

**Access to Microfinance & Improved Implementation of Policy
Reform
(AMIR Program)**

Funded By U.S. Agency for International Development

**WOMEN'S ENTERPRISE CENTER
OPERATIONS MANUAL**

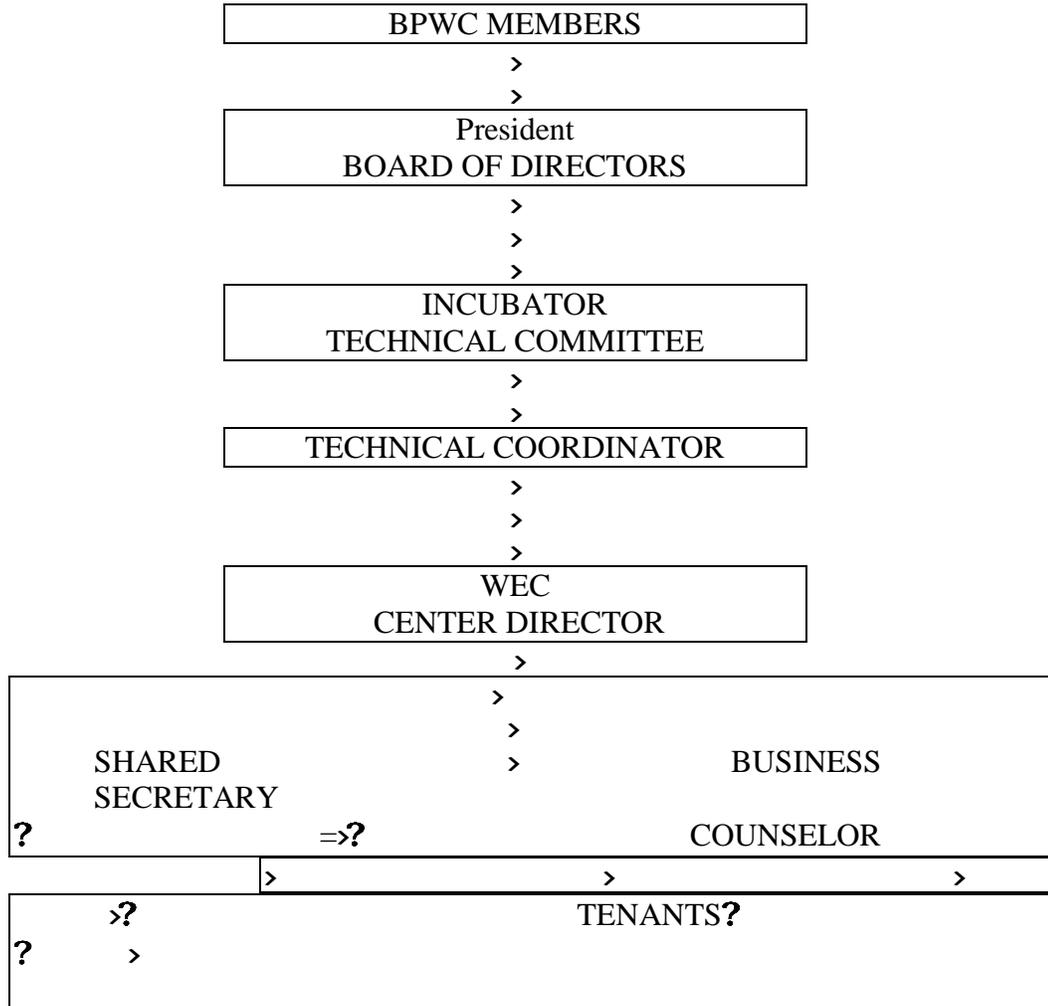
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ORGANIZATION CHART

BPWC - WEC ORGANIZATION CHART



HOURS OF OPERATION

The Women's Enterprise Center houses a variety of entrepreneurs, each of which considers the WEC as her professional business location. As such, the resident tenants, their employees and their customers must be able to access the WEC and individual tenant units, 24 hours per day, 7 days per week, all year long.

While of course it would not be cost effective to provide WEC support personnel during all these hours, the Women's Enterprise Center will provide for extended office support as follows....

Saturday through Thursday 0830 - 1730 hours daily

The WEC Shared Secretary will provide support services from 0830 to 1630 hours Saturday through Wednesday and from 0830 to 1230 hours on Thursday. The WEC Center Director will provide support services from 1630 to 1730 Saturday through Wednesday and from 1230 to 1730 hours on Thursday.

Friday Normal Support Functions Will Not Be Provided
Essentially the WEC will be closed to the public

Tenants will provide their own support services in all other hours or by exception make special arrangements with the WEC Center Director for out-of-hours support. There will be additional charges for any out-of-hours support to cover the cost of overtime payments for the WEC staff.

NOTE: *The BPWC Information and Documentation Center and Training/Conference rooms are made available to WEC tenants by appointment. The hours of operation for the BPWC are somewhat different than those of the WEC therefore tenants may find access is somewhat restricted on certain days.*

WEC STAFF SCHEDULES

WEC CENTER DIRECTOR	Saturday 1330 - 1730 hours Sunday - Thursday 0930 - 1730 hours Friday - OFF
WEC SHARED SECRETARY	Saturday - Wednesday 0830 - 1630 hours Thursday 0830 - 1230 hours Friday - OFF
WEC OFFICE BOY (PT from BPWC)	Saturday - Thursday 0800 - 0830 hours Friday - OFF

SECURITY

The Women's Enterprise Center considers premise security to be a high priority. Our tenants, their clients and our staff will be coming and going at irregular intervals and should expect to be able to do so safely.

OUTSIDE SECURITY

The exterior of the building will be well lighted at all times during the night so individuals can confidently move between the street and the front entrance to the WEC.

The main entrance to the WEC will be secured at all times from 1730 hours until 0830 hours daily and the full 24 hour period on Fridays. This door will remain unlocked to allow unfettered access and egress during those hours when the WEC provides staff support namely, 0830 until 1730 daily except Friday.

Each WEC tenant and WEC staff person will be provided a key to the front entrance door. Each person entering or leaving the WEC after 1730 and before 0830 daily and anytime on Friday must lock the door after entering and lock the door again upon leaving to ensure no one is able to gain unauthorized access to the WEC. This rule is for Your Protection and the Protection of Others around you.

Note: *Failure to follow the security rules may be cause for termination of employment of WEC staff and possible expulsion for WEC tenants. Security of the door keys is essential to the fundamental security of the WEC facility. Loss of keys should be reported immediately to the WEC Center Director. Anyone losing her key will be responsible for having the keyway changed in the lock and for the replacement of ALL keys currently outstanding which were machined for the old keyway. This expense will be borne immediately by the responsible party. The WEC Center Director will be responsible for undertaking the changes and charges.*

INTERIOR SECURITY

While every effort will be made to keep both the WEC furniture and equipment as well as the tenants possessions as secure as possible, the WEC staff and WEC tenants must be alert to loss or damage at all times and use common sense when leaving valuables lying about their individual units.

WEC furniture and office equipment including the computer system are WEC property and should never be removed from the facility. Shared equipment such as the copier, fax machine and other devices should be used properly and secured when tasks are completed.

The last individual to leave the WEC each night is responsible for turning off all unnecessary equipment and office lighting.

The expendable supplies cabinet will be locked at all times. WEC staff will provide materials from this stock as needed. Extra supplies of copier and printer paper will be made available at those machines.

PAYROLL AND TIME REPORTING

The Women Enterprise Center's staff will be paid their salaries less the social security tax in the 26th day of every month for the current month, by 2 written checks one from AMIR Program and the other from the BPWC. The checks will be issued by BPWC for WEC staff.

Time Sheets:

Name	Arrival			Departure			Daily leaves			Note
	Hr.	Min.	Sig.	Hr.	Min.	Sig.	Hr.	Min.	Sig.	

Overtime:

No overtime is paid for working extra hours; instead there will be a compensatory time off will be given for overtime work.

Annual Leave:

Every employee has a 14-day annual leave each year. Any unused days for up to 28 can be carried forward and used in subsequent years. Employees are encouraged to take annual leave during each year.

Sick Leave:

Every employee has a 10-day sick leave. There is no need for a written doctor excuse for 1-day sick leave, while 2 or more successive days of sickness, the employee must bring a written doctor report.

Any case of illness beyond 10 days in any calendar year will be treated by exception and approved of the BPWC board. The labor law gives women the rights of a 3-month pregnancy leave, the BPWC gives 45 days pregnancy leave.

Personal leaves:

It is the employee's right to have a 3-day personal leave for family death each occurrence and 1-day personal leave for family weddings and occasions for each occurrence as well.

Holidays:

The WEC will close for all official government holidays.

In all cases of leaves from scheduled work notice must be given to the immediate supervisor (written) leave request (official/personal)

TENANT BILLING PROCEDURES

All tenants will pay cash security deposit to one month rent and secure fee 50/50= JD 100/unit returned upon satisfactory departure graduation.

All tenants will pay two months rent/service fee 100/100 = JD 200/unit in advance upon signing agreement. Rent is due monthly on the date of signing for each successive month, i.e. signing on 22nd equals rent due on the 21st of each subsequent month.

In the first 12 month period of the agreement the 3rd month is not charged to the tenant if the tenants paid first two months in advance.

WEC prepare and present an invoice each month, due and payable on the day received. Immediate payment will be expected.

If the tenant does not pay within 10 days notice will be sent of the arrears. Immediate payment will be expected. If the tenant does not within 20 days another notice will be sent and again it is expected that the tenants will pay immediately.

If after 30 days of payment for the current and next month are not immediately received, the tenant may be given an eviction notice.

The WEC director in cooperation with the technical coordinator and the BPWC Board of directors will handle exceptional cases on an individual basis.

Payment is expected to be by check or cash, and the tenant gets a receipt upon paying.

TELEPHONE MANAGEMENT PROCEDURES

WEC will provide the telephone network including the secretary console (Multi-line). Each tenant will be provided a telephone instrument. WEC will provide one line for WEC operations only.

WEC will provide a dedicated Internet fax line.

Each tenant moving in to the WEC must provide her own individual telephone line. The WEC secretary using the name of the tenant's company will answer this line; incoming calls will be forwarded to the tenant.

The tenant will be responsible for paying directly to the company the bill for local & international calls.

If the tenant is absent during normal working hours the WEC staff will take written messages and place them on "Out Of Office" locator board.

All tenants and WEC staff through the network share the Internet line. The fax line is also shared by all tenants and WEC staff through the fax machine.

Tenants will be allowed to send 30 faxes/month without additional charge. Extra faxes will be charged as per the supplementary fee schedules. The charges to the national and international faxes will be added to the tenant's monthly bills.

If a tenant chooses not to provide a regular telephone line the WEC will remove the telephone instrument from her unit. In the alternative if the tenant chooses to operate her business with cellular services, the WEC will not be responsible for making or receiving calls for the tenant and the tenant will be solely on their own responsibility.

RULES OF CONFIDENTIALITY

Confidentiality is of extreme importance to the WEC and its tenants and their relationship to the general business community.

No information given by tenants to WEC will be discussed with any other party without express permission of the tenant.

The 3 WEC staff employees including the Center Director, Business Counselor and the secretary will each individually or in groups be interacting daily with tenants and tenant information at no point can ever these 3 individuals discuss tenant's information without express permission of the tenant. At no time can WEC employees discuss tenant information with any other tenant, BPWC, AMIR, or the general business community without the express permission of the tenant.

Any employee breaching tenant confidentiality may be summarily dismissed from the organization.

The tenant's trust is of utmost importance to the WEC. Similarly the WEC expects truthfulness from its tenants, any tenant falsely accusing WEC staff or other tenants of breaching confidentiality may be asked to leave the WEC premises.

INVENTORY PROCEDURES

The WEC is a furnished facility. The BPWC has graciously through its donors provided essential equipment and furniture for use by staff and tenants.

The WEC staff and tenants are responsible for maintaining appropriate use and security of this equipment and furniture.

Each quarter of every year WEC will perform a physical inventory of current equipment and furniture. Each piece of equipment and furniture will carry an inventory number (WECxxxx). Any equipment and furniture acquired will receive an inventory number.

Any missing equipment or furniture will be immediately reported to the technical committee by written notice.

It will be the responsibility of the technical committee to investigate any losses.

POTENTIAL TENANT INTAKE PROCEDURES

It is the objective of the WEC to maintain 100% occupancy at all times, therefore through its marketing plan the WEC staff will constantly be attracting potential tenants to the WEC or to our waiting list. As such from day to day entrepreneurs will inquire as to how to become a tenant of the WEC.

The WEC will follow the following procedures when dealing with potential tenants:

- 1 -The WEC director will meet for up to 30 minutes tenants to discuss their business idea and its compatibility to the WEC concepts.
- 2 -Upon successful completion of the 30 minutes interview, potential tenants will be given a 17-question questionnaire homework assignment.
- 3 -When the potential tenant returns with the completed questionnaire, it will be reviewed by the center director and WEC business counselor and the responses will be discussed with the potential tenant.
- 4 -If it is considered best to proceed with the potential tenant, the WEC director and business counselor should review the potential tenant's business plan. If the potential tenant does not have a business plan, the WEC director and business counselor will assist the potential tenant in the preparation of such business plan. If it's found that the business plan is viable, the WEC director should proceed to the next step.
- 5 -The WEC director will discuss the concepts, fee structures & unit needs with the potential entrepreneur.
- 6 -The WEC director will prepare a written proposal of tenancy for consideration by the technical committee of the WEC.
- 7 -The WEC technical committee will approve or disapprove the proposed tenant.
- 8 -The WEC director will communicate to the potential tenant the approval or disapproval of the technical committee. Disapproved projects that can be remedied, can be resubmitted from step "4".
- 9 -Approved tenants will be provided with a WEC contract of tenancy and expected to pay all fees upon signing.

PROGRESSIVE RENT STRATEGY

The basic incubator strategy includes an element of escalating rent during tenancy to prepare incubator graduates for the real world.

For ex-tenants in the 1st year rental fees are purposely set very low so as to be affordable to new entrepreneurs, these rents are raised incrementally in the 2^d year and future years so as to be closer to regular market rates, therefor the progressive rent for unit in the WEC are set as follows:

Year 1	JD 50 per rent/month	JD 50 per services/month
Year 2	JD 75 per rent/month	JD 50 per services/month
Year 3	JD 100 per rent/month	JD 75 per services/month

TENANT GRADUATION PROCESS

Within the incubator concept it is anticipated that tenants will occupy their units for no less than 1 year and not more than 3 years. Then they will graduate to the real world. 3 months in advance of potential graduation of successful tenants, the tenant should notify WEC staff of her intention to move out of the WEC and in to regular business premises, so as to allow the WEC the opportunity to solicit replacement tenant.

The WEC will on successful graduation of tenants provide the tenant with a framed WEC graduation certificate. Prior to graduation the tenant must pay all WEC debts owing and complete the leaving evaluation form attached.

TENANT CHECKPOINT MEETINGS

Regular interaction between WEC staff and WEC tenants is one of the keys of incubation success.

WEC tenants must at all times feel free to discuss their business successes and failures with the director and business counselor, at least once a month the WEC director will meet informally with each tenant to discuss the state of their business.

The WEC tenants must agree to an "open-book's policy" so that the WEC management can effectively advise the tenants on the progress of their business. The confidentiality rules specify in this manual apply to these WEC staff/tenant meeting.

It is not the intent of WEC staff to manage the tenant's business but to be knowledgeable of that business so as to offer good advice at anytime.

STAFF EVALUATIONS

The Evaluation of the Employee's Performance

Since the importance of the human race appeared as an investment that is parallel to or above any other investment, it became more necessary to evaluate the practical capacities of the employees in the organization, since it is the main pillar for managing and solving the problems, and for the development and success of the anticipated investment .

Since every person has a level of ability and efficiency different from the other, it was essential to find the most accurate way to measure the impact of the efficiency of those capacities for the organization . Therefore, an evaluation system for the employees' performance was developed with objective methods and practical patterns and specific responsibilities, in order to have a realistic measurement and an objective image of the employee's performance in his specific work and for his ability to develop and progress .

The Definition of the Performance Evaluation :

The evaluation of the employee's performance is the process of weighing and comparing his efficiency and the level of his periodical accomplishment in his job, either absolutely on the basis of specific elements that would be the bases of his work requirements, or relatively for his efficiency compared to his colleagues in the same work . This process produces at the same time a realistic impression of his ability to develop in certain trends . This helps to set a detailed program for developing his capacities within the framework of his career path to enable him to receive larger responsibilities and more complicated duties by which he contributes in accomplishing the goals of the organization within his competence, and fulfills his personal and psychological goals at the same time .

The performance evaluation forms are the means to objectively judge the efficiency of the employee .

The Objectives of the performance evaluation :

- 1 To find a more objective basis for measuring the efficiency and worthiness of the employee in the performance of his duties and revealing his skills and abilities that qualify him for promotion to a better job .
- 1 To develop the capacities of the employee by knowing his administrative, technical, professional and behavioral training needs, then providing the necessary training to upgrade his performance .
- 2 To ensure the continuity of supervision and control over the performance of the employee and to take the appropriate decisions for positively rewarding him by promoting him or increasing his salary, or negatively by abstaining from increasing his salary, transferring him or terminating his services .

The Person in charge of the evaluation of the employee :

The Direct Supervisor : He is the employee of a higher grade than the employee concerned . He is responsible for distributing, planning, directing and auditing the work of the employee, and responsible also for evaluating his annual performance, and dealing with his job and personal affairs .

And since the direct supervisor is usually in continuous practical contact and interaction with the employee, he is more aware and able than others to evaluate the behavior and accomplishment of his subordinates . He sees and judges the reality and insights of the employee's interaction with the requirements of his work, such as acting under pressure, rate of accuracy and volume of work, the ability to shoulder the responsibility, and to adapt with the developments, and other criteria which are not clearly apparent to others .

The Importance of having the employee see the report of the evaluation of his performance:

Since the evaluation of the performance has a direct impact on the professional and administrative performance of the employee in the organization and his sense of belonging to it, he has to be informed of the details of his evaluation and to be able to discuss them . He should know the points of strengths of his performance in order to praise and reinforce them , as well as his weaknesses in order to avoid them . The role of the organization in discussing the level of his previous performance and the one expected of him in the future, is to provide him with a specific guiding trend that would help him to correct and develop his accomplishment to render it more effective which would be more useful for him and for the organization.

Avoiding mistakes in the evaluation process :

Since the results of the performance have a direct effect on the entity of the employee and his belonging to the organization as well as his future in it, and since the evaluation process is primarily based on the personal judgement of the person evaluating the employee, it is essential to refrain from committing the following mistakes during the evaluation in order to reach a more objective and fair evaluation .

- 1 Extremism : It is when the evaluator exaggerates in being lenient or severe in evaluating the performance of his subordinates regardless of the level of personal performance and the differences between them .
- 1 Centralism : To evaluate all the subordinates as having an average level without taking into consideration the difference in the performance between them in work .
- 1 Generalization : To evaluate the employee in all the elements on the basis of one characteristic that the evaluator knows about the employee and that prevails over all the other characteristics whether negatively or positively .

- 1 Self comparison : To evaluate the subordinate by concentrating on one characteristic or more that the evaluator has and is proud of while neglecting the other characteristics of the subordinate or not concentrating on them sufficiently .
- 1 The Time concentration : It is when the evaluation of the employee's performance during the period close to the time of evaluation prevails over his performance in the previous longer period .
- 1 The distance : It is the lack of accuracy in the evaluation in cases where the nature of work necessitates that the direct supervisor be away from his subordinates and unable to monitor their performance constantly .
- 1 Superficiality : It is to evaluate the performance on the basis of appearances not related to the responsibilities such as the appearance, the clothes, sex, origin or academic qualification sometimes .

The final average of the employee's performance : The grade ()

The notes of the evaluator :direct supervisor" :
.....
.....

The training that the employee needs :
.....
.....

The notes of the employee :
.....
.....

Signatures :

The direct supervisor of the employee : Date / /

The Higher grade :Date / /
(in charge of the evaluation of the direct supervisor)

The employee

:Date / /

The revision of the Human Resources Dept. : Date / /

The Elements of the Performance (2)

a) Supporting Organizational Values : Evaluation Mark

- Understanding the vision and message of the organization ()
- The External relations ()
- The comprehensive view ()
- The collective work ()
- The willingness and ability to take decisions ()
- The financial responsibility ()
- The Average ()

) b) Items for evaluating the occupants of the leading and supervision jobs :

- The ability to train and develop the abilities of his employees ()
- The productivity and moral of his employees ()
- The delegation of authorities ()
- The level of accomplishment of is employees of the tasks required of them ()
- The use and employment of resources ()
- The Average ()

The General Average of the elements of performance (2) ()

c) The communication skills and relations with others Evaluation Mark Notes of the Direct Supervisor

- Interaction and relation with the supervisors** ()
- Interaction and relation with the colleagues** ()
- The kind of written contact** ()
- The kind of oral contact** ()
- The Average** ()

d) The Professional Level	Evaluation Mark	Notes of the Direct Supervisor
The sound judgement	()
The motive and initiative	()
Adapting with change	()
Dependability	()
Creativity	()
Average	()	

e) Contribution in the success and activation of the organization	Evaluation Mark	Notes of the Direct Supervisor
Contribution in the fulfillment of goals	()
Abidance by the budget and expenditure		
Control	()
the general growth of the organization	()
The Average	()	

Affecting

The General Average for the Elements of Performance (1) ()

Report of the Performance Evaluation

Name of Employee	Job Description : Department/Project :	Date of employment : / /
------------------------	---	--------------------------

Period covered by the evaluation :

Name of the evaluator "the direct supervisor" :

Annual Goals (to be set by the direct supervisor and the employee) 1 2 3 4 5 6 7 8 9 10 11	Level of Accomplishment "Accomplishment of Goals" Evaluation of the direct supervisor	Level of Accomplishment Remarks of the employee
Agreeing on the above goals	Direct supervisor Signature Date : / /	Employee : Signature : Date : / /
Reviewing and revision of the level of accomplishment of the employee for the first half of the evaluation year .	Name of the Direct supervisor : Date : / /	Employee's Signature Signature : Date : / /
Evaluation of the end of the year	Name of the Direct supervisor : Date : / /	Employee's Signature Signature : Date : / /

The Performance Levels

The Level of Performance

The Evaluation Mark

- _ Weak performance (needs improvement, may need Training) .
- _ Fair performance (accomplishes the accepted level of duties, needs support and training) .

1
2

- Good performance (fulfils the goals, performs as expected) 3
- Very good performance (mostly above expectation, exerts Additional efforts for distinction) 4
- Performs at a distinguished level (always above expectation In all fields, extraordinary performance) 5

Elements of the Performance (1)

a) Knowledge/Productivity	Evaluation Mark	Notes of the Direct Supervisor
Knowledge about work	()
Knowledge about the organization	()
Kind of performance	()
Volume of performance	()
Ability to solve problems	()
Average	()	

b) Organization / Management	Evaluation Mark	Notes of the Direct Supervisor
Ability to organize	()
Commitment to policies and Procedures	()
Decision making skills	()
Time management skills	()
The Average	()	

BPWC - WEC MANAGEMENT RELATIONS

The WEC is a semi autonomous unit of the BPWC with its own Director who reports to the BPWC board of directors through the technical coordinator of the incubator committee.

As such the WEC director is a peer and equal to the director of BPWC who reports to the board through the executive committee.

The WEC director and BPWC should work together for the success of each organization.

The WEC director will supervise the WEC secretary and the business counselor.

The BPWC will supervise all other BPWC employees.

At no time should either director issue instructions to the other staff.

Any such instructions should flow through the peer director.

The technical coordinator is the immediate supervisor. The President and other board members of the BPWC should communicate any instructions to the WEC Director through the technical coordinator and not directly

GUEST VISITS AND PROTOCOLS

The joining door between the WEC and BPWC operations will remain closed and locked at all times for security purposes and to allow appropriate business decorum in the WEC and the BPWC.

It is anticipated that from time to time the BPWC will be receiving guests and official delegations as well as BPWC members whom would like to see the WEC operations. These guests will always be welcome by the WEC provided that notice of the visit is given at least 30 minutes in advance in order to allow the WEC tenants and staff to appropriately prepare for the visit.

Generally the BPWC director will contact the WEC director to organize guest tours of the WEC. The WEC director will host such tours after notifying the tenants of potential guest visit.

The WEC director will provide each guest with the WEC brochure and fact sheet. All guests will be requested to sign the WEC guest register, so that such visits could be tracked and reported to the BPWC board members.

BASIC SERVICES AND FEE SCHEDULES

The basic fees and services of the WEC are divided between the rent and fees. The rent is represented in the progressive rent strategy.

The basic fees are as follows:

1-		
	Year 1	JD 50 per month/unit
	Year 2	JD 50 per month/unit
	Year 3	JD 75 per month/unit

2- Included in these basic fees is the following (exclusive of rent for space, furniture and equipment):

- 1 -Shared use of the secretary for up to 30 letters per month.
- 2 -All normal utilities.
- 3 -Shared use of computer network.
- 4 -Facsimile service up to 30 local faxes per month (National and international faxes will be charged at cost additionally).
- 5 -Shared use of copier for up to a hundred copies per month.
- 6 -Shared use of the common areas including reception & kitchen (see kitchen rules).
- 7 -Shared use of conference and training rooms up to 8 hours per month (see usage rules).
- 8 -Basic office cleaning.
- 9 -Light bookkeeping and accounting services.
- 10 - Access to business counseling, training (subject to regular fees), mentoring, legal counseling, marketing assistance & research and documentation. (see supplementary fees).

The tenants and WEC staff will record and track all workable usage, letters, faxes, copies, ...etc. The excess usage will be per the supplementary fee schedule.

SUPPLEMENTARY FEE SCHEDULES

- 1 -Cost for letter or other document over the basic 30 letters/month is 50 piasters/page.
- 2 -Cost for faxes over 30 per month is 50 piasters/month plus cost for national and international calls.
- 3 -Cost per page for copies over 100 per month is 20 fils/page.
- 4 -Conference and training room usage/hour over the basic 8 hour usage is 1 JD/hour.

NON-TENANT SERVICES FEE SCHEDULE

- 1 -Cost for letter or other documentation is 1 JD/page
- 2 -Cost for fax is 1 JD/page plus cost for national and international calls.
- 3 -Cost for photocopying is 40 fils/page
- 4 -Conference and training room usage is 2 JD/hour

KITCHEN RULES

The kitchen provided by the WEC is for the shared use of the staff, tenants and their guests.

The first rule is to keep the kitchen clean at all times.

The WEC will provide a hot and cold bottled water dispenser, bottled water.

Staff and tenants will bring their own coffee, tea, sugar and cream.

Due to the limitation of the kitchen, the preparation for Turkish coffee is prohibited, staff and tenants should go to nearby cafes to drink Turkish coffee.

The WEC will provide the cups, spoons, ...etc for beverage services. All of which should be returned to the kitchen at the end of the day.

An office boy will be contracted to clean the kitchen once a day.

WEC STANDARD REPORTS

It is expected that the WEC director will be required to report monthly on certain operational aspects of the WEC.

These reports will include but not be limited to:

- 1 -A report of tenant usage and occupancy
- 2 -Rent due and rent collected, rent past due
- 3 -Supplementary fees generated and collected
- 4 -Marketing approaches and results
- 5 -Potential tenants interviewed and results
- 6 -Expense report
- 7 -Normal business counseling report
- 8 -Annual evaluations as scheduled
- 9 -Standard operational report

BUSINESS COUNSELING PROCEDURES

LEGAL COUNSELING PROCEDURES

Legal counseling services are offered by the legal counseling unit of the BPWC following their own counseling procedures, legal counseling services needed by the WEC tenants can be organized through the WEC director who will contact the BPWC director to set an appointment to the WEC. There is no charge for normal counseling services.

CONFERENCE - TRAINING ROOM USAGE

WEC tenants are offered up to 8 hours of usage of BPWC training room. However any such usage is predicated on the fact of availability as the BPWC of course has first right of usage of the facility. Whenever the facility is required by the WEC tenant, that tenant will contact the WEC director who will contact the BPWC director to organize scheduled use of the facility. Access to the facility should be via the spiral circular staircase to the 2^d floor training room.

INFORMATION & DOCUMENTATION CENTER USAGE

The services in the Information & Documentation Center of the BPWC are offered to the tenants following their own procedures, the services needed by the WEC tenant can be organized through the WEC director who will contact the BPWC director to coordinate with the Information Center's supervisor. There is no charge for normal services.

COMPUTER NETWORK MANAGEMENT

The WEC computer network is the backbone of the incubator process, to ensure it is working properly at all times, the WEC director will be the only authorized person to modify the network, install, or remove executable programs, or reconfigure the system.

No other staff or tenant should undertake these actions.

The staff and tenants may from time to time add or delete specific word-processing database and spread sheets files.

No diskette should be inserted into the A drive without checking it for virus.

Staff and tenants are responsible for backing up their own files, the WEC will not take responsibility for the loss of any data.

Staff and tenants may access the Internet, their e-mail and faxes without restrictions.

Any problems encountered with the network should be reported immediately to the WEC director.

**TELEPHONE ANSWERING AND MESSAGE
PROCEDURES**

The WEC secretary and in her absence the WEC director will be responsible for promptly and professionally answering all incoming calls to individual tenants lines.

The phone will be answered as follows:

“Good morning/ good afternoon, xxxx company, how may I help you”

If the tenant is in (see located board instructions) the secretary will direct the call to the tenant, otherwise a message will be taken.

“OUT OF OFFICE” LOCATOR BOARD

In order to offer a professional level of service to the WEC tenants and particularly their clients, it is imperative that WEC tenants advise WEC staff as to their whereabouts at all times.

Tenants should follow the following rules:

- 1 -When arriving each morning they should check “in” on the located board.
- 2 -Whenever a tenant leaves the building at any time during the business day they should erase the “in” mark and write or check the “out” box, also adding the where and when return notations.

This procedure will allow the WEC staff to respond professionally to inquiries from tenant's clients during the absence of said tenants.

The WEC staff will take written messages during the absence of WEC tenants and place these messages on the located board.

Failure by the tenant to provide this information will result in poor client relationship.

COMPLAINTS PROCEDURES

It is anticipated that from time to time both WEC tenants and staff may encounter problems with their working relationship.

Tenants and staff are expected to respect each other professionally and to resolve any differences between themselves as amicably as possible.

Should resolution prove to be impossible the parties should avoid confrontation and present their problem to the WEC director for immediate arbitration.

FACSIMILE MANAGEMENT PROCEDURES

The WEC fax machine while a shared piece of equipment should only be used by WEC staff. Tenants should give faxes to staff for transmission. WEC staff will send and return outgoing faxes to tenants. All incoming faxes will be delivered upon receipt to tenants. Outgoing faxes should be recorded in the fax transmission log. Incoming faxes should be recorded in the fax receipt log.

The WEC is a professional business location and such staff and tenants must observe certain rules of decorum. Staff and tenants should not enter any tenant unit without first asking their permission.

At no time should anyone enter a tenant's unit if the tenant is absent from that unit.

Each unit will be provided with a "I am busy" sign and tenants are encouraged to display this sign on their outside wall whenever they don't wish to be disturbed.

Staff and other tenants should respect this request by returning to visit the tenant at another time.

It is never appropriate to yell and scream across other tenant's space, whenever WEC staff or tenants want to communicate they should do this face to face and as quite as possible.

Confidentiality in an open landscaped environment such as the WEC facility can at times be a problem. The conference training room can be reserved for such confidential discussions.