



MAZAZEF'S HUMAN RESOURCES POLICY (HR)

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1. INTRODUCTION:

At Ma3azef, a dynamic and nurturing environment is diligently cultivated to offer our employees a creative space where they can thrive. As a company operating in the cultural and art industry, we understand the significance of fostering a flexible, open, and safe atmosphere that encourages innovation and collaboration. While we are a small team, we highly prioritize employees' insights and contributions in shaping Ma3azef into a sustainable institution. Ma3azef is implementing a written HR policy, including code of conduct expectations from staff. However, it is essential to recognize that the success of this policy hinges on each individual work ethic, seriousness, and dedication to establishing a flourishing working infrastructure.

All Ma3azef's Policies can be found here: <https://ma3azef.com/institutional-resources/>

2. SCOPE OF POLICY:

This Policy establishes human resource policies, procedures and service rules applicable to all categories of employees and staff of Ma3azef. The purpose of this Policy is to establish Human Resource guidelines and practices to govern relations between Ma3azef and its employees. This Policy does not constitute an employment contract.

3. GOVERNANCE SYSTEM:

- Executive Directors must meet on a weekly basis to provide updates, coordinate weekly tasks and goals, and identify any gaps in progress or successes to be capitalized on. These meetings provide mandatory weekly spot checks.
- Executive Directors and Management will meet every two weeks to provide spot checks and assess gaps.
- Each Director should have a weekly meeting with their team.
- Actions that need the written Joint Approval of Executive Directors:
 - Hiring and Firing of employees
 - BoD related decisions



- Payments above 3,000 Euro
 - External Reports
 - Fund Applications
 - Performance and behavior related warnings
 - Any changes in Policy, SOPs, Contracts, and Legal Agreements.
 - Contractual agreements with Third Parties.
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- Financial Approval and verification for monthly staff compensation and reports are provided from the Director of Operations, to the Financial Manager.
 - Executive Directors shall be jointly the Authorized Signatories on agreements made on behalf of Ma3azef.
 - Directors shall abide by their obligations of confidentiality when making formal and informal declarations or having discussions with employees at all times.
 - Each director is responsible for handling communication with their respective teams.

4. CODE OF CONDUCT:

- **Working Hours:**
- Ma3azef's Official working hours start at 10:00am and end at 6:00pm, including a one-hour lunch break.
- Ma3azef's Official working days are from Monday to Friday of every week, company weekends are on Saturday and Sunday.
- Slack is considered Ma3azef's official working space, in its virtual form. Employees are expected to be online during working hours.
- If employees are away, in a meeting, busy, or working offline, this should be communicated via slack status updates.
- **Meetings, Slack, and Formal Communications:**



- Slack response time frame is 10 to 30 minutes, unless otherwise indicated by slack status or offline work is previously stated.
- All emails should be replied to within 1 to 3 business days for communication with external parties.
- All emails should be replied to within 1 to 2 business days for Internal communication.
- Employees are required to have formal signatures stating full name, title, Ma3azef logo, url and social media platforms, to be listed in all correspondence from Ma3azef's official email domain.
- Work discussions should all take place on Slack, the use of whatsapp is discouraged and not welcomed. Communication on personal devices and phone numbers should be for time restricted tasks or if the employee is not reachable.
- Language used on slack and all emails should be professional, clear, and proactive.
- Weekly editorial meetings held on Mondays require obligatory attendance from all editorial staff.
- All meetings and calls must be followed up by "Minutes of Meeting", "Memos", or "Updates" to all parties involved in the meeting, including, but not limited to direct line managers and concerned parties within the organization. This is a mandatory process within Ma3azef's running operations to ensure a rich and consistent workflow experience for the decentralized team operating in various jurisdictions. *Failing to abide by this requirement can result in disciplinary action and will be taken into consideration as per Ma3azef's Performance Management System.
- Internal decisions related to employees or management should be communicated to concerned parties within 2 business days by email. These include, but are not limited to, launching new projects, changing timelines, renting co-working spaces for projects, purchasing of equipment, termination of projects, and staff training.
- All meetings must be set up in the formal Ma3azef Google Calendar to ensure smooth reporting.
 - All milestones and large accomplishments should be added to the calendar to ensure smooth tracking and reporting (first brainstorming session conducted, event mounted, panel discussion attended, sound check conducted..etc).
- All employees are required to CC both Executive Directors for external communication unless indicated otherwise by direct managers, furthermore all external and internal emails must CC their respective direct manager within communication.

- Refer to the PSEAH policy for information on sexual misconduct (found here: <https://ma3azef.com/institutional-resources/>).
- **Privacy and Security:**
- Mail setups, social media, management tools, reporting portals, proposal and application portals and any/all subscriptions must be done through Ma3azef's Admin email (admin@Ma3azef.com) . All passwords will be kept in a database / password management system with restricted access on a need-to-use basis.
 - Passwords must be updated on an annual basis and access is restricted to passwords and ID logins. This data must be safeguarded with restricted access to only Executive Directors and Management.
- All documents and files under the file “FUNDRAISING” on the Ma3azef drive must be owned by the Admin email (admin@Ma3azef.com). Once documents are created, ownership must be transferred. This is obligatory and applies to management staff.
- All articles and content must be uploaded to the drive in their final form with restricted editing access. If documents are updated or changed, another version is uploaded under the title (XXX_V.2 OR XXX_V.3).
- All Ma3azef staff with emails under the Ma3azef domain (@ma3azef.com) must be cautious with their passwords, sharing any restricted information with external parties is prohibited.
- **Non-Disclosure and Confidentiality:**

Confidentiality and Non-Compete

- Ma3azef's employees, consultants, and management shall treat as confidential all information provided by Ma3azef. Ma3azef's employees, consultants, and management shall abide by a general obligation of non-disclosure of “Confidential Information.”

- The term "Confidential Information" shall include, -but is not limited to-, any non-public information related to:
 - (a) Financial information that relates for example to payments, salary scales, fees, and funds and grants.
 - (b) Strategic information that related to trade secrets, funding strategies, or any information deemed confidential by management.
 - (c) Business information including information related to intellectual property rights, e.g., patents, trademarks, trade secrets, copyrights, or any proprietary technical or business information.
- The general obligation of non-disclosure is subject to the reporting obligation of SEAH misconduct as outlined in the PSEAH Policy.
- During the term of engagement and for a period of two (2) years following the termination of the engagement, Ma3azef's employees, consultants, and management agree not to directly or indirectly engage in any activities or business involving the development of written content (Articles, Journals, Research, Social Media Material.. And the like), toolkits, apps, or technical projects with competitors, unless expressly consented to by Maa3azef in writing.

5. RECRUITMENT AND SELECTION:

- All prospective hires need to provide an updated CV.
- Each director must communicate the need for a new hire with the other Director. Once agreement is reached upon the position, job description and compensation, it is upon the respective director to find candidates, and share them with the co-director. The Interview process should involve both directors and relevant management members.

6. COMPENSATION AND BENEFITS:

- Salaries and compensations are sent out from Ma3azef's bank accounts on the 25th of every month, ensuring staff receive their compensation by the first of every month.

- **Advancement on Compensations and Salaries:**

- Full or Partial Advance on monthly payment:

- Request for advance for the full or part of the employees monthly compensation is permitted. A formal email must be sent to the Executive Directors (man@ma3azef.com and jinane@ma3azef.com) and the Financial Manager (suha@ma3azef.com).
- Every request for advancement must be approved by the 3 above mentioned focal points.
- Employees are only restricted by 'consecutive requests': an employee cannot request this action for more than 3 consecutive months.

- Request for multiple months at once:

Such requests must be assessed by the Executive Directors, such requests are not necessarily granted to the employee.

- Employees must be staff members of Ma3azef for at least 1 fiscal year. Otherwise, a request for an advancement of multiple months is not permitted.
- This request must be justified and motivated by urgent situations or important personal commitments. Such requests must be communicated with the Executive Directors one month in advance, to the employee's best capacities.
- This request can only be granted once in every fiscal year.

7. LEAVES AND HOLIDAYS:

Paid Leaves:

- **Annual Leave:**

Employees are granted 14 paid days off with full pay on an annual basis. The annual range covers from the first day of the year (January 1), until the last day of the year (December 31). Employees are not permitted to take more than 10 consecutive working days off in one instance, unless extended leave is founded and allowed by management on a case by case basis.

- Employees must request annual leaves, by email, at least 2 weeks in advance. Annual leaves are subject to management approval. (Direct Manager and Director of Operations)
- These terms do not apply to employees on probation or during the first three months of employment.

- **Official holidays (national, cultural, and religious holidays)**

The reference for Ma3azef is the Jordanian official national, cultural, and religious holidays.

Religious and cultural holidays and company wide-leaves that are granted to employees but not counted as part of the above mentioned annual leave:

The following is the list of company wide-leaves:

- 7 days in August, from the 12 August until 19 August of every year.
- 8 Days Christmas and New Year (December 25 until January 2).

- **Health Related Leaves:**

Employees are granted 14 paid sick days on an annual basis, with full remuneration. The annual range covers from the first day of the year (January 1), until the last day of the year (December 31). If employees require more than 2 consecutive sick days, a medical note is required to be submitted upon management's request.

- When an employee is sick they must inform their immediate supervisor that they will be unable to come to work that particular day. It is the employee's responsibility to get the leave approved.
- Sick leave cannot be accumulated or encashed and/or combined with annual leaves.
- Every employee will report sick leave in writing so that the appropriate charge of sick leave is made.
- In general, sick leave requires a medical certificate from a physician.
- Employees receive an additional 14 days of sick leave at full pay if hospitalized, or half of the employees pay if not hospitalized but supported by a medical report.

- **Maternity Leave:**

- Employees are entitled to 4 consecutive months of paid leave.
- Employees are also entitled to 12 months of unpaid maternity leave for childcare reasons.
- After maternity leave ends, Ma3azef provides the new mother an additional one-hour break for one year to nurse her child.

- **Paternity Leave:**

- Employees are entitled to 1 month of paid leave.

Unpaid Leave:

- While unpaid leaves are not encouraged due to the small size of Ma3azef's team, these requests will be approved on a case-by-case basis.

8. PERFORMANCE MANAGEMENT SYSTEM:

- Work other than Ma3azef: conflict of interest, time management, consistency in performance, must be declared to Ma3azef if you are in-house staff.
- Employees and Consultants are expected to uphold the highest standards of ethical conduct and maintain Ma3azef's integrity. To ensure transparency and prevent any situations that could compromise these values, all Employees and Consultants are required to disclose any actual or potential conflicts of interest that may arise in the course of their work. A conflict of interest arises when personal interests, relationships, or activities interfere, or appear to interfere, with the best interests of Ma3azef. This includes, but is not limited to, situations where an employee/consultant or their close associates have financial, personal, or professional interests that may affect their objectivity or decision-making abilities related to their duties towards Ma3azef.
- All employees must promptly report any perceived or actual conflicts of interest to their immediate supervisor or the Operations department. Failure to disclose conflicts of interest may lead to disciplinary action, up to and including termination of employment/service. Upon disclosure, the company will assess the situation and determine appropriate actions to address the conflict of interest, which may involve adjusting roles, responsibilities, or relationships to mitigate potential bias or harm to the company's interests.
- Every 2 quarters, employees will undergo an appraisal and recommendation process with direct manager and Executive Directors.
- Employees can ask for a promotion and/or a raise 1 year following their hiring. Such changes can happen on an annual basis.
- **PROBATION SYSTEM:**
 - Both parties have the right to agree on a probation period, which should not exceed three months (ninety days). This period is not assumed in the employment contract, both parties should agree on it in writing.
 - Any of the parties have the right to terminate the employment contract within the probation period without any liability towards the other party except for due compensation.

- The employer cannot extend the probation period for extra time, or terminate the contract during this period and re-employ the employee for another probation period.

9. TERMINATION OF SERVICES:

1. A contract of employment shall be considered terminated if:

- (1) both parties agree to terminate it;
- (2) the duration of the contract has expired or the work itself has been completed;
- (3) the worker dies or is no longer capable of working due to a disease or disability certified by the medical authority.

2. Termination of any open-end employment agreement:

In line with Jordanian labor laws, articles 9 and 10:

- (1) If one of the two parties to a contract of employment of indefinite duration wishes to terminate it, such party shall give the other party written notice to that effect at least one month in advance. Notice can then only be withdrawn with the approval of both parties.
- (2) Such contract of employment shall remain in force throughout the notice period which shall be considered as part of the period of service.

3. Termination for specified period (fixed-term agreement)

If a contract of employment for a specified period is terminated before its expiry date by either the employer or the worker, the worker shall have the right to receive all his entitlements and benefits as stipulated by the contract.

- Notices of termination of services for non-management staff is 1 month in advance. A full handover must be completed within this month to the position's direct management staff.
- Notices of termination of services for management level staff are 3 months in advance. A full handover and training process must be completed during these three months, for a concise onboarding process.

4. Termination without notice by Ma3azef:

An employer may dismiss a worker without notice, if:

- the worker assumes false identity or submits false certificates or documents with the purpose of acquiring a benefit or causing prejudice to others;
- the worker fails to fulfill the obligations stipulated in the contract of employment;
- the worker commits a fault causing the employer considerable material damage, provided that the employer notifies the appropriate bodies of the accident within five days from the date on which he learns of its occurrence;
- the worker, in spite of receiving two written warnings, fails to observe the internal regulations of the establishment, including safety regulations;
- the worker is absent from work without good cause for more than twenty days intermittently, during any one year, or for more than ten consecutive days, provided that, prior to the dismissal, written notice is sent to his address by registered mail and published, at least once, in a daily local newspaper;
- the worker discloses work secrets;
- a court, in a final judgment, finds the worker guilty of a criminal offense or a misdemeanor involving dishonorable or immoral conduct;
- the worker is found at work in a manifest state of intoxication or under the influence of any drugs or psychotropic substances, or if he has committed, at the workplace, an act violating principles of moral conduct;
- the worker strikes or insults the employer, the manager in charge, a superior, a fellow worker or any other person in the course or on account of work.