



OFFICE OF THE CHAIRMAN OF THE BOARD OF TRUSTEES

EXECUTIVE DIRECTIVE: Human Resources (HR) Policy

Directive Number: TF-DIR-2026-003

Date of Issuance: May 18, 2026

Effective Date: June 1, 2026

1. PURPOSE & RATIONALE

In alignment with the Turathuna Foundation's commitment to institutional excellence, rigorous governance, and compliance with the standards required by our international partners and donors, the Board of Trustees has formally approved the **Human Resources (HR) Policy**.

The implementation of this policy is essential to ensure that our operations remain transparent, ethically sound, and fully aligned with global best practices in cultural heritage preservation and humanitarian action.

2. MANDATORY COMPLIANCE

Pursuant to the authority vested in the Chairman of the Board of Trustees, and in accordance with the Foundation's bylaws, all personnel—including Board members, management, staff, volunteers, consultants, and implementing partners—are hereby directed to adhere strictly to the guidelines and procedures set forth in the attached policy.

3. IMPLEMENTATION & ENFORCEMENT

- **Effective Date:** This policy shall come into full force and effect starting **June 1, 2026**.
- **Responsibilities:** Department heads and Project Managers are responsible for the immediate dissemination of this policy to their respective teams and for conducting necessary training to ensure full understanding and operational alignment.
- **Compliance:** Failure to adhere to the provisions of this policy may result in disciplinary action, as outlined in the *Code of Ethics and Professional Conduct*.

4. REVIEW & UPDATES

This policy shall be subject to periodic review by the Board of Trustees to ensure its ongoing effectiveness in the face of evolving operational challenges. Any proposed amendments must be submitted to the Board for formal approval.

5. ATTACHMENTS

Attached to this directive is the full version of the **Human Resources (HR) Policy**, which serves as the official operational guide for the Foundation.

BY ORDER OF THE BOARD OF TRUSTEES:



Lama Abboud
Chair of the Board of Trustees
Turathuna Foundation



Cc:

- Executive Director
- Finance Department
- HR Department
- Project Managers
- Central Policy Repository



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1. PURPOSE AND PHILOSOPHY

The Turathuna Foundation recognizes that its most valuable asset is its people. The successful rescue and preservation of Syrian cultural heritage relies entirely on the dedication, expertise, and integrity of our staff, artisans, and volunteers.

This Human Resources Policy establishes a fair, transparent, and consistent framework for managing personnel. It is designed to attract, retain, and develop highly qualified individuals, fostering a collaborative workplace culture that reflects our core values of respect, inclusivity, and professional excellence, in alignment with Syrian Labor Laws and international NGO best practices.

2. SCOPE OF APPLICATION

This policy applies to all individuals engaged by the Turathuna Foundation, categorized as follows:

- **Core Employees:** Full-time and part-time staff with standard employment contracts (e.g., Executive Management, Finance, HR, core engineering team).
- **Project-Based Staff:** Individuals hired for the duration of a specific donor-funded project.
- **Consultants and Artisans:** Experts, master craftsmen, and skilled laborers hired under specific service contracts for restoration projects.
- **Volunteers:** Unpaid individuals dedicating their time and skills to Foundation initiatives. While not legally employees, volunteers are bound by core HR conduct and safeguarding standards.

3. EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY

Turathuna is strictly an equal opportunity employer.

- **Non-Discrimination:** All employment decisions (recruitment, promotion, compensation, and termination) are based on merit, qualifications, and organizational needs. We strictly prohibit discrimination based on race, religion, gender, age, disability, or social background.
- **Gender Equality:** In alignment with our community capacity-building goals, the Foundation actively promotes gender equity in the workplace and strives to remove barriers to women's participation and leadership within the heritage and NGO sectors.

4. SAFE RECRUITMENT AND SELECTION

To ensure a highly qualified team and protect the communities we serve, Turathuna employs a rigorous, transparent, and safe recruitment process.

- **Job Postings:** All vacant positions must have a clear Job Description and be advertised openly (internally and/or externally) to ensure a competitive process.
- **Selection Committee:** Interviews will be conducted by a panel of at least two individuals (typically the direct supervisor and an HR/Management representative) to ensure objective evaluation.
- **Safe Recruitment:** In strict adherence to our *Safeguarding and Protection Policy*, all final candidates must undergo reference checks. Candidates for positions involving direct contact with youth or vulnerable populations must undergo specialized screening.
- **Nepotism:** Hiring decisions must remain free from conflicts of interest. Relatives of current staff or Board Members may only be hired if they are objectively the most qualified candidate and the hiring decision is approved by the Board, with the related individual recusing themselves (as per the *Conflict of Interest Policy*).

5. WORKING HOURS, LEAVE, AND HOLIDAYS

The Foundation promotes a healthy work-life balance for its team.

- **Standard Working Hours:** The standard workweek is 40 hours (typically Sunday through Thursday, 8 hours per day). However, field operations, public events, and site restorations may require flexible or shifted hours, which will be agreed upon in advance.
- **Annual Leave:** Full-time employees are entitled to 21 days of paid annual leave per year, accrued monthly, to ensure adequate rest.
- **Sick Leave:** Employees are provided with paid sick leave in accordance with Syrian Labor Law, requiring a medical certificate for absences exceeding two consecutive days.
- **Maternity/Paternity Leave:** The Foundation provides paid maternity leave (in accordance with or exceeding local labor law) and a designated period of paid paternity leave to support family well-being.
- **Public Holidays:** Employees are entitled to all official national and religious public holidays recognized by the Syrian government.

6. PERFORMANCE MANAGEMENT AND CAPACITY BUILDING

Continuous learning is central to Turathuna's mission.

- **Probationary Period:** All new employment contracts include a standard probationary period (3 months). Upon successful completion, employment is confirmed.
- **Performance Appraisals:** Managers will conduct formal, documented performance reviews with their team members at least once annually. This is a two-way dialogue focused on acknowledging achievements, addressing areas for improvement, and setting goals for the upcoming year.
- **Professional Development:** The Foundation is committed to building the capacity of its team. Staff are encouraged to participate in internal workshops, cross-training, and external courses (subject to budget availability) that enhance their skills in heritage conservation, project management, and NGO operations.

7. COMPENSATION AND BENEFITS

- **Fair Wage Principle:** Turathuna is committed to providing fair, competitive compensation based on the responsibilities of the role, the candidate's experience, and the local economic context, scaled within standard NGO salary brackets.
- **Payroll:** Salaries are paid monthly, directly into employee bank accounts wherever feasible, or via securely documented cash disbursements (as outlined in the *Financial Management Policy*).
- **Taxes and Social Security:** The Foundation will deduct and remit all applicable income taxes and social security contributions as mandated by Syrian law.

8. VOLUNTEER MANAGEMENT

Volunteers are the lifeblood of our community engagement.

- **Agreements:** All volunteers must sign a Volunteer Agreement outlining their role, expected hours, and commitment to the Foundation's rules.
- **Integration:** Volunteers must receive a formal induction, including mandatory training on the *Code of Conduct*, *HSSE*, and *Safeguarding Policies*.
- **Recognition:** The Foundation will actively recognize the contributions of volunteers through certificates, professional references, and opportunities to transition into paid project roles when suitable vacancies arise.

9. DISCIPLINARY ACTION AND GRIEVANCES

- **Code of Conduct:** All personnel must strictly adhere to the Foundation's *Code of Ethics and Professional Conduct*.

- **Progressive Discipline:** Minor infractions will be handled through a progressive discipline process: verbal warning, written warning, final written warning, and termination. Gross misconduct (e.g., fraud, safeguarding violations, theft, intoxication on site) will result in immediate dismissal.
- **Grievance Mechanism:** Employees and volunteers have the right to raise workplace grievances (e.g., unfair treatment, harassment, unsafe conditions) formally to HR or Management without fear of retaliation. All grievances will be investigated promptly and confidentially.

10. SEPARATION OF EMPLOYMENT

- **Resignation:** Employees wishing to resign must provide written notice as stipulated in their employment contract (typically 30 days).
- **End of Contract:** For project-based staff, employment automatically concludes at the end of the specified contract term unless formally renewed.
- **Exit Interviews:** HR will conduct exit interviews with departing staff to gather feedback and continuously improve the Foundation's work environment.