



# Human Resources Management Manual

## Da'em For Women Enhancement Association

### Introduction

This procedural manual for the Human Resources Management of Da'em For Women Enhancement Association serves as a fundamental reference for its departments and projects. Which enhance the mechanisms of civil work and human rights, and integrate the rights-based approach into the design and management of local development projects and programs, while respecting human rights, democracy, and civil participation, in line with the rights-based vision towards women's empowerment and sustainable development.

### 1. Organizational Structure

- Board of Directors
- Staff within the Association

The Administrative Board has the authority to modify the organizational structure from time to time according to the developments in programs and projects, in line with the Association's strategy.

### 2. Staff Appointment Procedures

#### 2.1 Determining Essential Needs

A request for appointment <sup>(1)</sup> or task definition is submitted to the President of the Association by the Director of the Association or the Programs Manager. This request must include the following:

- Contract duration
- Tasks and responsibilities
- Financial coverage within the planned budget
- Curriculum Vitae (CV)

#### 2.2 Staff Selection – Criteria

The selection of staff is based on the CVs submitted when the vacancy is advertised (on the Association's official website, in newspapers, or internally). Candidates are selected based on the fundamental objectives and previously defined criteria, and are evaluated by the President and the Director of the Association. The main selection criteria are:

- Professional Experience: Previous professional experience, administrative and personal skills, and technical knowledge relevant to the job.
- Motivation: The candidate's reason for being interested in becoming a member of the project and their objective for this position.
- Communication and Teamwork Skills and awareness of the concept of community empowerment and sustainable development.
- Flexibility and Crisis Management Capability.

(1) Form 1



## 2.3 Contract Signing

The Financial and Administrative Officer (or the Association Director, if the former is unavailable), after consulting with the Programs Manager and the Project Manager, prepares the employment contract for the position, taking into account the provisions of the Labor Law. This contract is conditional upon the signature and approval of the President of the Association, in their capacity as the representative of the Association.

Every contract includes:

- Employee's information (full name, date and place of birth, place of residence, nationality, civil status identity information)
- Job title (exactly as stated in the project budget)
- Duration of the employment contract, including the commitment to cooperate during the project audit period by the donor
- Salary and incentives
- Project number/code and name in which the employee will work
- Date and signature to confirm the agreement of both parties. The contract must be dated and signed before or on the same day the work commences. The employee must also sign the Job Description form and the Association's Code of Conduct.
- Any correspondence regarding the implementation or amendment of the contract shall be made through official correspondence and the signing of agreements.
- The Human Resources Manager retains a copy of the contract and archives it, opening a dedicated file for each employee.

### Archived Employee File Contents:

- The Association's copy of the signed contract
- The Job Description form signed by the employee
- The Code of Conduct signed by the employee
- Any documents subsequently signed due to changes in the contract
- Curriculum Vitae with copies of the employee's academic and training certificates, and experience certificates, if any
- A copy of the civil status identity card or passport
- Vacations and leaves requests submitted by the employee

## 2.4 Staff Training

The Association Director is responsible for the training of new staff. They plan the necessary training sessions and prepare the necessary documents to oversee the training, with the assistance of Project Managers and the Financial Officer (for budget). The Director's tasks include:

- Preparing the training plan in accordance with the job responsibilities outlined in the Job Description form
- Identifying the topics to be presented during the training
- Attaching the training schedule, signed by the trainers and the Association Director, to the employee's file

## 2.5 Integration of New Staff and Handover of Tasks

- Under the supervision of the Administrative Manager, the process of transferring tasks between the former and the new employee takes place. To ensure the continuity of project activities, this transfer must occur within a period ranging from one week to a maximum of one month.
- The former employee must submit a comprehensive report on all executed, current, and suspended activities, which is audited and signed by their direct manager.
- To ensure the continuous transfer of expertise, every employee must prepare a summary of their participation in events representing the Association.

## 2.6 Volunteers

The Financial and Administrative Officer may create a volunteer schedule within the Association, which includes:

- Volunteer's name
- Phone number, home address, email address, and reference phone number
- Assigned tasks
- Financial allocations, if any

## 2.7 Management of Employment Contracts – Salaries and Vacations

Approval of vacations leave and holiday requests – as agreed upon in the contract – is the responsibility of the employee's direct manager and/or the Association Director. To facilitate the tracking of Vacations, the Financial and Administrative Officer is relied upon to design a daily attendance form where employees record their daily arrival and departure times.

The Financial and Administrative Officer prepares the monthly payroll for employees under the supervision of the Association Director, which includes (primarily):

- Employee's name and national ID number
- Employee ID number
- Contract type
- Date of appointment
- Contract start and end date
- Agreed salary in the contract

## 2.8 Staff Evaluation

The direct manager is responsible for evaluating the staff working under their supervision within the following timeframe:

- After 3 months from the appointment (probationary period)
- After 6 months from the first evaluation
- After 1 year from the appointment

A 360-degree evaluation can be adopted, which is based on the employee's self-evaluation, followed by peer evaluation, and then direct manager evaluation. The same axes must be adopted,

coordinated, and integrated to determine the evaluation average, which is then signed, archived and organized according to established procedures.

### 3. Organizational Structure / Chart

The organizational chart represents job titles, limits of authority and responsibilities, and the boundaries of relationships and supervisory responsibilities.

The organizational chart is divided into two types:

1. Main Organizational Chart: This includes the entire Association, its departments, and their full operations.
2. Complementary Organizational Chart: This is for the administrative section of the Association or a part thereof.

#### Elements of the Organizational Chart:

It includes the following elements:

- Determining the number of administrative levels from the top to the base.
- Enclosing each job description in a box (rectangle or square).
- Drawing lines of authority connecting the boxes from the middle of the top and the bottom of the box.
- Representing committees with circles instead of boxes.
- Lines of authority are continuous and straight.
- Several forms can be specified for drawing the chart, which are three types: vertical, horizontal, or circular.

#### Organizational Mapping/Organizational Charts:

The most important concepts associated with organizational charts are:

1. **Concept of Hierarchy (Gradation):**
  - It is a general concept applicable to the structure of every organization, especially large ones.
2. **Concept of Centralization and the Origin of Authority:**
  - It is linked to the concept of hierarchy.
  - The superior and original authority has sovereignty over the subordinate and subsidiary.
  - The former has the right to command and rule, and the latter must implement and follow the former.
3. **Concept of Supervision Scope:**
  - The number of subordinates that a superior can effectively supervise and be responsible for.
  - The narrower and more defined the supervision scope, the more effective it is.
4. **Concept of Causality:**
  - The structure is a tool to facilitate the achievement of objectives, rather than an end in itself, and it does not define the nature of the work

### **Objectives and Benefits of the Organizational Chart:**

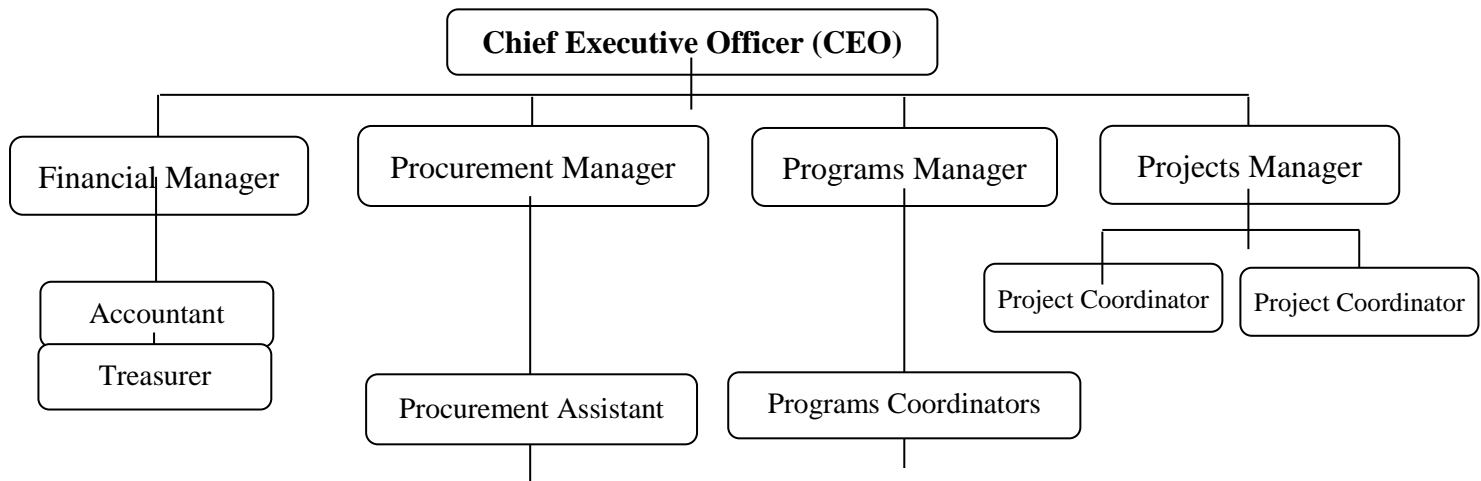
1. Clarifying Job Titles.
2. Clarifying Lines of Responsibility, which leads to:
  - Ensuring the integrity of organizational relationships.
  - Ensuring the integrity of the individual's relationships with others.
  - Obligating the individual through an agreement that establishes responsibilities while ensuring the protection of their rights.
3. Identifying the Responsible Party for Each Department and Section, which leads to:
  - Achieving coordination among individuals and optimizing the use of available resources and capabilities.
  - Clearly defining the authorities delegated to the administration and sections.
4. Identifying the Types of Existing Departments and Sections, which leads to:
  - Minimizing conflict, a key factor that can weaken the organization.
  - Keeping advisory units from being involved in the executive process.
5. Identifying Official Communication Channels and Administrative Hierarchy.

### **Fundamental Principles Guiding the Organizational Structure:**

The construction of the organizational structure includes fundamental principles that are taken into consideration:

1. Principle of Unity of Goal: Every organization has a goal it seeks to achieve.
2. Principle of Work Division of: Assigning specific tasks to each individual to ensure accountability for a portion of the work.
3. Principle of Unity of Command: Every employee has one superior from whom they receive orders, instructions, and guidance.
4. Principle of Equal Responsibility and Authority: Every job responsibility is followed by authority that enables its performance.
5. Principle of Function: Administrative organization is structured around functions and the nature of the work, rather than individual personnel..
6. Principle of Short Line of Authority: Administrative effectiveness increases as the number of administrative levels decreases.
7. Principle of Flexibility: The organization's ability to adapt and meet internal and external changes in a short time without the need for fundamental modifications to its organizational structure

## Complex Organizational Structure



## 4. Job Analysis

Job analysis stages are the first step in an interconnected and integrated process consisting of:

- Analysis
- Classification
- Evaluation

Job analysis includes:

1. Human Resources Planning: It helps in determining the current and future required workforce numbers and quality, and adapting to changes in the work environment.
2. Career Planning: Job analysis Information is useful in redesigning those jobs by analyzing workloads, the need for expansion, or dispensing, and grouping similar jobs into job categories.
3. Recruitment and Selection: It is useful in designing advertisements to attract individuals to fill positions based on core tasks, selecting applicants, planning interviews and Assessment tests, and making hiring decisions.
4. Development and Training: It helps in uncovering required training gap for the employees, identifying training needs, and designing appropriate training programs for evaluation.
5. Performance Evaluation: It is useful in determining the relative value of jobs, and developing wage and compensation scales that are linked to the job duties, responsibilities, and the characteristics of the job holder. It also helps in determining the procedures that should be taken against employees based on specific controls.

### Responsibility for Analysis:

The Human Resources Management Director or the Programs Manager in the absence of an HR Director. An external consultant or a joint committee between the HR department and the external consultant may be utilized.

The person assigned must possess:



- Appropriate qualifications and experience, and sufficient authority to collect data.
- Good relations with managers and employees.
- A strong personality to convince senior management of the results of the analysis.

### **Topics Covered by the Study:**

- Organizational Structure: The extent of adherence to the official organizational structure on paper and the differences in reality from what is set or adopted must be investigated.
- Regulations and Systems governing work in the establishment or company and the limits of authority delegated to different job levels.
- Forms circulated and used by employees.
- Conditions surrounding the work performance to assess risks, tools, and the extent of impact.

### **Methodological Steps for the Job Analysis Process:**

1. Determine the purpose of the job analysis.
2. Determine the scope of the job analysis.
3. Determine the administrative body responsible for the job analysis process.
4. Select a sample of representative jobs for analysis.
5. Study the information gathered about the analyzed job.
6. Determine information gathering method.
7. Collect information.
8. Verify the collected information.

### **Methods of Data Collection for Analysis:**

1. Interview
2. Questionnaire
3. Observation and direct observations from personal viewing
4. Performance records

### **Basic Principles of Job Analysis:**

- All work centers can be analyzed, whether complex or simple.
- The necessity of providing all facts about job analysis, and a separate analysis is conducted for each task.
- The analysis must be understandable and clear.
- Adjusting the analysis to be adaptable with changes through keeping pace with changes in the organization's internal and external environment.
- Identifying the necessary knowledge, skills, abilities, and experiences, according to precise standards.
- Building the analysis on tangible behaviors.

Adjusting the analysis to align with organizational dynamics and evolving internal and external factors

### **Data Update:**

Through two methods:





- The HR department sends bulletins or letters to supervisors requesting them to provide any amendments or suggestions.
- Requesting department and section managers to provide the HR department with any views or suggestions regarding current job situations.
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## 5. Job Description

**Job Description:** is the complete written description of the tasks and duties performed by the job holder, as well as the required academic and practical qualifications, delegated authorities, and to whom they report. It includes the nature of the work and the job specifications. It is referred to during recruitment, performance evaluation, task allocation, and promotions.

**Job Concept :** A job refers to what the work tasks required in a specific position that is occupied by one individual to accomplish it, and the performance of a task or a set of tasks to contribute to the achievement of the organization's goals. Therefore, (jobs) and their associated duties and job responsibilities are characterized by repetition and continuity within the scope of interest of each position, and within the general framework of work division.

**Determinants of Job Occupancy:** Determining the duties and responsibilities included in the jobs, the surrounding conditions, and the requirements that must be met by the person who will occupy each job, such as: type and level of academic qualification (certificate and specialization), type and duration of experience, training, scientific capabilities and skills, behaviors, attitudes, and values, and any other conditions required for the performance of the concerned job.

**Job Design:** It is the process of defining the tasks to be grouped under a job, and this includes the ease or difficulty of the job and where it begins and ends.

**Job Evaluation:** It is the process by which the relative importance of each job in the organization is determined in comparison with other jobs in terms of characteristics, duties, responsibilities, tasks, working conditions, required qualifications, and resulting outcomes, in order to benefit from it in many human resources activities, most importantly determining fair compensation for each job and establishing a salary and wage structure at the organizational level as a whole.

**Method of Documentation for Approved Jobs :** It is the simple ranking method, which involves arranging jobs from highest to lowest in terms of importance without considering the individual occupying the job, and without considering the pay given to perform it.

Job Description Includes:

- Clarity of the responsibilities and tasks required by the job.
- Clarification of the basic qualifications and the specific skills and qualities required, which are considered a cornerstone for superior achievement in the work.
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- What the job should be in light of the organization's current needs.
- Clarify the actual tasks and responsibilities to be performed before considering the specific qualities required of the person performing them.





### **Requirements for the Job Description Program:**

1. Periodic review and updating of the system.
2. Suitability of job titles.
3. Characterized by both comprehensiveness and brevity.

### **Basic Information:**

- Job Title
- Work Location
- Direct Manager
- Working Hours

### **Essential Responsibilities:**

Under the supervision of the Association President, the Association Director undertakes all procedures and activities related to following up and managing all projects provided by the Association, and submits their daily and periodic reports to the Association President. Additional tasks may be added according to the nature of the project, the target group, and sensitivity.

### **Tasks and Responsibilities that is added to the tasks- Management and Fundraising:**

- Developing and preparing the annual strategic plans for the Association.
- Writing projects and grant applications.
- Following up on available opportunities for project funding.
- Ensuring the implementation of procedures related to the administrative, financial, and technical management mechanisms of the Association and projects.
- Supporting and contributing to the planning of all project activities, and defining monitoring bases and timeframes to achieve the objectives.
- Providing the necessary and sufficient support to all projects to achieve the objectives of each project specified in the grant application.
- Organizing periodic meetings with project teams to follow up on achievements.
- Holding periodic meetings with donors.
- Continuous follow-up and coordination with donors.
- Supporting and leading the team: defining job duties, appointment, drawing up staff training plans, evaluation.
- Ensuring effective and positive dialogue between project teams.
- Ensuring the transfer of comprehensive information during the handover of tasks.
- Following up on all types of daily, periodic, and annual reports for all projects.
- Ensuring the smooth operation of the Association in general and in all aspects.
- Any other tasks required by the job.

### **Tasks and Responsibilities in the Financial System:**

- Contributing to the preparation of budgets.
- Applying financial policies and procedures.
- Entering and maintaining accounting entries.



- Processing and maintaining the petty cash/fund.
- Following up on bank and cash reconciliations.
- Following up on revenues and expenses.
- Preparing the trial balance for projects.
- Monthly inventory follow-up.
- Maintaining financial files.
- Assisting in audit processes.
- Preparing financial reports.

**Tasks and Responsibilities in Managing Employee Files and Records:**

- Preparing monthly salaries.
- Following up on leave.
- Preparing employment contracts.
- Preparing the service termination document.
- Maintaining employee files confidentially.

**Tasks and Responsibilities in Managing the Office Efficiently and Effectively:**

- Ordering office supplies.
- Information management and file security.
- Responding to financial inquiries.
- Any other matters required by the work.

**Tasks and Responsibilities of Project Managers:**

- Developing the monitoring and evaluation plan and the necessary tools for plan implementation processes.
- Developing and implementing the monitoring system, including its indicators, activities, and results, and comparing them with the specified project objectives.
- In coordination with the project team, following up on performance and implementation and issuing monthly reports on the results.
- Evaluating project results and issuing a detailed report.
- Holding periodic focus groups with beneficiaries as needed.
- Developing and implementing a mechanism for following up on beneficiary complaints.
- Following up with the Project Director to address complaints.
- Liaising with donors in transferring information and responding to inquiries.
- Any other tasks required by the job.

**Tasks and Responsibilities of Project Coordinators and Their Assistants:**

- Recording observations related to vulnerable groups.
- Preparing daily reports with all identified information and problems and methods of addressing them.
- Identifying vulnerable cases (individuals and families) according to donor criteria.
- Conducting field surveys to assess needs in the different areas of project implementation.
- Holding and coordinating meetings with local leaders.
- Coordinating and facilitating the exchange of information with donors and other organizations.

- Participating in awareness campaigns.
- Connecting individuals with appropriate services and resources for their specific needs.
- Contacting other services and volunteer groups, such as public health nursing services, to ensure effective service provision.
- Ensuring that the service provided is of the highest standard.
- Monitoring trends in service requests – referrals.
- Any other tasks required by the job.

## 6. Selection and Appointment System

Announcement: The Association announces its human resources needs through various electronic communication means.

The job advertisement is based on:

- Determining the area where the job is sought.
- Selecting the means of advertisement that reaches the largest number of readers or viewers.
- Determining the means of communication through which applicants will be received (in person / by mail / by phone).
- Mentioning a summary of the general job description.

### Selection and Appointment:

- The best candidate for the job is selected, who is the person who meets the requirements and qualifications for the job more than others. This selection is made according to the selection criteria applied by the organization, with objectivity, to place the right person in the right job.

### Selection Criteria:

1. Level of education.
2. Previous experience.
3. Personal abilities and traits.

### Selection Procedures:

1. **Initial Interview.**
2. **Employment Application** which includes the individual's data such as:
  - Personal data: name, age, marital status, place of residence.
  - Data on education level: academic qualification, graduation year, scientific specialization.
  - Data on previous experience, job specialization, the entities the applicant worked for, and the duration of work at those entities.
  - Data on health status, and whether they suffer from chronic diseases.
  - Data on the applicant's hobbies and other interests.

Basic rules to be observed when using the employment application:

- The employment data must be comprehensive, as it will be used as a criterion for selection.



- Setting a minimum of necessary conditions for occupying the job while allowing for the expression of anything exceeding this minimum.
  - The most important items related to the job must be known.
  - Giving relative weights to the items of the employment application according to the nature of each job and its requirements. For example, for an organization specialist job, the level of education is very important, more than appearance and demeanor.
3. **Tests:** Tests play an important role in predicting the individual's future job performance as a complementary, not independent, element in judging the individual's suitability for the job. There are several types of tests:
- **Psychological and Personality Tests:** These tests aim to measure a set of characteristics and behaviors that distinguish the individual from others, the most important of which are: emotional stability, social relations, inclinations, values, and motivations.
  - **Mental Ability Tests:** These tests measure the individual's knowledge, skills, and mental aptitudes, sometimes referred to as intelligence tests. The most important mental abilities are: linguistic comprehension, numerical comprehension, speed of perception and understanding, visual conceptualization, verbal fluency, and deduction.
  - **Performance Tests:** In this test, the individual is usually asked to perform a small sample of the work to predict the individual's success in performing this job, such as asking a secretary to write an administrative letter to measure their speed and accuracy in performance.
  - **Performance Speed Tests:** These tests refer to the speed of reaction performed by the individual in response to the appearance of a certain stimulus or to the questions posed to them.
  - **Values and Attitude Tests:** These tests measure or reveal the psychological attitudes the individual has, such as honesty, values, psychological attitudes, and general behavior. The most important of these are the honesty test and the work values test.
4. **Interviews:** They provide an opportunity for mutual interaction between the applicant and the employer, or their representative, where certain qualities that may not be discovered in the previous stages are explored. They also include the ability of both parties to the interview to convince the other party of their point of view.

## 7. Capacity Building / Training of New Staff

The effective orientation and guidance of new employees in the Association upon assuming their positions form a solid foundation for achieving success and strengthening work relationships later.

- It provides a clear understanding of the organization's culture, values, vision, and mission.
- It helps to break the barrier and melt the ice.
- It helps the employee understand their role and the importance of this role in the organization.
- It helps the new employee achieve their set goals later and shorten the learning period.
- It helps the new employee develop a positive work environment and successful work relationships by forming a basis of knowledge about the organization, its goals, policies, procedures, organizational structure, and main tasks.

### Orientation and Guidance Procedures:

- Informing all employees in the organization about the arrival of a new employee on a specific day and the position they will occupy, and asking staff members to welcome the new employee, encourage them, and provide the necessary support.
- Preparing interesting tasks for the employee on their first days.
- Preparing a copy of the Job Description card, performance appraisal criteria, the organizational structure of the organization and the department, HR instructions, and attendance and leave instructions.
- Including the new employee's name in the new employee orientation program organized by the training department in the organization.
- Ensuring that the workplace is available, clean, and equipped with all necessary equipment.
- Ensuring there is a copy of the approved personnel policies and a copy of the contract.
- Providing sufficient information about the benefits and compensation service.
- Assigning a team member as a companion to the new employee during the first week.
- Preparing a list of officials and employees who must be met to understand the nature of their work and its relevance to the new employee's work.
- Preparing the attendance card and building access card.
- Drafting a training plan for the employee during their first months of work.

### Performance Appraisal Objectives:

#### 1. Performance Appraisal Objectives at the Association Level:

- Creating an atmosphere of trust and ethical dealing between the organization and employees by affirming the principle of objectivity and impartiality in issuing decisions and rewards.
- Advancing the level of employees by investing their latent capabilities, employing their ambitions, and developing and improving their abilities better.
- Setting objective rates for work performance through analytical studies of the work and its requirements.
- Evaluating human resources management programs and methods.
- Determining the costs of human work and the possibility of rationalizing recruitment by linking the cost and return of recruitment.

#### 2. Performance Appraisal Objectives at the Managers Level:



- Identifying how employees perform scientifically and objectively.
- Elevating the level of relationships between employees, and discussing work and performance problems objectively.
- Developing managers' capabilities in the areas of supervision, guidance, and making decisions regarding dealing with employees.

### 3. Performance Appraisal Objectives at the Subordinates Level:

- Enhancing the sense of responsibility among subordinates and convincing them that the efforts they make to achieve the organization's goals will be visible through the evaluation process.
- Providing a set of appropriate means to develop and improve the behavior and performance of employees and the job environment in the organization through accuracy, fairness, and objectivity in the evaluation process.

### Job Performance Appraisal Aims at the Following:

- Developing and improving employee performance.
- Increasing the sense of responsibility by the employee realizing that their performance is subject to evaluation.
- Achieving organizational effectiveness by improving the level of services provided by the organization in general.
- Providing feedback on human resources management processes, including selection, recruitment, training, job design, and workforce planning.
- Improving organizational communication between superior and subordinate by superiors understanding their employees more and by achieving fairness among employees and their feeling of it through fair evaluation.
- Objectivity in Human Resources decisions, where decisions are made based on the information obtained from the evaluation with complete objectivity and without bias. This contributes to building sound strategic human resources planning based on accurate information and determining the training needs of individuals on sound objective bases.

## 8. Human Resources Database

This involves recording various data of the employees in the organization, allowing its use in many applications. The data to be kept in the database depends on the development of the human resources function in the organization and the needs and demands of senior management from this database.

### Importance of Information Systems:

- Collecting, storing, and presenting the necessary data to beneficiaries and providing officials with all information related to individuals.
- Following up on changes occurring in the organization's internal environment, achieving fairness among individuals, and contributing to building the workforce plan at the organization level.
- Keeping pace with changes occurring in the external environment and analyzing these variables in a way that benefits the organization.



- Serving human resources through the integration of information system elements and responding to the demands of external parties by providing the information they need, while observing the element of confidentiality and making information available for publication.

### **Information System Components:**

#### **1. Inputs:**

- Data about the organization: (Internal environment of the organization – External environment).
- Data about employees (qualifications – date of appointment – skills – training courses – performance – health – social status – experience... etc.).
- Data about jobs: Procedures – tasks – objectives.

#### **2. Processes:**

- Data analysis.
- Classification.
- Report generation.

#### **3. Outputs:**

- Personal data to raise productivity and thus achieve the needs for growth and career development.
- Organizational data to maintain production and thus achieve the maintenance of production and organizational development.

#### **4. Review Processes:**

- Revising data (inputs or outputs) in light of the organization's human resources policies.

### **Linking Human Resources with Other Systems:**

With the development of electronic systems for comprehensive resource management of the organization, the need has developed to link the human resources database with financial management, projects, planning, procurement, sales, and production operations applications.

Thus, we have reached the contemporary form of comprehensive resource management systems, which include a unified database that contains various data of the organization and is handled by various other electronic applications.

### **Basic Information in Information Management and File Organization:**

- Each topic (project, finance, procurement) has its own folders and files.





- It is preferable that the organization of files stored on the computer reflects the reality of manually stored files.
- Use numerical sequencing in organizing folders.
- Ensure that computer files are backed up at least once a month.
- Inside each folder, separate files clearly to facilitate access.
- In manual organization, it is suggested to name each folder as follows:
  - Association Logo
  - Year
  - Main Topic
  - Sub-Topic (if any)
  - Folder Number

This manual was adopted on 27/8/2022 by an extraordinary administrative meeting.