

**Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)**

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**Social Security Investment Unit
Administrative Procedures**

Final Report

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Table of Contents

Executive Summary	1
Human Resources/Personnel Procedures	2
Recruitment and Hiring	2
Payroll	9
Position Descriptions	14
Employee Performance Evaluation	19
Termination of Employment	28
Personnel Files	38
Human Resources/Personnel Forms	46
Administrative Procedures	62
Incoming/Outgoing Mail	62
Fixed Assets	66
Warehouses	73
Petty Cash Fund	80
Purchasing	83
Tenders	84
Administrative Forms	85
Appendix – Administrative/Personnel Procedure Presentation	89

Executive Summary

Administrative and Human Resources/Personnel procedures for the SSIU were completed as agreed upon with the SSIU CEO. The procedures were prepared as follows:

1. The SSIU's needs for procedures for various administrative and HR/personnel activities were identified and clearly defined.
2. The procedures for each activity were drafted based on the logical flow of work for the activity and SSIU's operations as a whole. Items included in the procedures include the scope of the procedures (what they are to achieve), the responsibilities and authorities of the departments/sections responsible for implementing the procedures, and the step-by-step details needed to implement the procedures. Files and forms needed for implementing the procedures were also defined and included. The procedures were then reviewed by the SSIU Administrative Manager and CEO and discussed with the Consultant. Tasks which did not meet the SSIU requirements were identified.
3. Changes were made to procedures and alternative tasks were defined and discussed with the SSIU Administrative Manager and CEO.
4. Certain procedures were deleted from the scope of work as a result of a managerial decision on the SSIU's behalf to adopt the Social Security Corporation's procedures for these activities.

Procedures were finalized, numbered for reference purposes and formatted in a manner which would allow for easy accommodation of any changes or additions which may be made in the future.

The following pages include the procedures in their final form.

HUMAN RESOURCES/PERSONNEL PROCEDURES

HR/PERS Procedures	RECRUITMENT AND HIRING		
Issued on:	January 31, 2003		
No.	HR-001	Page	

I. SCOPE

These procedures outline the manner in which SSIU employees are recruited, evaluated for employment and hired.

II. RESPONSIBILITIES AND AUTHORITIES

The Administrative Department/Personnel is responsible for ensuring the procedures for recruitment and hiring are implemented properly. Department managers will also participate in the selecting employees for employment in their departments. All new hires must be approved/authorized by the CEO.

III. PROCEDURES

A. Identifying vacant positions

Recruitment shall take place only if a vacant position has been identified and a need to fill such position is justified.. Vacant positions may be either newly created positions or existing positions which have been vacated. Steps to identify vacant positions and request such position be filled are as follows:

1. New positions. New positions are created based on the nature of operations including, but not limited to, increase in volume of work and new responsibilities or duties within the Unit. In such cases, the Administrative Department shall, in coordination with the concerned department manager, complete the following:

- a. Issue a new organization chart for the department highlighting the new position on the chart

- b. Prepare a position description for the new position (see Procedures for Preparing Position Descriptions.)
 - c. Forward both the revised organization chart and the position description to the CEO for approval to add the position to the SSIU.
 - d. Upon receiving the CEO's approval, the concerned department shall complete the "Employment Requisition" form. The form is forwarded to the Administrative Department for processing.
 - e. The Employment Requisition form is forwarded to the CEO for his/her authorization to fill the position.
2. Existing (vacated) positions. Recruitment for existing positions which have been vacated are initiated as follows :
- a. The Administrative Department in coordination with the concerned department shall review the position description and make any necessary updates. (see Procedures for Preparing Position Descriptions.)
 - b. The concerned department shall complete the "Employment Requisition" form as indicated in 1(e) above.

B. Recruitment

Upon receiving authorization to fill a vacant position the following procedures are implemented:

1. The Administrative Manager shall identify the qualifications and characteristics required in the potential candidate for the position (using the position description and qualifications listed on the Employment Requisition

form as a reference.) This shall include listing job requirements in order of priority.

2. The Administrative Manager shall determine the method through which the vacancy is announced and applications for the position are solicited and a deadline for receiving applications. These methods include:
 - advertising the vacancy in local newspapers
 - referrals from current employees
 - requests for referrals from other professionals well known to the SSIU
 - identifying candidates from applications previously submitted to the SSIU

All applicants, irrespective of how they are recruited, must submit a comprehensive resume (curriculum vitae), or complete the approved SSIU “Employment Application” form.

3. The Administrative Department/HR shall review all applications received for initial screening. Initial screening shall eliminate all applicants who are obviously unqualified for their position. Such applicants are those who do not possess the most important job requirements as identified in 1 above.
4. A second screening is conducted jointly by the Administrative Department/HR and the concerned department to identify those candidates who meet the most important job requirements at a minimum.
5. Candidates from 4 above are then identified for interviews. Such candidates shall possess the most important job requirements and other requirements as well.
6. Interviews are scheduled and conducted as follows:

- a. Candidates for supervisory positions are interviewed by the Administrative Manager, the concerned department manager and one other employee as selected by the two managers.
- b. Candidates for managerial positions are interviewed by the Administrative Manager and the CEO. Those conducting the interviews shall complete the “Application Rating Form”.
- c. The CEO may, as he/she deems necessary, interview any candidate for any position.

Follow-up interviews may be requested by any of the above mentioned interviewers.

7. After completing all interviews, the Administrative Manager and the concerned Department Manager shall review the results of the interviews and select the most qualified and appropriate candidate.
8. The Administrative Manager shall make a recommendation to hire the selected candidate and forward such recommendation to the CEO for his/her approval. The recommendation shall include the position title and grade as well as details of the offer to be given to the candidate such as the monthly basic salary, any allowances, benefits, etc. as determined by the SSIU Wage and Compensation Policy. (The SSIU shall implement the Social Security Corporation Wage and Salary Policy.)
9. Upon receiving the CEO’s approval to hire the successful candidate, the Administrative Department/HR shall put the offer in writing and forward such offer to the candidate for his/her acceptance.

10. Upon receiving the candidate's acceptance of the offer, the Administrative Department/Personnel shall implement the procedures for hiring as outlined in III below.

C. Hiring

Upon making an offer to the successful candidate and receiving his/her acceptance of the offer, the Administrative Department/Personnel shall complete the following:

1. The date on which the employee will join the SSIU shall be agreed upon with the new employee and a contract/letter of appointment is prepared for signing.
 - Effective date of contract
 - Position to be held
 - Grade and basic salary
 - Any allowances and conditions for payment of allowances
 - Annual leave and sick leave entitlements
 - Probationary period
 - Any other terms/conditions of employment agreed upon between the employee and the SSIU and included in the offer provided to the employee.
2. All contracts are prepared and signed by the CEO and the employee in two originals. One original is retained in the employee's personnel file and one is given to the employee for his/her own personal records. A copy of the contract is forwarded to Accounting for their records for purposes of preparing the payroll.

3. Personnel shall open an employee personnel file for the successful candidate and file all pertinent documents in such file as indicated in the Procedures for Personnel Files.

4. All new hires will be required to provide the SSIU with the following documents:
 - Copy of all education certificates (degrees/diplomas/vocational certificates and others).
 - Copy of letters from previous employers, confirming employment (length of employment, position, reason for leaving employer)
 - Copy of his/her national identity card
 - Copy of his/her Family Registration Booklet
 - Receipt from Income Tax Department confirming that all income tax returns have been filed and completed by the employee up to the effective date of his/her employment with the SSIU.
 - All of the above are retained in the employee's personnel file.

4. The following forms shall be completed out by all new hires:
 - Employment Application Form
 - Social Security Form (provided by Social Security)
 - Personal Information Form
 - Health Insurance Form.

D. Forms and Files

The following forms are required in implementing the above procedures:

1. Employment Requisition Form
2. Employment Application

3. Applicant Rating Form
4. Personal Information Form

The following files concerning these procedures are maintained:

1. Approvals/authorizations to hire – includes all Employment Requisition forms and approvals to fill vacant positions.
3. Recruitment File – contains all advertisements/announcements for vacant positions, completed Applicant Rating Forms, any other documents relating to the recruitment of applicants for a vacant position.
2. Employment Applications – includes all applications received by the SSIU
3. Personnel File – individual employee personnel files.

It is the responsibility of the Administrative Department/HR/Personnel to maintain the above mentioned files.

HR/PERS Procedures	PAYROLL	
Issued on:	January 31, 2003	
No.	HR-002	

I. SCOPE

These procedures describe the manner in which the SSIU prepares and disburses its monthly payroll.

II. RESPONSIBILITIES AND AUTHORITIES

The Administrative Department is responsible for collecting all data pertaining to the employees’ compensation on a monthly basis and providing such data to Accounting. Accounting is responsible for completing all calculations pertaining the employees’ monthly compensation including all deductions. Accounting is also responsible for actual payment of monthly compensation to the employees. The CEO is responsible for approval of and authorization for payment of the monthly payroll.

III. PROCEDURES

A. Preparation of payroll documents

The Administrative Department/Personnel will prepare all documents required for the preparation of the payroll as follows:

1. Personnel will ensure that all income tax deductions/exemptions claimed by each employee are supported with the proper documentation. Such includes but is not limited to dependent information (i.e. government issued documents), rental agreements and so forth. Each employee must also provide Personnel with their tax number and their social security number. Copies of these documents are retained in the employees’ personnel files and a copy is forwarded to Accounting for purposes of calculating the income taxes due from the employee.

Should the employee have other irregular exemptions (such as medical care related expenses, university fees, charity donations, and so forth) and wishes to have such exemptions included in the calculations of his/her income taxes, the employee must provide Personnel with the proper documentation supporting such deductions. Personnel will forward such documents with the report indicated in 2 below.

2. On the 22nd of each month Personnel will forward to Accounting the employee compensation records which include the following:
 - a. Employee Number
 - b. Employee Name
 - c. Basic salary (if there is an increase in the basic salary during the month the amount of increase is to be indicated)
 - d. Allowances (i.e. transportation allowance)
 - e. Any overtime that is due (broken down into overtime worked during regular working days and overtime worked during official holidays and/or weekends.)
 - f. Any bonuses or other monetary rewards
 - g. Any amounts due from the employee to the SSIU (i.e. leave without pay)

In addition, Personnel will attach to the report any documents concerning income tax exemptions as indicated in 1 above. The above information is compiled into a report (see sample) which is signed by the Administrative Manager and forwarded to Accounting for their action. A copy of the report is retained in the Personnel files.

3. Accounting will prepare the payroll using the information provided by Personnel in 2 above. In addition it will deduct any other amounts due from the employee such as social security contributions, cost of personal telephone calls, any advances on salaries, and so forth. The total taxes and social security payments

due from all the employees and the total social security due from the SSIU are also calculated. The payroll calculations are compiled into a payroll report and individual pay slips for each employee (see samples).

4. The payroll report is signed by the accountant preparing it, checked and signed by the Chief Accountant then forwarded to the Administrative Manager for his/her approval and signature after which it is forwarded to the CEO for his/her authorization. The signed payroll report is then returned to Accounting for action.

B. Payment of salaries.

Accounting will pay employees their salaries in accordance with the following:

1. *If cash payment*, Accounting will prepare an envelope for each employee containing the salary due to him/her and the employee's original pay slip. When receiving his/her pay, the employee will sign on a copy of his/her pay slip to confirm receipt. The copy is retained in the Accounting files.

If payment is by transfer to employee bank account, Accounting will prepare a letter to its bank signed by the CEO requesting transfer of the total amount of the payroll from the SSIU account to the employees' bank accounts. A list of the employees' names and bank account numbers (see sample) signed by the Chief Accountant and the Administrative Manager is attached to the letter. Pay slips are distributed to all employees in sealed envelopes.

C. Payment of income taxes and social security contributions

The SSIU is required to pay the income taxes due (as calculated in "A" above) to the Income Tax Department on behalf of its employees on a monthly basis. It also required to pay to the Social Security Department the total contributions due from

the employees and the SSIU on a monthly basis. Such payments are completed in accordance with the following:

1. Accounting will prepare a check payable to the Income Tax Department for the total amount due from its employees and will submit the check to the Income Tax Department during the first week of each month. Accounting will also prepare a check for the Social Security Department for the total amount due from the employees and the total amount due from the SSIU.
2. At the beginning of each year Accounting will submit to the Social Security Department a list of its employees, their social security number and their total monthly income. Any changes in the employees' reported income is submitted to the Social Security Department at the end of the month in which the change is effected.
3. During the first week of January of each year Accounting will prepare an income tax declaration form for each employee, using the forms issued by the Income Tax Department. The forms are signed by the Administrative Officer and stamped with the SSIU stamp then given to the employee. All employees are required to submit this form to the Income Tax Department and obtain a certificate indicating they have paid all taxes due from them. A copy of the certificate is to be submitted to Accounting for their files and to Personnel for the employee's personnel file.

D. Forms and Files

The following forms are used in implementing these procedures:

1. Employee Compensation Record
2. Income Declaration forms issued by the Tax Department

Files which are maintained concerning the payroll are:

1. Monthly Payroll Records. These contain copies of the completed Employee Compensation Records.
2. Payroll report. Contains the payroll report issued by Accounting each month.
3. Tax Department Correspondence. Contains copies of all checks and letters issued to the Tax Department concerning employees' income tax deductions.
4. Social Security Correspondence. Contains copies of all checks and correspondence issued to the Social Security Corporation concerning employee social security contributions.

These files are maintained by Personnel and Accounting.

HR/PERS Procedures	<i>POSITION DESCRIPTIONS</i>	
Issued on:	January 31, 2003	
No.	HR-003	

I. SCOPE

These procedures describe the manner in which position descriptions are completed and updated.

II. RESPONSIBILITIES AND AUTHORITIES

The SSIU shall develop and maintain proper position descriptions for each position as approved on the Unit’s organization charts. The Administrative Department/Human Resources shall be responsible for developing initial position descriptions for all positions. Department managers shall be responsible for updating such position descriptions in coordination with the Administrative Department/Human Resources.

III. PROCEDURES

A Preparing position descriptions for new positions

Upon the approval of a new position in any of the SSIU departments and prior to filling the position, the Administrative Department/Human Resources shall prepare a position description as follows :

1. A job analysis worksheet is completed for the position. This worksheet is completed jointly by the HR staff and the department manager for the department in which the new position is located. Information which must be collected includes:
 - a. Main purpose and objectives of the position

- b. Reporting relationships (positions supervised by this position, and the position it reports to.)
 - c. Duties or tasks performed and how frequently they are performed.
 - d. Skills and knowledge required to complete the tasks
 - e. Relationship with other positions in organization
 - f. Authorities
2. Using the information collected in the job analysis worksheet, the HR staff will complete the Position Description Form.
3. The completed Position Description Form is reviewed by the HR staff and the Administrative Manager to ensure that all information on the form is in accordance with the information on the job analysis worksheet. Any changes or additions are made and a second draft of the position description form is completed.
4. The Administrative Manager and the concerned department manager shall review the second draft of the position description. Any changes required are incorporated and the position description is prepared in final form.
5. The following people shall sign the position description form:
 - a. The HR staff member who prepared the position description
 - b. The Administrative Manager (reviewed by)
 - c. The SSIU staff member who is the direct supervisor for the position
 - d. The concerned department manager
 - e. The CEO (final approval)
6. Upon filling the position, the incumbent will be required to read and sign the position description (see Procedures for Recruitment and Hiring)

7. The original position description form with the job analysis worksheet are retained in the Administrative Department/Human Resources files. One copy of the position description is provided to the concerned department manager and one copy is provided to the incumbent.

B. Preparing position descriptions for existing positions

In the case where the position exists and there is an incumbent but no position description, the Administrative Department/Human Resources shall prepare a position description as follows :

1. The incumbent shall complete a job analysis questionnaire.
2. The immediate supervisor will review the questionnaire and fill out the supervisor's section.
3. The department manager will review the questionnaire and add any comments.
4. The questionnaire is returned to HR. HR staff will review the questionnaire and contact the incumbent/immediate supervisor/department manager for any clarifications. In some cases the HR staff will make an appointment with the immediate supervisor and the incumbent to review the questionnaire and/or to observe the incumbent for a specified period of time in order to verify information provided in the questionnaire.
5. Based on data collected in 1-5 above, the HR staff will prepare a first draft of the position description and review such draft with the Administrative Manager. Any required changes are made and a second draft is prepared.

6. The HR staff will review with the immediate supervisor and/or department manager the second draft of the position description and make any necessary changes and the position description is prepared in final form..

7. The following people shall sign the position description form:
 - a. The HR staff member who prepared the position description
 - b. The Administrative Manager (reviewed by)
 - c. The incumbent
 - d. The SSIU staff member who is the direct supervisor for the position
 - e. The concerned department manager
 - f. The CEO (final approval)

8. The original position description form with the job analysis worksheet are retained in the Administrative Department/Human Resources files. One copy of the position description is provided to the concerned department manager and one copy is provided to the incumbent.

C. Updating position descriptions

Position descriptions are reviewed and any necessary changes are made on an annual basis and at the time of the incumbent's annual performance evaluation (see Procedures for Performance Evaluations). Updated position descriptions are processed as follows :

1. HR shall forward the incumbent's immediate supervisor his/her position description with his/her annual performance evaluation as indicated in the Procedures for Performance Evaluations.

2. The immediate supervisor shall review the position description and, if necessary, indicate any changes which need to be made as a result of a change in duties and

responsibilities of the position, or a change in the work processes for the department/SSIU.

3. The position description and necessary changes are forwarded to the department manager with the incumbent's performance evaluation for his/her review and comments, which are then forwarded to HR.
4. HR will review the changes made to the position description and prepare a new position description for signature taking into consideration these changes.
5. The position description is processed as indicated in Section "B" (7-8) above.

D. Forms and files

The following forms shall be used in implementing these procedures:

1. Position Description Form
2. Job Analysis Worksheet
3. Job Analysis Questionnaire

The following files shall be maintained:

1. Position Descriptions. Contains all original completed and signed position descriptions
2. Job analysis. Contains all completed job analysis worksheets and questionnaires

It is the responsibility of the Administrative Department/Human Resources to maintain the above files.

HR/PERS Procedures	EMPLOYEE PERFORMANCE EVALUATIONS	
Issued on:	January 31, 2003	
No.	HR-004	

I. SCOPE

These procedures outline the process by which SSIU employees’ performance is evaluated.

II. RESPONSIBILITIES AND AUTHORITIES

The Administrative Department/Human Resources is responsible for ensuring the procedures for employee performance evaluations are implemented properly and in a timely manner. Department managers and supervisors are responsible for completing the evaluations for employees employed in their departments and work under their supervision. All new hires must be evaluated immediately prior to the end of their probationary period. All evaluations are reviewed by a Performance Review Committee consisting of the Administrative Manager, the concerned department manager and the supervisor completing the evaluation. All employee performance evaluations are considered confidential.

III. PROCEDURES

A. Types of performance evaluations

Employees shall be evaluated as follows:

1. Probationary Performance Evaluation. New employees are evaluated immediately prior to the end of their probationary period.
2. Annual performance evaluations. All employees are evaluated annually at the end of each calendar year.

3. Periodical Performance Evaluation. In addition to the annual performance evaluation, employees are also evaluated if there is a change in their supervisor or if they are transferred to another department or if they are being considered for promotion or salary adjustment/increase.

B. Probationary Evaluations

Prior to the end of their probationary period, new employees shall be evaluated as follows:

1. Two weeks prior to the end of the probationary period, the Administrative Department/Human Resources shall complete Section I of the Employee Performance Evaluation form and forward such form to the employee's immediate supervisor through the concerned department manager.
2. The immediate supervisor shall complete Sections II and III of the evaluation form and sign the form.
3. The immediate supervisor shall discuss the evaluation with the employee.
4. The employee is allowed to make his/her comments in Section IV of the evaluation form and sign the form.
5. The immediate supervisor shall make his/her recommendations in the Section V of the evaluation form.
6. The form is forwarded to the concerned department manager for his/her review, recommendations and signature.
7. The completed and signed form is forwarded to the Administrative Department/Human Resources for review. The evaluation is reviewed to ensure that it is completed correctly. Should there be any discrepancies or

missing sections, the form is returned to the immediate supervisor for corrective action. Upon ensuring the evaluation is completed properly, HR will determine the overall evaluation for the employee. Overall evaluations are:

- Outstanding
- Commendable
- Above Average
- Average
- Below Average
- Unacceptable

For an employee to continue his/her employment with the SSIU he/she must receive an “average” overall evaluation at a minimum.

8. The Administrative Manager shall make his/her recommendation concerning the employee’s continued employment with the SSIU and forward the form to the CEO for his/her approval.
9. The evaluation form with the CEO’s decision concerning the employee’s continued employment is returned to the Administrative Department/Human Resources for action.
10. Administrative Department/Human Resources will issue a letter to the employee notifying him/her of the CEO’s decision concerning the employee’s continued employment. If the decision is to terminate employment, procedures for termination of employment are implemented.

All evaluations must be completed and returned to Administrative Department/Human Resources no less than four working days prior to the end of the probationary period to allow for timely processing.

C. Annual Performance Evaluations

All employees shall be formally evaluated once a year as follows:

1. During the last week of November, the Administrative Department/Human Resources shall prepare evaluation forms for all employees. This involves completing Section I of the Employee Performance Evaluation form. A copy of the employee's position description is attached to each employee's evaluation form.
2. On the first working day in December of each year the Administrative Department/Human Resources shall forward the evaluation forms and position descriptions completed in 1 above to the respective department managers by internal memorandum. Department managers shall forward each employee's evaluation form to his/her immediate supervisor.
3. The immediate supervisors shall review the employee's position description and make any changes necessary..
4. The immediate supervisor shall complete the performance evaluation (Sections II and III) and sign such form.
5. The immediate supervisor shall discuss each employee's evaluation with him/her, including a review of the ratings and comments made on the form.
6. The employee shall be allowed to make any comments he/she has in Section IV of the form and sign the form.
7. The immediate supervisor shall make his/her recommendations (i.e. training, promotions, transfers, etc.)

8. The form and the position description are forwarded to the concerned department manager for his/her review, recommendations and signature.
9. The completed and signed form and the position description are forwarded to the Administrative Department/Human Resources for review. The evaluation is reviewed to ensure that it is completed correctly. Should there be any discrepancies or missing sections, the form is returned to the immediate supervisor for corrective action. Upon ensuring the evaluation is completed properly, HR will determine the overall evaluation for the employee (Section II). Overall evaluations are:
 - Outstanding
 - Commendable
 - Above Average
 - Average
 - Below Average
 - Unacceptable
10. The completed form is forwarded to the Performance Review Committee (see “E” below) for their review and recommendation.
11. The evaluation form with the Committee’s recommendation is forwarded to the CEO for his/her decision concerning any action to be taken.
12. The form with the CEO’s decision is returned to the Administrative Department/Human Resources to implement the decision and notify the employee and his/her supervisor and department manager.
13. The Administrative Department/Human Resources shall make the required changes, if any, to the position description and issue a new one in accordance with the procedures for updating position description.

All evaluation forms must be completed by supervisors and department managers and returned to Administrative Department/Human Resources by the 22nd of December.

D. Periodical performance evaluations

Employees who are being transferred to another department and/or job, are being considered for promotion (unless they their last evaluation form is less than three months old), or are being considered for a salary adjustment/increase. Such evaluations shall cover the period from the date of the last formal evaluation to the date the evaluation is requested.

In the case where an employee's immediate supervisor is being transferred and will no longer be supervising the employee, the supervisor must complete a performance evaluation for the employee covering the period from the last evaluation completed to the date of transfer of the supervisor.

Periodical performance evaluations are completed as follows:

1. The Administrative Department/Human Resources shall prepare an Employee Performance Evaluation form for the concerned employee(s) and complete Section I of the form. The form is forwarded to the employee(s) immediate supervisor through the concerned department manager by internal memorandum. The Administrative Department/Human Resources shall determine in its memoranda the deadlines for completing the evaluation forms.
2. The evaluations are processed as shown in Section "C" (3-12). Note: A position description is not included in the periodical evaluation process.

E. The Performance Review Committee

The Administrative Manager shall determine when the Performance Review Committee is to meet to review annual evaluations and/or periodical evaluations. The Committee shall meet and review evaluations as follows:

1. The Administrative Manager shall notify the Committee of scheduled meetings by internal memorandum to the members.
2. The Committee shall meet and review all evaluations put forth to them by the Administrative Manager. The review shall include ensuring the evaluations are completed properly and fairly.
3. Upon determining the evaluation is proper, the Committee shall make its recommendations concerning any actions to be taken (see “F” below).

F. Evaluation results

The following actions may be recommended by evaluators, department managers, the Administrative Manager and the Performance Review Committee:

1. Probationary evaluations:
 - a. Evaluations of above average and above: continued employment or termination of employment if justification is made as part of the recommendation.
 - b. Evaluations of average: continued employment or continued employment and follow-up evaluation after three months from the end of the probationary period or termination of employment if justification is made as part of the recommendation.

- c. Evaluations of below average and unacceptable: termination of employment.
2. Annual evaluations:
 - a. Evaluations of above average and above: consideration for promotion to higher grade position, consideration for annual salary increase, consideration for bonus, consideration for merit increase.
 - b. Evaluations of average: consideration for annual salary increase, recommendation for follow-up evaluation three to six months from the date of the annual evaluation, recommendation for training.
 - c. Evaluations of below average and unacceptable: withholding of salary increases, follow-up evaluations two to four months from the date of the annual evaluation, termination of employment (see procedures for termination of employment.)
3. Periodical evaluations:
 - a. Evaluations for purposes of promotion. Overall evaluation must be a minimum of above average in order to recommend promoting employee.
 - b. Evaluations for employees being transferred. Overall evaluation of average or above must be achieved before recommendation for transfer is considered.
 - c. Evaluations by departing supervisors. No recommendations other than additional training may be made on such evaluations irrespective of the overall results.

G. Forms and Files

The following forms are required in implementing the above procedures:

1. Employee Performance Evaluation Form
2. Overall Performance Evaluation Calculation Sheet
3. Position Description Form

The following files concerning these procedures are maintained:

1. Employee Personnel files – original completed Employee Performance Evaluation Forms are retained in the employee's individual performance files.
2. Performance evaluations – contains copies of all memoranda issued/received by the Administrative Department/Human Resources concerning performance evaluations.

It is the responsibility of the Administrative Department/HR/Personnel to maintain the abovementioned files.

HR/PERS Procedures	TERMINATION OF EMPLOYMENT	
Issued on:	January 31, 2003	
No.	HR-005	

I. SCOPE

These procedures detail the circumstances under which an employee’s employment with the SSIU is terminated, and the procedures to be implemented in completing and paying the employee his/her end of employment settlement.

Employment may be terminated in the following cases:

1. Unsuccessful completion of the employment probationary period (three months from the date of appoint)
2. Resignation of the employee
3. Termination by the SSIU for just cause as indicated in Article 28 of the prevailing Jordanian Labor Law
4. Inability of the employee to perform his/her duties as a result of illness or disability
5. Death of the employee.

II. RESPONSIBILITIES AND AUTHORITIES

The Administrative Department/Personnel is responsible for ensuring termination of employment procedures are implemented properly and as stipulated by the prevailing Jordanian Labor Law. All letters issued to the employee under these procedures are signed by the CEO.

III. PROCEDURES

A. Unsuccessful completion of probationary period

If the employee does not demonstrate that he/she is capable of completing their duties and responsibilities as indicated in their employment contract or letter of

employment and to the standard required by his/her supervisors and the SSIU, the SSIU may terminate his/her employment without notice as follows:

1. At any time during the probationary period the employee's immediate supervisor may make a written recommendation to Personnel through the concerned department manager to terminate said employee's employment.

In the case where no recommendation is made prior to two weeks before the end of the probationary period, Personnel shall request that a proper probationary evaluation of the employee's performance during the probationary period be completed and returned to Personnel at least ten working days prior to the end of the probationary period (see Procedures for Performance Evaluation). The evaluation should rate the employee's performance as average, unsatisfactory or poor before the immediate supervisor recommends termination of employment. The concerned department manager must endorse the recommendation.

2. Personnel shall forward the supervisor's recommendation and the department manager's endorsement to the CEO with a memorandum requesting approval to terminate employment.
3. Upon receiving the CEO's approval to terminate employment, Personnel shall issue a letter to the employee notifying him/her of their unsatisfactory performance and the decision to terminate his/her employment. The letter must be delivered to the employee either in person or by registered mail no later than the last day of the probationary period. A copy of the letter is forwarded to the employee's department manager and a copy is retained in his/her personnel file.
4. Personnel shall prepare the employee's settlement and complete employee departure procedures as in accordance with Section "F" below.

B. Resignation

If the employee wishes to resign from his/her position with the SSIU the following procedures apply:

1. The employee must submit his/her resignation to his/her supervisor in writing giving at least 30 days notice of his/her intent to resign.
2. The supervisor shall forward the letter of resignation with his/her recommendation to accept to the concerned department manager for his/her endorsement. The letter is then forwarded to Personnel for their recommendation and to forward to the CEO to accept the resignation. The CEO, at his/her own discretion, may exempt the employee from working the entire notice period if requested by the employee or recommended by Personnel .
3. The CEO's acceptance of the resignation is forwarded to Personnel for processing.
4. Personnel shall prepare a letter accepting the resignation indicating the last working day and shall deliver such letter to the employee.
5. Immediately after the employee completes his/her last working day, Personnel shall prepare the employee's settlement and complete employee departure procedures in accordance with Section "F" below.
6. Resignations may be withdrawn by agreement of both the employee and the SSIU represented by its CEO.

C. Termination by the SSIU

The SSIU may terminate the employee's employment for the following reasons :

1. The employee's contract has ended and the SSIU does not wish to renew the contract.
 - a. Upon the recommendation of the concerned department manager and with the approval of the CEO, Personnel shall notify the employee within the notice period stipulated in the contract (usually 30 days) of the SSIU's intent not to renew said contract.
 - b. Immediately after the last day of the contract, Personnel shall complete the employee's final settlement taking into consideration any conditions stipulated in the contract and complete employee departure procedures as outlined in Section "F" below.
2. The SSIU may terminate the employee's employment by giving him/her 30 days written notice of its intent to terminate employment.
 - a. Termination of employment is recommended by the employee's immediate supervisor and endorsed by the department manager using the "Request to Terminate Employment" form. The form is forwarded to Personnel.
 - b. Personnel will make its own recommendation concerning the request and forward to the CEO for his/her approval.
 - c. Upon receiving the CEO's approval to terminate employment, Personnel will issue the written 30 days notice to the employee.

- d. The employee shall remain in his/her job during the notice period unless otherwise approved by the CEO. In all cases the employee may request exemption during the last seven days of the notice period.
 - e. Immediately after the employee completes his/her last working day, Personnel shall prepare the employee's settlement and complete employee departure procedures in accordance with Section "F" below.
3. The SSIU may terminate the employee's employment for just cause without notice in accordance with Article (28) of the Jordanian Labor Law.
- a. Immediate termination of employment is recommended by the employee's immediate supervisor and endorsed by the department manager using the "Request to Terminate Employment" form. The form is then forwarded to Personnel.
 - b. Personnel will make its own recommendation concerning the request and forward to the CEO for his/her approval.
 - c. Upon receiving the CEO's approval to terminate employment, Personnel will issue a letter to the employee terminating his/her employment immediately.
 - d. Personnel shall prepare the employee's final settlement and complete employee departure procedures in accordance with Section "F" below immediately upon terminating the employee's employment.
- D. Disability or chronic illness
1. In the event that the supervisor and department manager find that an employee is no longer able to perform his/her duties due to injury or illness the supervisor shall make a written recommendation addressed to Personnel to terminate the employee's employment. Such recommendation shall indicate how the

employee's injury or illness no longer enables him/her to perform their duties properly.

2. The supervisor's recommendation is forwarded to the concerned department manager for endorsement.
3. Upon receiving the supervisor's recommendation and the department manager's endorsement, Personnel shall take the following steps:
 - a. Personnel shall arrange for the employee to be examined by a physician accredited by the SSIU and request a proper report from the physician indicating whether or not the employee is able to perform his/her duties.
 - b. In the case where the physician determines that the employee is unable to complete his/her duties, the Administrative Manager shall submit to the CEO a written recommendation to terminate the employee's employment using the "Request to Terminate Employment" form. The recommendation shall include the following:
 - The reasons behind the recommendation for termination
 - A copy of the physician's report.
 - The effective date for termination of employment
 - The legal basis for terminating the employment (the Administrative Manager may consult the SSIU lawyer concerning this issue. If such a consultation occurs, the lawyer's response should also be attached to the recommendation.)
 - c. The CEO shall indicate his/her decision to terminate employment on the "Request to Terminate Employment" form and return such form to the Personnel through the Administrative Manager.

- d. Personnel shall notify the employee in writing of the decision to terminate his/her employment based on illness or injury.
- e. Personnel shall complete the employee's final settlement in accordance with Section "F" below.
- f. Personnel shall notify the Social Security Corporation in writing that the employee's employment has been terminated as a result of injury or illness.

E. Death of the employee

- 1. In the event that the death of an employee occurs while he/she is in the SSIU's employment, such employment is automatically terminated. In these cases Personnel shall take the following measures:
 - a. Final settlement for the employee shall be prepared in accordance with Section "F" below and made payable to his/her legal heirs as indicated in the employee's personnel file.
 - b. The Social Security Corporation shall be notified of the employee's death.
 - c. The insurance company carrying the SSIU employees' life insurance policy shall be notified of the employee's death.

F. Final Settlement

Upon completion of the employee's final working day with the SSIU, Personnel shall complete a final settlement for the employee as follows:

1. Section I of the "Final Settlement" form is completed by Personnel and forwarded to the concerned department .
2. The concerned department shall ensure that the employee has turned over all files, work in progress, and any other items relating to his/her job. The department manager shall sign on Section II of the "Final Settlement" form and return said form to Personnel.
3. Personnel shall forward the "Final Settlement" form to General Services to complete Section III of the form. General Services shall ensure that any machines, equipment or any other fixed assets which were assigned to the employee are returned in proper working order and sign on the "Final Settlement" form to indicate this is the case. The form is then returned to Personnel.
4. Personnel shall complete Section IV of the "Final Settlement" form and calculate the employee's annual leave balance, the outstanding salary due to him/her, deduction of days not served from the one month notice, and any other allowances or payments due to the employee. The form is signed by the Administrative Manager and forwarded to Accounting for their action.
5. Accounting shall complete Section V of the "Final Settlement" form and calculate any other deductions or payments due to the employee and calculate the final amount due. The Chief Accountant shall sign on the form. All calculations on the form as completed as of the actual final working day for the employee.

6. The form is then forwarded to the CEO to authorize final payment of the settlement and returned to Personnel. Personnel will retain a copy of the form and forward the original to Accounting for payment.
7. Accounting shall make the final payment to the employee.
8. Personnel shall complete the following:
 - a. Prepare all relevant tax forms required for the employee to file his/her tax forms
 - b. Prepare a letter verifying that the employee was employed by the SSIU, including the last position he/she held and the period during which he/she was employed .

The forms and letters are delivered to the employee and copies are retained in the SSIU personnel files.

G. Forms and Files

The following forms shall be used to complete the above procedures:

1. "Request to Terminate Employment" form
2. "Final Settlement" form

The following files related to the above procedures shall be maintained:

1. Individual employee personnel files. Such file shall contain a copy of all forms, letters and other correspondence issued relating to the employee's employment with the SSIU .

2. Social Security File. This file shall contain copies of all correspondence with the Social Security Corporation concerning employee contributions and other employee related issues (i.e. accident reports, retirement, and so forth). It shall also contain copies of any forms submitted to the Social Security Corporation concerning the SSIU employees.

3. Tax file. This file shall contain a copy of the tax forms completed for all employees for purposes of completing their tax returns.

The above files shall be maintained by Personnel.

HR/PERS Procedures	PERSONNEL FILES	
Issued on:	January 31 2003	
No.	HR-006	

I. SCOPE

These procedures identify the files to be maintained by the Administrative Department/Personnel and the manner in which they are maintained.

II. RESPONSIBILITIES AND AUTHORITIES

The Administrative Department/Personnel is responsible for ensuring all personnel files are maintained in accordance with SSIU policy and these procedures.

III. PROCEDURES

A. Employee Personnel Files

1. Upon hiring a new employee Personnel shall open an employee file for him/her labelled with the employee’s name and employee number. The following documents shall be retained in the individual employee personnel file:
 - a. A copy of the employee’s resume as of his/her date of appointment.
 - b. The original employment application form completed by the employee
 - c. Copy of the employee’s national identity card
 - d. Original “Personal Data” form completed and signed by the employee (see Procedures for Recruitment and Hiring)
 - e. Copy of the employee’s family booklet
 - f. Copy of letters from previous employers confirming the employee’s employment with such employers
 - g. Copies of all degrees and diplomas held by the employee
 - h. Original approval to hire the employee
 - i. Copy of the employment offer sent to the employee

- j. Original letter of appointment or employment contract
 - k. Copy of letter instating employee after completing probationary period
 - l. Originals of the employee's annual Performance Evaluation Forms
 - m. Copies of all letters issued to the employee (promotions, transfers, commendations, disciplinary actions, salary increases, awards/rewards/bonuses, etc.)
 - n. Documents concerning training for the employee (approvals for employee to attend training courses, seminars and workshops; copies of letters addressed to the employee concerning participation in training events; copies of training certificates awarded to the employee, etc.)
 - o. Copies of correspondence and documents pertaining to the employee's career development and planning.
 - p. Copies of all internal correspondence concerning the employee's employment
 - q. Copies of all leave requests (annual leave, sick leave, etc.) and supporting documents (doctors' reports, etc.)
 - r. Copies of any other documents relating to the employee's employment with the SSIU.
2. The individual employee personnel file shall be divided into sections as detailed below:
- a. Section I. Documents pertaining to employment issues and personal information which include:
 - A copy of the employee's resume as of his/her date of appointment.
 - The original employment application form completed by the employee
 - Copy of the employee's national identity card
 - Original "Personal Data" form completed and signed by the employee (see Procedures for Recruitment and Hiring)
 - Copy of the employee's family booklet

- Copy of letters from previous employers confirming the employee's employment with such employers
 - Copies of all degrees and diplomas held by the employee
 - Original approval to hire
 - Copy of employment offer
 - Original letter of appointment or employment contract
 - Copy of letter instating employee after completing probationary period
 - Copies of any other documents relating to the employee's employment with the SSIU not categorized under the sections listed below.
- b. Section II. Documents pertaining to the performance and career development of the employee during his employment with the SSIU which include:
- Originals of all performance evaluations.
 - Copies of letters of commendation
 - Copies of disciplinary letters
 - Copies of any other documents/letters issued by the SSIU to the employee or issued by a third party relating to or commenting on the employee's performance.
 - Approvals to promote employee
 - Copy of letter issued to employee promoting him/her.
 - Approvals for transfer of employee between departments/positions
 - Copy of letter issued to employee informing him/her of transfer
 - Documents concerning training for the employee (approvals for employee to attend training courses, seminars and workshops; copies of letters addressed to the employee concerning participation in training events; copies of training certificates awarded to the employee, etc.)
 - All other documents relating to career planning and development for the employee

- c. Section III. Documents pertaining to financial issues concerning the employee which include:
- Copies of approvals for salary increases/adjustments
 - Copies of letters informing employee of salary increases/adjustments
 - Copies of approvals for awarding bonuses/rewards
 - Copies of letters informing employee payment of bonuses/rewards
 - Copies of approvals for payment of allowances
 - Copies of letters informing employee of payment of allowances
 - Copies of approvals/orders for salary deductions
 - Copies of letters informing employee of salary deductions
 - Copies of approved requests for leave without pay
 - Copies of any other documents relating to financial issues concerning the employee's employment with the SSIU.
- d. Section IV. Documents pertaining to time and attendance, benefits (i.e. health insurance) and any other miscellaneous issues:
- Copies of annual leave requests
 - Copies of sick leave requests and supporting documents
 - Copies of all other types of leave requests (maternity, emergency, Hajj, etc.) with the exception of requests for leave without pay.
 - Copies of documents concerning the employee which do not address employment, employee performance or financial issues.
3. Upon termination of the employee's employment with the SSIU the following documents (as applicable) shall be retained in his/her individual personnel file in the sections indicated below (see Procedures for Termination of Employment):

a. Section I

- Letter of resignation with supervisor/department manager's recommendations
- Copy of letter of acceptance of resignation
- Original "Request to Terminate Employment" form completed and signed and supporting documents, if applicable (i.e. doctors reports)
- Copy of letter terminating employment
- Copy of letter confirming employment with SSIU

e. Section III

- Copy of "Final Settlement" form
- Copy of final tax form issued by SSIU for purposes of filing tax returns
- Copies of letters addressed to the Social Security Corporation (i.e. notification of death, injury, illness, etc.)

4. Custody of Employee Personnel Files

Employee personnel files are considered highly confidential. Access to these files is limited to the CEO, Administrative Manager, and HR staff on a need to know basis. Personnel files shall be kept in a secure cabinet and should not be removed from the Administrative Department.

B. Human Resources/Personnel files

The following files shall be maintained in the Administrative Department/Human Resources/Personnel:

1. Time and Attendance Files. These files shall contain all records and documents pertaining to the SSIU employees' time and attendance and include the following (see Procedures for Time and Attendance):

- a. Leave Records. This file shall contain the leave records for all SSIU employees detailing their leave taken and leave balances (see Procedures for Time and Attendance)
 - b. Departure Records. This file shall contain records for personal departures for SSIU employees, including requests and approvals for departures taken and totals of departure time used by each employee.
 - c. Daily attendance records. This file shall contain the daily attendance records for all employees (time-in/time-out and overtime worked) and total daily/weekly/monthly hours worked.
 - d. Time and Attendance Reports. This file contains all reports issued by the Administrative Department on the time and attendance of the SSIU employees.
2. Correspondence files. These files shall contain copies of all correspondence issued by Human Resources/Personnel and include the following:
- a. Personnel Actions. This file shall contain all letters issued to employees concerning promotions, salary increases, allowances, commendations, disciplinary actions, and so forth.
 - b. Internal Correspondence. These files shall contain all internal correspondence (memoranda, letters, facsimile messages, e-mails etc.) concerning Human Resources/Personnel issues.
 - c. External Correspondence. These files shall contain copies of all correspondence (letters, facsimile messages, e-mails, etc.) issued to parties outside the SSIU concerning Human Resources/Personnel issues.
3. Training files. These files shall contain copies of all documents concerning training of SSIU employees and include the following:

- a. Training courses/seminars/workshops. This file shall contain all documents and correspondence received outlining details of training courses/seminars/workshops.
- b. Internal Correspondence. This file contains copies of recommendations for employees' participation in training courses and approvals of such participation.
- c. Training evaluations. This file contains participants' evaluations of training courses/seminars/workshops attended.

C. Custody of files

1. Human Resource/Personnel files containing information on employees' performance, salary and compensation, and disciplinary actions are considered confidential and shall be stored in secure areas.
2. Files are maintained by the HR and Personnel staff each in accordance with his/her duties and responsibilities as outlined in their position descriptions.
3. Current files are closed on the last day of each calendar year. New files are opened at the start of each calendar year and shall contain documents issued and generated during that year only.
4. With the exception of individual employee files, files are stored in HR/Personnel for a period of one year from the date they are closed, after which they are moved into the SSIU warehouses as follows:
 - a. Files are placed in cardboard boxes and sealed.
 - b. Each box is given a reference number

- c. A record of the contents of each box are made indicating the box number and the names of the files contained in the box.
 - d. The boxes are sent with a memorandum to the Warehouseman requesting the boxes be stored
5. Individual employee files are kept for three years before they are moved to storage in accordance with Section C-4(a-d) above.

HR/PERSONNEL FORMS

Applicant Rating Form

Candidate Name: _____

Position: _____

Department: _____

Date of interview: _____

Rating scale:

5 – Exceptional

4 – Above average qualifications

3 – Fully qualified

2 – Less than fully qualified

1 – Unacceptable

0 – Not observed

(circle appropriate rating for each factor)

Work background	5	4	3	2	1	0
Skills	5	4	3	2	1	0
Verbal communication	5	4	3	2	1	0
Interpersonal skills	5	4	3	2	1	0
Ability to learn	5	4	3	2	1	0
Stress tolerance	5	4	3	2	1	0
Integrity	5	4	3	2	1	0

Overall Impression:

_____	Exceptional	_____	Strong	_____	Average
_____	Weak	_____	Very Weak	_____	

Recommendation:

_____ Hire

_____ Further interview

_____ Refer for _____ position

_____ Reject

Interviewer: _____

Signature: _____

Date: _____

EMPLOYEE REQUISITION

Position: _____

Requested starting date: _____

Department _____

Additional position (yes/no) _____

If yes, reason for addition:

Replacement (yes/no) _____

If yes: Name of departing employee: _____

Last working day: _____

Summary of job duties and responsibilities

Will consider
Transfer applicant (yes/no) _____
If yes, recommended in-house
candidates _____

Outside applicant (yes/no) _____

Job requirements (applicant qualifications)
College degree:
Undergraduate: _____
Postgraduate _____

Computer skills: _____

Other skills– in order of priority: _____

Other requirements– in order of priority

Submitted by:

Immediate supervisor: _____ Date: _____

Department Manager: _____ Date: _____

For HR use:

Received on: _____
Position description completed/updated (yes/no) _____
Recommendation: _____ _____
Administrative Manager: _____ Date: _____

Approval

CEO _____ Date: _____

For HR use

Date position filled: _____
Name of employee: _____

EMPLOYEE PERSONAL INFORMATION

NAME: (first, middle, family)
DATE & PLACE OF BIRTH:
NATIONAL NUMBER:
INCOME TAX NUMBER:
SOCIAL SECURITY NUMBER:

ADDRESS:

City	Area
Street	Bldg No.
Home Telephone	Mobile:
P.O. Box :	Postal Code:

MARITAL STATUS

Married ____	Single ____	Divorced ____	Widowed ____
--------------	-------------	---------------	--------------

NAME OF SPOUSE

--

CHILDREN

Name	Date of Birth

In case of emergency notify:

Name: _____

Relationship: _____

Telephone: _____

Employee signature: _____ Date: _____

JOB ANALYSIS WORKSHEET

1. Job Identification

- a. Department/Section: _____
- b. Job title: _____
- c. Reports to: _____

2. Work performed

- a. Specific, frequently performed tasks:

- b. Responsibilities:

- c. Supervisory scope:

- d. Interaction (contact with others):

- e. Receives guidance and direction from:

- f. Which tasks are supervised:

- g. Which tasks are not supervised:

h. How is quality of work checked:

i. Reporting requirements (monthly, quarterly, other periodical reports) and degree of participation in preparation:

3. Physical conditions

a. Conditions of work area:

c. Working hours:

d. Other conditions:

4. Skills required

a. Mental skills (analytical, decision making, judgement, etc.):

b. Manual skills (computer skills, typing, etc.)

c. Interpersonal (communication, team work, leadership, etc.)

5. Knowledge required

- a. Knowledge and how it is acquired (formal education, special courses, training, experience, etc.)

6. Special requirements (describe)

- a. Travel: _____
- b. Night work: _____
- c. Other: _____

7. Accountability (describe)

- a. For equipment: _____
- b. Profit margin: _____
- c. Expenditure: _____
- d. Information: _____
- e. Outside relations: _____
- f. Other: _____

8. Comments:

Completed by (name and signature):

Date:

Reviewed by (name and signature):

Date:

Position description prepared by:

Date:

EMPLOYEE JOB ANALYSIS QUESTIONNAIRE

Section I (to be completed by employee)

1. Employee Name: _____ Date: _____

a. Department/Section: _____

b. Position title: _____

c. Supervisor Position Title: _____

d. Supervisor Name: _____

2. Duties of job

Describe the most important duties performed, the frequency (day, week, month, year) and amount of time spent performing each duty.

a. Duty (what)

Procedure (how)

Reason for duty (why)

Frequency: _____ Amount of time _____

b. Duty (what)

Procedure (how)

Reason for duty (why)

Frequency: _____ Amount of time _____

c. Duty (what)

Procedure (how)

Reason for duty (why)

Frequency: _____ Amount of time _____

d. Duty (what)

Procedure (how)

Reason for duty (why)

Frequency: _____ Amount of time _____

e. Duty (what)

Procedure (how)

Reason for duty (why)

Frequency: _____ Amount of time _____

f. Duty (what)

Procedure (how)

Reason for duty (why)

Frequency: _____ Amount of time _____

g. Duty (what)

Procedure (how)

Reason for duty (why)

Frequency: _____ Amount of time _____

What do you consider to be the most important tasks you perform?

3. Tools used to perform job

What machines and/or equipment are you required to use to perform your job? How much time per day or week is spent using each machine/equipment listed

Machine/Equipment	Time in use
<hr/>	<hr/>

4. Work conditions

Describe the working conditions under which you perform your job – causes of stress, environment, distractions, interference, etc.

Describe the personal contacts you are required to make to perform your job.

Contact	Reason
<hr/>	<hr/>

5. Skills required

Describe the skills and knowledge you use to perform your duties.

Employee signature: _____ Date: _____

Section II (to be completed by supervisor)

Employee Section reviewed and approved.

Supervisor signature: _____ Date: _____

Comments:

List educational background required to perform the job?

What type of experience is required to perform the job?

What training and/or certification is required to perform the job?

Errors which may occur in performing the job are: (check one)

- Easily detected in normal routine check of work
- Not detected until they have caused considerable inconvenience for other departments
- Not detected until they have caused considerable inconvenience to the organization

Comments:

Describe responsibility of incumbent for work of other employees

- Not responsible for work of others
- Provides guidance and direction to others – assigning, checking, and maintaining flow of work

Comments:

Signature: _____ Date: _____

POSITION DESCRIPTION FORM

Section I

Position Title:		Department:	
Immediate Supervisor:		Location:	
Grade:		Position No.:	

Section II

Summary of Duties and Responsibilities:

Duties and Responsibilities:

Cont'd – Position Title: _____ Department _____

**Section III
Qualifications:**

Education:
Training:
Experience:
Skills/Knowledge:

Job Elements:

Supervision Received:
Supervision Exercised:
References:
Contacts:
Authority to commit:
Work conditions:

Section IV

Prepared by:		Date:
Reviewed by:		Date:
Incumbent:		Date:
Supervisor:		Date:
Chief Executive Officer:		Date:

REQUEST TO TERMINATE EMPLOYMENT

Employee Name:	Employee No:
Department:	Position:

It is recommended that the above named employee's employment be terminated for the following reasons (please detail reasons below)

Name & Signature (immediate supervisor) _____ Date: _____

I concur with the above recommendation.

Name & Signature (department manager) _____ Date: _____

Personnel's recommendation:

Effective date of termination:

Notice Period (number of days) _____

Other comments _____

Attachments:

Signature (Administrative Manager) _____ Date: _____

Termination of employment is _____ approved _____ not approved

CEO signature: _____ Date: _____

FINAL SETTLEMENT FORM

Section I. (to be completed by Personnel)

Employee Name:	Employee No:
Department:	Position:
Date of appointment:	Last working day:

Section II. (to be completed by concerned department)

Department: _____

The above named employee has turned over all files, documents and outstanding work .

Name & Signature (Immediate Supervisor) _____ Date: _____

Name & Signature (Department Manager) _____ Date: _____

Section III (to be completed by General Services)

The above named employee has turned over all equipment, machinery and fixed assets belonging to the SSIU and in his possession.

Name & Signature _____ Date: _____

Section IV (to be completed by Personnel)

Annual leave balance due to employee: _____ days = _____ JD

Salary due up to last working day _____ JD

In lieu of notice period (add or deduct) _____ JD

Other amounts due to employee _____ JD

Total amount due to employee: _____ JD

Prepared by: Name & Signature _____ Date: _____

Section V (to be completed by Accounting)

Amount due from Section IV above: _____ JD

Total Deductions (_____) JD

Other amounts due _____ JD

Total amount due to employee _____ JD

Prepared by: Name & Signature _____ Date: _____

Signature/ Administrative Manager:	Date:
Signature/ Chief Accountant	Date:
Authorization/ CEO	Date:

ADMINISTRATIVE PROCEDURES

Administrative Procedures	<i>INCOMING/OUTGOING MAIL</i>	
Issued on:	January 31, 2003	
No.	ADM-001	

I. SCOPE

These procedures apply to the manner in which all incoming and outgoing mail issued and received by the SSIU is handled. For purposes of these procedures incoming mail is defined as all documents received by the SSIU and outgoing mail is defined as all documents issued by the SSIU. Exceptions are all quotations/bids received in sealed envelopes in accordance with the SSIU's approved purchasing/tendering policy.

II. RESPONSIBILITIES AND AUTHORITIES

The Administrative and Finance Department/Central Mailroom is responsible for receiving and processing all incoming mail received by the Unit. Outgoing mail is prepared by the various departments as required by the SSIU's operations. The Central Mailroom is responsible for processing and delivery of all outgoing mail issued by the Unit

III. PROCEDURES

A. Incoming Mail. All mail received by the SSIU through the postal service, by hand, via facsimile or via electronic mail (e-mail).

1. All incoming mail is received and opened by the Central Mailroom, with the exception of quotations/bids received in sealed envelopes in accordance with approved purchasing/tendering policies. In such cases the sealed envelopes are forwarded to the Administrative Manager for appropriate action as indicated in the purchasing/tendering procedures.
2. All pertinent information regarding the document received is recorded in the Central Mailroom incoming mail ledger and the document is given an incoming serial reference number. Information recorded in the ledger is:
 - a. Serial reference number
 - b. Date received
 - c. Date of document
 - d. Name of sender (company and contact name)
 - e. Subject of document
 - f. Type of (mail / fax message)
 - g. Department/employee document is forwarded to for action
3. Document is stamped with the "received" stamp and its serial reference number (from step 2 above) is recorded on the document itself.
4. Two copies are made of the document. The original is filed in the SSIU's central incoming mail files.

5. A routing slip form is attached to one copy of the document and forwarded to the head of the concerned department for action. The second copy is placed in the CEO's "Daily Mail File" which is forwarded to him/her daily for his/her information.
 6. Incoming e-mail received by any of the SSIU employees is forwarded to the Central Mailroom electronically where it is recorded in the incoming mail ledger. A hardcopy of the message and any attachment is printed and processed in accordance with steps 3 through 5 above.
- B. Outgoing Mail. All mail issued by the SSIU through the postal service, by hand, via facsimile or via electronic mail (e-mail).
1. Each department will prepare its own outgoing mail. Outgoing mail is to be printed on official SSIU stationery and must include the following:
 - a. Date of correspondence
 - b. Reference number which is formatted as follows:

DPT/SBJ/####/YYYY

Where DPT is the department issuing the document, SBJ represents the subject the document addresses, #### is the serial reference number which is given to the document by the Central Mailroom (this is kept blank and filled out by the Central Mailroom in accordance with the steps listed below) and YYYY is the year in which the document is issued.
 - c. Name of addressee, his/her title/position, company name and address.
 - d. Subject
 - e. Name and position of person signing the letter.
 - f. Any attachments or enclosures which are to accompany the document

(See sample outgoing letter)
 2. The issuing department will prepare an envelope with the address to which the document is to be delivered and will forward the completed and signed document with all attachments and the prepared envelope to the Central Mailroom.
 3. All pertinent information regarding the outgoing document is recorded in the outgoing mail ledger and the document is given an outgoing serial reference number. This information includes:
 - a. Reference number
 - b. Date of correspondence
 - c. Subject
 - d. Attachments (if any)

- e. Name of addressee as shown on the document – if the message is to be sent via facsimile, the fax number is to be recorded as part of the address
 - f. Issuing department
 - g. Method by which document is delivered (postal, registered or certified mail, by hand, facsimile, courier, etc.)
4. The reference number given to the document is printed on the document in the appropriate place (see step 1/b above) and two copies are made of the document. The original is placed in the envelope provided by the issuing department and sealed in preparation for delivery. One copy of the document is retained in the Central Mailroom's central outgoing mail files. One copy is forwarded to the issuing department for its files.
5. All outgoing mail to be delivered by hand is recorded on the Mail Receipt form and given a number which is written on the outside lower left hand corner of the envelope. The form is given to the SSIU messenger/driver with the outgoing documents for delivery. The messenger/driver will deliver all outgoing mail ensuring all persons receiving the mail sign for its receipt on the Mail Receipt form.
6. Upon completing delivery of mail, the messenger/driver will return to the Central Mailroom the Mail Receipt form appropriately signed. The completed form is filed in the Central Mailrooms files.
7. The Central Mailroom will place stamps on the outgoing mail which is to be delivered via the postal service. The mail is then given to the messenger/driver for delivery to the post office. In the case where it is to be delivered via registered or certified mail, the messenger/driver will return the appropriate receipt issued by the post office to the Central Mailroom where it is to be filed with the copy of the document sent.
8. E-mail may be sent by the various departments of the SSIU. In such cases the department issuing the e-mail must forward a hardcopy of the e-mail to the Central Mailroom where it is recorded in the outgoing mail ledger and given a reference number in accordance with step 3 above and the reference number is forwarded to the issuing department.
9. Facsimile messages are prepared by the concerned department using the approved facsimile message form. The message is signed and then forwarded to the Central Mailroom where it is recorded in the outgoing mail ledger as indicated in step 3. The Central Mailroom will send the message and retain the confirmation message in its files. The original facsimile message with the confirmation message will be filed in the Central Mailroom's files and a copy will be forwarded to the issuing department for its files.
10. Outgoing mail to be delivered via courier is processed in accordance with steps 1 through 4 above. The Central Mailroom will then complete the necessary documents for delivery via courier in accordance with the requirements of the courier company. A copy of the courier company form indicating that the

courier company received the outgoing document for delivery is retained in the Central Mailroom's files.

C. Forms and Files

The following forms are used when implementing these procedures:

1. Incoming mail ledger
2. Outgoing mail ledger
3. Outgoing letter format
4. Facsimile message format
5. Mail Receipt Form

The following files are to be maintained in the Administrative Department concerning outgoing and incoming mail:

1. Outgoing Central Files. These files will contain a copy of documents generated by the SSIU and processed through the outgoing mail procedures. This file will also contain the original facsimile messages generated and sent by the SSIU.
2. Incoming Central Files.. This file will contain the original documents, including facsimile messages, received by the SSIU and processed through the incoming mail procedures.
3. Courier File. This file will contain a copy of all forms completed in processing outgoing mail delivered via courier.
4. Mail Receipts File. This file will contain the completed Mail Receipt forms used to verify delivery of outgoing mail delivered by hand.

It is the Mailroom Supervisor's responsibility to maintain the above files.

Administrative Procedures	<i>FIXED ASSETS</i>	
Issued on:	January 31, 2003	
No.	ADM-002	

I. SCOPE

These procedures describe the manner in which fixed assets are managed by the SSIU. This includes categorizing, coding and distributing fixed assets to the various SSIU departments; completing physical inventories; consolidation of fixed assets records; and, disposal of fixed assets.

II. RESPONSIBILITIES AND AUTHORITIES

The Administrative Department is responsible for receiving all fixed assets belonging to the SSIU, categorizing such assets, coding them and distributing them to the various departments. It is also responsible for completing physical semi-annual and annual inventories of the assets and monitoring, tracking and controlling movement of assets between departments. The Administrative Department and the Finance Department are responsible for ensuring there is a quarterly, semi-annual and annual consolidation of the physical inventory of fixed assets and accounting. Implementation of the procedures for the disposal of fixed assets is the responsibility of the Administrative Department.

III. PROCEDURES

A. Receiving/categorizing/coding fixed assets

Fixed assets are purchased in accordance with the SSIU's approved purchasing procedures and are received by the Administrative Department and processed in accordance with the following:

1. Fixed assets are received from the supplier by the Administrative Department/Warehouseman in accordance with a proper invoice from the supplier and the purchase order issued by the SSIU. The warehouseman inspects all items received to ensure they conform to the quality, quantity and other specifications indicated in the purchase order and the invoice.
2. Each item is categorized in accordance with the SSIU approved accounting categories for fixed assets, and given a unique code number. The code number is printed on a label and placed on the item.

3. Pertinent information on each item is entered into the warehouse/fixed assets program. This information includes a description of the item, its category, its code number, the price, date it was received on, and where it is located (the department to which it is assigned.)
4. The warehouseman will generate a report containing all the information in step 3 above. The original report is forwarded to Accounting for their files and a copy is retained in the Administrative Department files.

B. Distribution and assignment of fixed assets

Fixed assets are assigned to the various departments in accordance with work requirements of each department and are placed in the employees' custody as follows:

1. The needs of each department are determined by the head of the department and fixed assets are requested in a memoranda addressed to the Administrative Department.
2. Upon receiving the request the Head of the Administrative Department will authorize the release of the fixed assets form the warehouse to the requesting department. The warehouseman will prepare a "Receipt of Custody" form for the items to be released to the department. Information regarding the assignment of the fixed assets is entered into the warehouse/fixed assets program. Such information will include the department name, its accounting code, and physical location, the name of the employee it is assigned to and his/her employee number and position.
3. The warehouseman will deliver the fixed assets to the requesting department with the "Receipt of Custody" form which is signed by the employee to whom the items are assigned. The employee will be responsible for maintaining the fixed assets and turning it over to the Administrative Department should he/she leave the department or the SSIU's employment.

4. A copy of the "Receipt of Custody" form is given to the concerned employee for his/her records, a copy is filed in the employee's personnel file, and the original is retained in the Administrative Department/Warehouse files.
5. At the end of each month the warehouseman will generate a report on the distribution of the fixed assets which includes the following:
 - a. department of assignment
 - b. category and description of items
 - c. code number
 - d. cost of the item

A copy of the report is retained in the Warehouse files and the original is forwarded to Accounting for their action.

6. In the case where one item is removed from the custody of one department and/or employee and placed in the custody of another, a new "Receipt of Custody" form is completed and signed by the employee to whom the items are assigned in the receiving department or employee making this employee the custodian of the fixed assets being reassigned. The employee from whom the fixed assets were removed is no longer responsible. The information regarding the new assignment is updated in the warehouse/fixed assets program. The warehouseman will inform Accounting by memo of the new assignment only if the items are moved between departments.
7. Fixed assets which are not assigned to any department are not used are stored in the warehouse and allocated to the Administrative Department for purposes of cost accounting (cost allocation) until they are assigned and moved to another department.

C. Inventory

The Administrative Department is required to conduct two physical inventories of all fixed assets during any one fiscal year. The first inventory is completed at the end of the second quarter and no later than June 30th of each year, while the second is completed at the end of the fiscal year and no later than December 31st of each year. The CEO may call for additional physical inventories of all fixed assets at any time at his/her discretion. All inventories are completed in coordination with and in the presence of a representative of the Internal Audit Department.

Inventories are conducted as follows:

1. The CEO will form an inventory committee upon the recommendation of the Administrative Manager. The committee will consist of three employees one of which is an employee of the Administrative Department and one is an employee from Accounting. All inventories are conducted in the presence of the Warehouseman.
2. In preparation for the inventory the Warehouseman will generate a report on the fixed assets which includes the following:
 - a. department of assignment
 - b. location
 - c. category and description of items
 - d. code number
 - e. cost of the item
3. The inventory committee will conduct a physical inventory of all fixed assets ensuring all items on the report are physically available in the department to which they are assigned and that it remains in good condition. Each item is to be checked off the report as it is inventoried.

4. After completing the physical inventory the committee will prepare a report indicating any discrepancies found or if any item is not in good condition. In the case where there are discrepancies a draft of the committee's report is forwarded to the Administrative Manager to allow the department to clarify such discrepancies. The clarification is forwarded to the committee. In the case where discrepancies remain, the committee will add its recommendation on rectifying the discrepancy and forward the report, its recommendation and the original inventory report to the CEO. The CEO will make the final decision regarding any discrepancies.

Any items which are not in good condition are processed in accordance with the "Procedures for Removal of Fixed Assets" (below).

If there are no discrepancies, the committee's report with the original inventory report are completed in final and signed by the members of the committee, the Administrative Manager and the Warehouseman.

Copies of each of the above reports are forwarded to the CEO, the Administrative Department for the warehouse files, and Accounting for their files.

D. Disposal of Fixed Assets

Fixed assets which are fully depreciated, lost, are no longer operational, or are no longer required by the SSIU are disposed of in accordance with the policies and procedures put forth by the Social Security Corporation for the management of fixed assets.

E. Consolidation of Fixed Assets Records

The Administrative fixed assets records are consolidated with the Accounting fixed assets records at the end of the second quarter of each year, no later than June 30th, and at the end of each year, no later than December 31st. Both times it is completed after

the completion of the physical inventory. Consolidation of the records is completed as follows:

1. After completing the physical inventory of the fixed assets and eliminating any discrepancies which may have been recorded during the inventory (see III above), the warehouseman will prepare an updated list of all fixed assets which includes the following:
 - a. Code number of each item
 - b. Category of each item
 - c. Description of each item
 - d. Cost of each item
 - e. Date of purchase of each item
 - f. Department to which it is assigned
2. Accounting will prepare its own listing of fixed assets including the same information listed in 1. above. This list is prepared using the actual invoices received for all the items categorized under fixed assets as well as the reports generated by the Administrative Department on a monthly basis as in II above.
3. The warehouseman and the accountant assigned to consolidating the fixed assets will compare both lists to ensure the two lists include all the same items, and the total costs indicated on both lists is the same.
4. If there any discrepancies between the two lists which cannot be explained or eliminated by reviewing all records and if necessary physically checking the items in question, a report is written up indicating such discrepancies and forwarded to both the Administrative Manager and the Chief Accountant for their action. Such action is as indicated in III and IV above regarding discrepancies in inventories and the disposal of fixed assets.
5. If there are no discrepancies the warehouseman and the accountant will prepare a report indicating that the records have been consolidated and contain no

discrepancies. The original report is filed in Accounting and a copy is retained in the Administrative warehouse files.

F. Records and files

The Administrative Department will maintain the following records and files concerning fixed assets

1. Fixed assets reports file. This file will include copies of all reports generated regarding fixed assets, including monthly reports of changes in assignment of fixed assets, reports on the results of the bi-annual physical inventories as well as any other inventories requested by the CEO, and, reports on the consolidation of fixed assets records with Accounting.
2. Assignment of fixed assets and signed receipts. The Administrative Department will maintain a file containing all "Receipt of Custody" forms signed by employees assigned fixed assets and under whose custody they are placed.

The warehouseman will be responsible for maintaining all the above files/records.

Administrative Procedures	WAREHOUSES	
Issued on:	January 31, 2003	
No.	ADM-003	

I. SCOPE

These procedures describe the manner in which the SSIU warehouses are managed. This includes receiving and storing items in the warehouse, dispensing items out of the warehouse, completing periodical inventories and consolidating warehouse records with Accounting. These procedures do not apply to the long-term storage of the SSIU's old records and files (see the Social Security Corporation rules and regulations concerning the storage of files and official documents.)

II. RESPONSIBILITIES AND AUTHORITIES

The Administrative Department is responsible for receiving all items to be stored in the warehouses and distributing them to the various departments as required by the Unit's operations. It is also responsible for completing physical semi-annual and annual inventories of the items stored in the warehouse. The Administrative Department and the Finance Department are responsible for ensuring there is a quarterly, semi-annual and annual consolidation of the physical inventory of items stored in the warehouse.

III. PROCEDURES

A. Receiving items into the warehouse

All items stored in the warehouse are purchased in accordance with the SSIU's approved purchasing procedures and are received by the Administrative Department and processed in accordance with the following:

1. Items received for the warehouse are received from the supplier by the Administrative Department/Warehouseman in accordance with a proper invoice from the supplier and the purchase order through which the items were purchased.
2. The warehouseman will complete a thorough inspection of all items received to ensure they are in good condition and not damaged, as well to ensure that they meet the required specifications as indicated on the purchase order and the invoice.

3. Items which do not conform with the required specifications or are received damaged are returned to the supplier. In the case where the supplier provides a substitute immediately, the warehouseman will retain the invoice until such substitute is received and checked. If the supplier is unable to supply a substitute immediately (ie item is not in stock), a new or amended invoice will be requested from the supplier.
4. Upon ensuring that all the items requested are received and the invoice is accurate, the warehouseman will sign off on the invoice and forward it to the Administrative Manager, who will authorize its payment and forward it to Accounting for their payment.

B. Entering items into the warehouse

After receiving items in accordance with I above, the following procedures are followed to enter items into the warehouse:

1. Each item is assigned a code (this code is used each time the item is purchased and entered into the warehouse. For example, A4 paper may be given the code S1, suspension files code S2, staplers S3 and so forth.) Information on all items are entered into the warehouse supplies program. Such information includes the following:
 - a. The item code
 - b. Description of item
 - c. Purchase order under which it is purchased
 - d. Date of purchase order
 - e. Quantity purchased
 - f. Cost of item
 - g. Date item received
 - h. Name of supplier

In the case where there is no computer program for entering supplies into the warehouse, a “Supplies Record” form is completed for each item. The form will contain the same information indicated above.

2. Items are physically placed in the warehouse until requested for use by the various departments.

C. Disbursing items from the warehouse

Items are disbursed from the warehouses to the various departments in accordance with the following procedures:

1. The various departments may request items from the warehouse using the “Supplies Request” form. This form is completed by the department secretary and signed by the Department Manager indicating his/her approval of the items requested and confirming the department’s need for such items.
2. The form is forwarded to the warehouseman to ensure the items are available in the warehouse and in the quantities requested. If the items and quantities requested are available the warehouseman will indicate this on the form and forward the form to the Administrative Manager for authorization to disburse the items to the requesting department. If the item is not available in the warehouse the warehouseman will take the necessary action to purchase the item in accordance with the SSIU’s approved purchasing policy and procedures.
3. The warehouseman will prepare the items for delivery to the department. The items are delivered to the requesting department and the employee receiving the items will sign for them on the “Supplies Request” form. A copy of the form will be given to the department for its records and another copy is forwarded to Accounting to be used in the consolidation of warehouse records (V below). The original is retained in the Administrative Department warehouse records.

4. The warehouseman will enter the pertinent information on the items disbursed to the department into the warehouse/supplies program, or in the case where this process is not computerized, will record the information on the "Supplies Record" form.

D. Inventory of warehouse

Physical inventories of the warehouse are conducted bi-annually at the end of the second quarter (no later than June 30th) and at the end of the year (no later than December 31st). The CEO has the authority to request additional inventories at his/her discretion. All inventories are conducted in accordance with the following procedures:

1. The warehouseman will prepare a report containing the following information in preparation for the inventory:
 - a. Item code
 - b. Description of item
 - c. Balance of quantities available as of the date the report is generated

In the case where the warehouse is not computerized, the warehouseman will prepare the "Supply Records" form to be used in the inventory.

One week prior to conducting the bi-annual inventories no items will be disbursed from the warehouse to allow for preparations for the inventory.

2. The CEO will form an inventory committee to conduct the inventory. The committee will consist of the Administrative Manager, the Chief Accountant, and two other employees appointed by the CEO. The warehouseman will be present for the inventory but will not participate.
3. The Inventory Committee will conduct the physical inventory using the report generated in 3 above or the "Supplies Records" form. Each item is tallied individually and quantities physically available are added to the report/form and

compared to those indicated as available in the report or the “Supplies Records” form for that item. Any discrepancies are noted.

4. In the case where there are no discrepancies the Inventory Committee will sign off on the report used for the inventory and will prepare a report indicating that the inventory was completed and no discrepancies were found.
 5. In the case where there are discrepancies found the warehouseman will be given three days during which he/she can review all the warehouse records and files in an attempt to identify where the discrepancies occurred and to rectify them if possible.
 6. If the cause of the discrepancies is identified and rectified the Inventory Committee will complete its tasks as indicated in 4 above. If they are not identified and rectified the Inventory Committee will sign off on the report used to complete the inventory indicating on the report where the discrepancies occurred. It will then prepare a separate report indicating that the inventory was completed and include the discrepancies found.
 7. The Inventory Committee report is then forwarded to the CEO for his/her action. In the case where there are discrepancies in the inventory the CEO will decide how to rectify the situation. *This may include writing off the discrepancies or charging the warehouseman who is responsible for the control of the items in the warehouse for the amounts missing.*
 8. The original report with the CEO’s decision is then forwarded to the Administrative Department for their action if any, and to retain it in the department’s files. A copy is forwarded to Accounting for action, if any, and for its files.
- E. Consolidation of Administrative and Accounting records

As most items maintained in the warehouse are considered to be consumables, consolidation of the Administrative and Accounting records on such items are conducted

on a monthly basis on the last day of each month. Such consolidation is completed as follows:

1. The warehouseman will prepare a report containing the following information:
 - a. Item code
 - b. Item description
 - c. Starting balance at beginning of month
 - d. Total quantities purchased during the month
 - e. Cost/Unit
 - f. Quantities disbursed to each department during the month
 - g. Total cost of quantities disbursed for each item
 - h. Total cost of quantities disbursed to each department – for all items
 - i. Total cost of quantities of all items disbursed – grand total
 - j. Total cost of quantities purchased during the month
 - k. Total cost of quantities available in the warehouse at the end of the month
2. Accounting will prepare a similar report from its records, using the invoices received for the items purchased and entered into the warehouse and its copies of the “Supplies Request” form indicating items disbursed to the various departments.
3. The warehouseman and the accountant assigned to complete the consolidation will compare the two reports for any discrepancies. If any occur they will attempt to rectify such discrepancies through a review of all records pertaining to the warehouse. If they cannot rectify such discrepancies they will prepare a report indicating such discrepancies and submit it to the Administrative Manager and the Chief Accountant for their decision on action to be taken.
4. When the consolidation is completed with no discrepancies, the warehouseman and accountant will complete a joint report indicating the consolidation is complete with no discrepancies between the Administrative and Accounting records. The original report is submitted to the Administrative Manager and maintained in the

Administrative/Warehouse files and a copy is forwarded to the Chief Accountant for the Accounting files.

F. Forms and Files

The following forms are used when implementing these procedures:

1. "Supplies Records" form (to be used when computer program not available)
2. "Supplies Request" form

The following files are to be maintained in the Administrative Department containing documents pertaining to the warehouse:

1. Supplies reports file. This file will contain all reports generated for the warehouse including reports on physical inventories, consolidation of records reports and any others which may be requested by the Administrative Manager or Accounting.
2. Supplies request file. This file will contain the original copies of the "Supplies Request" form used to disburse supplies to the various department.
3. Suppliers file. This file will contain documents pertaining to issues concerning the various suppliers' such as correspondence, quotes on prices, and so forth.

It is the warehouseman's responsibility to maintain the above files.

Administrative Procedures	PETTY CASH FUND	
	Issued on:	January 31, 2003
	No.	ADM-004

I. SCOPE

These procedures describe the manner in which payments/disbursements are made from the petty cash fund, replenishment of the fund and consolidation of the fund. The petty cash fund is available for purposes of facilitating the purchase of various minor items and services.

II. RESPONSIBILITIES AND AUTHORITIES

The Administrative Department is responsible for ensuring the procedures for the petty cash fun are implemented properly. The Administrative Manager shall appoint one employee to be responsible for maintaining the petty cash fund. The CEO shall, upon the recommendation of the Administrative Manager, determine the ceiling for the value of the petty cash fund. Accounting is responsible for ensuring the fund is consolidated properly and replenished.

III. PROCEDURES

A. Payments made from the petty cash fund.

No one payment/disbursement made from the petty cash fund shall exceed JD 50 in value.

Items which are categorized as fixed assets shall not be purchased through the petty cash fund. Such purchases shall be made in accordance with the SSIU approved procedures for purchasing.

Payments/disbursements from the petty cash fund shall be made as follows:

1. A proper invoice or receipt shall be presented to the petty cash administrator. Such invoice or receipt shall indicate the items purchased, quantity of the items purchased, price per item and the total value of the purchase and signed by the supplier. Items

with a value of less than JD 5 may be purchased through the petty cash without a receipt. In such cases the employee making the purchase will sign on a “Petty Cash Disbursement” form in lieu of the receipt.

2. A “Petty Cash Disbursement” form is completed and signed by the petty cash fund administrator. The invoice/receipt, if available, is attached to the form and forwarded to the Administrative Manager for authorization.
4. Payment is made and the person receiving the payment shall sign on the “Petty Cash Disbursement” form indicating he/she has received the amount indicated.

B. Consolidation and Replenishment of the Petty Cash Fund

When the cash available in the petty cash fund has reached 30% of the value of the ceiling allowed (the maximum amount which can be in the fund at any one time), the fund is replenished as follows:

1. Consolidation of the fund with Accounting is completed as follows:
 - a. The “Petty Cash Fund Consolidation” form is completed. The form shall include the starting balance in the fund and the date of such balance, description of items purchased, value of each payment/disbursement made from the fund and the date of the payment/disbursement. The total value of payments/disbursements made and the closing balance on the date of the consolidation are entered on the form. The amount to be replenished is calculated as the difference between the closing balance and the ceiling allowed for the fund and also included on the form.
 - b. All “Petty Cash Disbursement” forms are attached to the “Petty Cash Fund Consolidation” form. The form is signed by the petty cash fund administrator and forwarded to the Administrative Manager for his/her signature.
 - c. The “Petty Cash Fund Consolidation” form is then forwarded to Accounting with a memorandum from the petty cash fund administrator requesting replenishment

of the fund based on the consolidation. A copy of the “Petty Cash Fund Consolidation” form and attachments are retained in the Administrative Department files.

- d. Accounting shall inventory the petty cash fund in the presence of the fund administrator to ensure there are no discrepancies. Any discrepancies shall be the responsibility of the petty cash fund administrator.
- d. Accounting shall disburse the amount requested to replenish the petty cash fund in accordance with its approved accounting procedures.

C. Forms and Files

The following forms are used in implementing the above procedures:

1. “Petty Cash Disbursement” form.
2. “Petty Cash Fund Consolidation” form
3. The following files relating to the petty cash fund are maintained by the Administrative Department
 - a. Petty Cash Fund file. This file shall contain copies of all completed and signed “Petty Cash Disbursement” forms and “Petty Cash Fund Consolidation” forms. It shall also contain copies of all memoranda addressed to Accounting requesting replenishment of the fund.

Administrative Procedures	PURCHASING	
Issued on:	January 31, 2003	
No.	ADM-005	

I. SCOPE

These procedures describe the manner in which purchases are made by the SSIU.

II. RESPONSIBILITIES AND AUTHORITIES

The Administrative Department is responsible for ensuring the purchasing procedures are implemented properly.

III. PROCEDURES

The SSIU shall implement the procedures for purchasing approved and implemented by the Social Security Corporation.

Administrative Procedures	TENDERS	
Issued on:	January 31, 2003	
No.	ADM-006	

I. SCOPE

These procedures describe the manner in which the SSIU issues tenders, receives offers and awards the tenders.

II. RESPONSIBILITIES AND AUTHORITIES

The Administrative Department is responsible for ensuring the tendering procedures are implemented properly.

III. PROCEDURES

The SSIU shall implement the procedures for tenders approved and implemented by the Social Security Corporation.

ADMINISTRATIVE FORMS

Outgoing Letter Format

Date : Today's date

Ref. : DPT/SBJ /####/YYYY

Mr. John Smith

Position/title

Name of Company

Address

Subject: Subject of the letter

Dear Mr. Smith,

Text of the letter.

Sincerely,

Sender name

Position/title

Encl: as stated (if the enclosures are described in the text of the letter. If they are not described they should be listed here.)

Fax Message

To : *Name of addressee*
 Position/title of addressee

From : *Name of Sender*
 Position/title of sender

Company : *Name of company*

Date : *Date of message*

Fax No. : *Addressee's fax number*

Our reference : *DPT/SBJ/####/YYYY*

No. of Pages : *(Number of pages of the entire message)*

Dear ,

Text of message is typed in this space.

Yours sincerely,

Name of Sender
Position/title of sender



SOCIAL SECURITY INVESTMENT UNIT

Administrative/Personnel Procedures

March 17, 2003



WHY PROCEDURES??

- Responsibilities and Authorities
 - Authorization to approve actions
 - Financial Authorities
- Standardization
 - Forms – used by all
 - Work all done the same way
- Quality Control
 - Easy tracing/tracking of errors
 - Proper implementation = quality
- Continuity
 - Smooth transition
 - Documented “history”



PROCEDURES DEFINE :

Why? The scope of the procedure

Who? Persons/Units/Sections/Departments responsible for implementation

How? Step-by-step instructions on actions to be taken

Documentation

Forms and other paperwork required/generated

Files which must be maintained





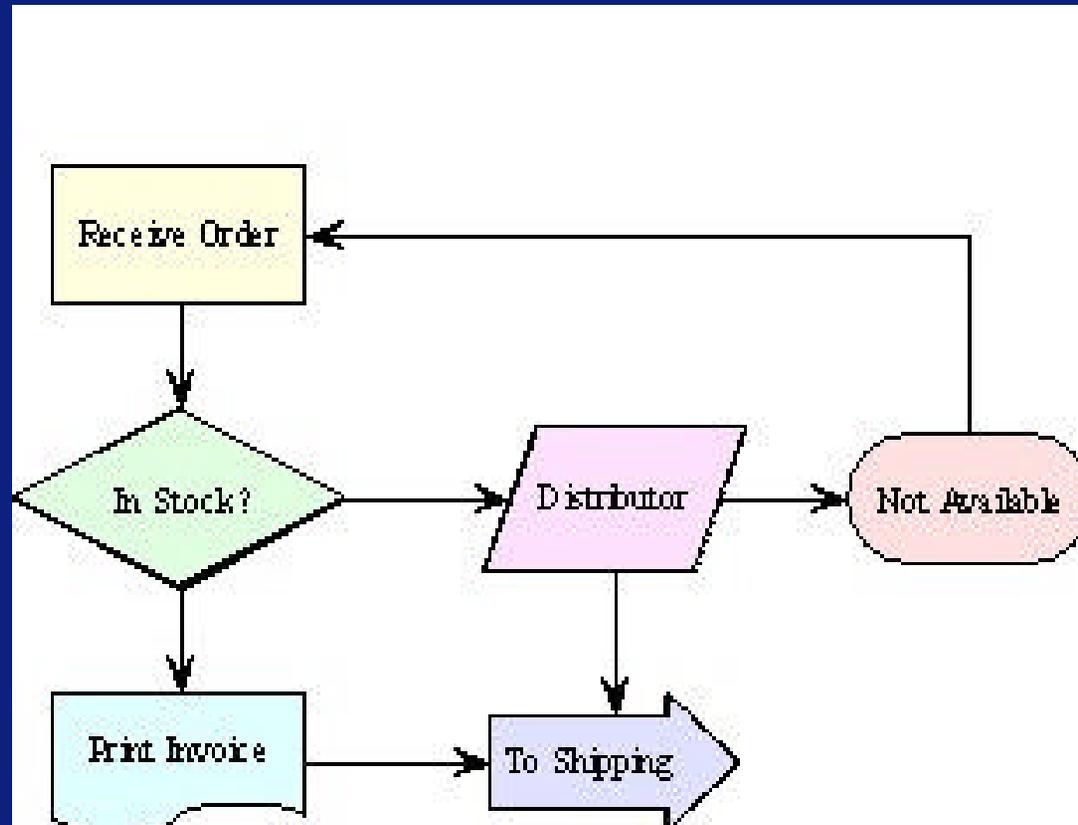
DEVELOPING PROCEDURES

Encourage implementation by ensuring :

- ✓ Smooth flow of work/processes right signatures at right times
- ✓ Forward movement of work
- ✓ Standardize paperwork - forms
- ✓ Accommodate changes in organization
- ✓ Simplify – avoid complications, easy to understand



Draw a flowchart





SSIU PROCEDURES

ADMINISTRATIVE

Incoming/outgoing Mail

Scope:

Applies to all mail received/issued by SSIU

Definition of mail – all documents received issued by SSIU

Excludes bids/offers rec'd in sealed envelopes

Responsibilities:

Receiving/processing – Central Mailroom

Preparing outgoing mail – various departments

Processing/delivery of outgoing mail – Central Mailroom





Forms:

Standard format for outgoing letters

Standard format for outgoing fax messages

Incoming/outgoing mail ledger

Mail Receipt form

Files:

Incoming Mail – original incoming documents

Outgoing Mail – copies of outgoing documents

Signed Mail Receipt forms





SSIU PROCEDURES

ADMINISTRATIVE

Warehouses

Scope:

Applies to all SSIU warehouses

Includes receiving/storing/dispensing in and out of warehouses ; inventories ; consolidation

Excludes long-term storage of old records and files

Responsibilities:

Receiving/storing/dispensing – Admin Department

Inventories – Admin Department

Consolidations – Admin Department & Finance/Accounting





Forms:

Supplies Record Form
Supplies Request Form

Files:

Supplies Reports File – inventories, consolidation reports
Supplies Requests File – completed Supplies Request forms
Suppliers File – correspondence with suppliers





SSIU PROCEDURES

HR/Personnel

Recruitment/Hiring

Scope:

Applies to all SSIU new hires

Includes recruitment, evaluation and hiring

Responsibilities:

Recruitment/hiring – Admin/Personnel Department

Evaluation/selection – Admin/Pers and Dept. Mgrs

Approval/authorization of contract - CEO





Forms:

Employee Requisition Form

Employment Application

Applicant Rating Form

Personal Information Form

Files:

Approvals/authorizations to hire – CEO's approval to hire new employees

Recruitment Files – Ads for vacancies, Applicant Rating forms

Employment Application Files – Completed applications

Personnel Files – Employee individual files





SSIU PROCEDURES

HR/Personnel

Position Descriptions

Scope:

Preparation of position descriptions

Updating of position descriptions

Applies to all positions within the SSIU

Responsibilities:

Initial development & preparation of PD – Admin/HR

Regular updating of PDs – Dept. Mgrs with Admin/HR





Forms:

Position Description Form

Job Analysis Worksheet

Job Analysis Questionnaire

Files:

Position Descriptions – Completed original PDs

Job Analysis – all documents/forms used to collect data and information to use in preparing PDs





SSIU PROCEDURES

Formatted for easy reference/access

Short “bullet” phrases in clearly numbered sections and include forms

Sections divided for easy replacement with updates

Each procedure given a reference number indicating Responsible department/section

Collected in a manual

