most qualified individuals. It relies on two major recruitment sources:

a) Caritas Employee Referrals

Caritas' policy is to hire the person with the highest qualifications and who is most suited to the position opening. It values the opinions of its employees and gives serious consideration to their recommendations during the recruitment and selection process. A candidate referred by a Caritas employee shall be hired only if he/she proves to have superior qualifications to all other applicants and proves to be the closest fit to what is needed for the best performance of the position's responsibilities or if no other applicants are more qualified, and there are no other equally well-qualified referrals. With these conditions holding, then a valued employee's personal recommendation shall be given considerable weight as a factor in hiring.

b) Referrals by Internet Advertisement

Caritas' policy is to promote the fairest possible competition by advertising a position opening as broadly as possible. The advertisement must include the position title, a summary of position responsibilities, and required qualifications. It must also include an address to which resumes, and introductory letters may be sent by interested applicants.

Selection

Selection is the process by which the number of applicants is narrowed down, and candidates are chosen as a result of the recruitment process. Caritas' policy is to narrow the choice down to five candidates, and then submit the most favored candidate for approval. This method provides alternatives in case Caritas' candidate refrains from the position. The selection process consists of four phases:

a) Selection Criteria

Selection criteria are basically the qualifications that a candidate for a given position should possess. They are the preferred mix of skills, experience, and personality traits that the recruiter believes would allow the individual to do the best job possible. Selection criteria are usually developed for the position as part of the job description. They then become the basis for judging applications, conducting interviews, and checking references.

b) Selection Committees

Caritas' policy is that more than a single individual should be involved in the selection of candidates. The immediate supervisor responsible for conducting a given recruitment shall review all applications and conduct the interview with at least two more responsible persons according to the hierarchy (HR and Administrative Manager must be a member of any selection committee). This should ensure that the need to fill a position does not unduly bias the recruiter. Secretary General should be involved in all head office recruitments and sign all contracts.

c) Applications, Skills Testing, and Interviews

These are the tools for narrowing down the choice to the five most likely candidates. Once the recruiter has reviewed all resumes and introductory letters received, he/she narrows the choice down to the most attractive applicants, which is an unspecified number. The recruiter then calls these applicants and invites them to come to Caritas' offices at a mutually convenient and agreed upon time for an interview.

The interview fills in the gaps with subjective impressions of the applicant's character and allows the recruiter to gauge the applicant's knowledge of his/her field. It is also a two-way exchange of information, as the recruiter describes Caritas, and the job. If the job requires tangible and demonstrable skills such as typing, editing, writing in English, accounting, or translation, the recruiter will set up a test designed to determine the level of skill. Based on the results of the above, the applicant may be invited for a second

interview with other individuals besides the recruiter. All interviews should be documented in writing and signed by the selection committee members.

Reference Checks

Reference checks are an attempt to verify the information given by a candidate about him/herself and to gain further insight into the candidate's abilities, character, and work habits from outsiders who are familiar with the candidate. Names of referees are usually obtained from the candidate along with permission to contact them. Some referees may be personal; however, at least two should be by a previous employer and/or academic reference who have experience with the candidate's initiative, motivation, and work habits. Caritas' policy is that at least two references must be checked for each serious candidate for a job. At least two of these references should be checked by someone other than the recruiter, in order to ensure that pressure to fill the position does not unduly bias negative information received.

Employment offer

Employment offer approved by the SG shall be made in writing, in the form of an agreement, setting out the category and terms of employment, probationary period and period of notice of termination of employment. A copy of the employment offer, signed by the employee, shall be retained on file and shall constitute the employment agreement.

All persons hired by Caritas Jerusalem will be placed on a three-month probationary period. Employees on a probationary period will be entitled to full salary, benefits, and leave. Annual leave will be accrued but should not be available except under exceptional circumstances during this period. During the probationary period, the supervisor must determine the employee's suitability for the position.

Caritas may terminate the employment of an employee during the probationary period without cause. Employees who do not successfully complete their probationary period will not be eligible for severance benefits. At least two weeks prior to the end of the probationary period, the supervisor must provide written documentation to the Secretary General, indicating if the employee has successfully completed the probationary period.

Employment of relatives

1. First-degree relatives (father, mother, brother, sister, son, daughter, wife, husband) of Members of the Board of Directors, Executive Committee and the Secretary General. must not be employed in any capacity, whether employee, contractor, or casual staff. Relatives of staff members may be considered for employment following a declaration process and the documentation of a risk mitigation procedure.
2. An employee must not participate in any way in the recruitment, selection, transfer, promotion, supervision or salary determination of a relative.
3. An employee must not have a direct reporting relationship to his or her relative.

Volunteers and Interns

Volunteers

Caritas values and encourages voluntary work. It sees it as an essential component in social development. Volunteers are persons who perform services to Caritas willingly and without pay. According to the needs of Caritas, Caritas might recruit local and international volunteers. The following must be shared with the volunteers:

- Position description: It clarifies what kind of skills, qualities and experiences the volunteer should have to be successful in the position. This also includes a description of the position title, duties and responsibilities and the terms of reference of the needed position.
- Orientation to provide general information about Caritas and its structure, volunteering, policies and procedures. This includes:
 - Social orientation to introduce volunteers to the people and places of the organization.
 - Position orientation to explain the volunteer position's relationship to the organization.
 - System orientation to explain the organizational structure and functions.
- Training (if needed) to provide volunteers with specific information related to their individual role to ensure they are prepared and comfortable to begin volunteering. Volunteers are not eligible for benefits regardless of the number of hours or weeks worked, however, they are entitled to the following:
 1. Caritas Volunteer photo ID
 2. Insurance against work accidents
 3. Recognition certificate by the end of the volunteering period

Internship

An intern is someone who works in a temporary, unpaid position with an emphasis on-the- job training to gain exposure and experience in his/her field of studies. Interns are usually college or university students, but they can also be high school students or post-graduate students seeking experience and skills for career-building. Internships provide opportunities for people to gain experience in their field, determine if they have an interest in a particular career, create a network of contacts, or gain institution credits. Internships may be part-time or full-time and typically last no more than 12 weeks.

Like volunteers, interns must receive:

- Position description that states what kind of skills, qualities and experiences the volunteer should have to be successful in the position. This also includes a description of the position title, duties and responsibilities and the terms of reference of the needed position,
- Orientation to provides general information about Caritas and its structure, policies and procedures.
- Induction: to introduce the intern to the department where she/he will work and its staff

Training and Continuing Professional Development

Caritas Jerusalem believes that professional development is an ongoing process. It is as much the employee's responsibility to develop his/her needed qualifications and skills as it is the organization. In this regard,

- The HR and Administrative Manager should prepare annual training plan and budget to be endorsed by the Senior Management Team and approved by the Secretary General. This requires:
- Employees' training needs shall be identified through an interactive process with his/her immediate supervisor/relevant Head of Department via performance appraisal or management review sessions and/or data collection means deemed appropriate by the HR and Administrative Manager
- The HR and Administrative Manager manages the implementation of the approved annual training plan.
- All training and development courses and programs should be evaluated by the participants and the HR and Administrative Manager.
- The HR and Administrative Manager must introduce all new recruits to Caritas Jerusalem (Induction) and all its departments and programs/projects, her/his rights and responsibilities, policies, code of conduct, and this manual. In addition, Orientation to the work must be performed by the direct supervisor and the HR and Administrative Manager to facilitate the new employee's adjustment to Caritas's culture as well as to clarify the individual's tasks and duties. On the first day of employment the supervisor shall:
- Make available to the new employee Caritas's policies and procedures manuals and other relevant documents.
- Review job description and the organizational structure

- Give a tour of Caritas’s premises and introduce him/her to staff members.
- Provide him/her with a workstation and any information pertaining to the job that may be necessary to get started; and,
- Identify a “mentor” to whom he/she can come to with questions and/or advice.
- The HR and Administrative Manager should keep a record of the training courses/hours in each employee’s file.