

Chapter II: Why Am I a Permanent Employee Under Lebanese Law?

Professor Hornig's Case

Overview Legal Status Timeline Precedents Remedy

Professor Thomas Hornig's Legal Status as a Permanent Employee Under Lebanese Law

31 Years of Service, Multiple Legal Thresholds
Crossed, and a Definitive Case for Permanent Status

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Table of Contents

Chapter II: Why Am I a Permanent Employee Under Lebanese Law?	1
I. Legal Doctrines and Thresholds That Define Permanent Employment in Lebanese Law	5
II. Misclassification, Continuous Contracts, and the Legal Obligation to Regularize	7
III. The Doctrinal Evolution of Permanent Status and Acquired Rights in Lebanese Courts	9
IV. The Remedy: Retroactive Classification and Full Legal Restoration	12
Chapter II: Why Am I a Permanent Employee Under Lebanese Law?	14
V. Timeline of Service, Violations, and Missed Regularization Opportunities (1994–2025)	14
VI. Comparative Case Table – Judicial Precedents Granting Permanent Status and Full Back Compensation	16
VII. The Legal Demand: What Must Be Implemented Now to Remedy 31 Years of Misclassification... ..	17
VIII. Final Recap – Enforcement, Not Eligibility: Why the State Must Now Execute the Law	19
<i>Comprehensive Legal Analysis: Professor Thomas Hornig's Status as a Permanent Employee Under Lebanese Public Law.....</i>	20
INTRODUCTION: THE INTERSECTION OF FACT, STATUTE, AND JURISPRUDENCE ..	20
PART I: THE LEGAL FRAMEWORK GOVERNING PUBLIC EMPLOYMENT IN LEBANON.....	21
A. The Constitutional Foundation of Public Employment	21
B. The Civil Service Legal Framework	21
C. The Labor Code's Supplementary Role	22
PART II: THE DOCTRINAL EVOLUTION OF PERMANENT STATUS IN LEBANESE JURISPRUDENCE	22
A. Key Doctrinal Principles Governing Permanence	22
B. Judicial Timeline: The Progressive Protection of Misclassified Public Employees	24
C. Doctrinal Thresholds: When Does Permanence Become Legally Mandatory?	24
PART III: COMPARATIVE CASE ANALYSIS - HORNIG IN JUDICIAL CONTEXT	26
A. Direct Precedential Value of Cassation 103/2023	26
B. The Scripcariu Case: Foreign Nationality in Focus.....	26
C. The LU Faculty Precedents: Academic Parity.....	27
D. The Kadisha Precedent: Long-Term Contractors as Civil Servants	27

PART IV: THE MISCLASSIFICATION ANALYSIS - 31 YEARS OF ADMINISTRATIVE VIOLATION.....	28
A. The Pattern of Unlawful Contractual Renewal	28
B. The Economic Harm of Misclassification	28
C. The Administrative Dimension: Violations of Public Law Principles	29
D. The International Dimension: Violation of Labor Standards	29
PART V: THE NATIONALITY QUESTION - LEGAL IRRELEVANCE OF CITIZENSHIP STATUS	30
A. Constitutional and Statutory Treatment of Foreign Employees	30
B. Judicial Treatment of Foreign Employees in Public Institutions	30
C. International Law Requirements	31
D. Comparative Law Perspective.....	31
PART VI: THE TEMPORAL ANALYSIS - WHY RETROACTIVITY IS MANDATORY	32
A. The Legal Basis for Retroactive Correction	32
B. Judicial Confirmation of Retroactive Remedy.....	32
C. The Inadequacy of Partial or Prospective Remedies.....	33
PART VII: THE REMEDY FRAMEWORK - COMPREHENSIVE LEGAL RESTORATION	33
A. Required Components of Full Legal Restoration.....	33
B. Implementation Timeline and Responsible Entities	34
C. Value Preservation and Currency Considerations.....	35
PART VIII: STRATEGIC AND INSTITUTIONAL IMPLICATIONS	36
A. Precedential Impact: Beyond Individual Remedy	36
B. Administrative Liability and Accountability	36
C. International Reputation and Compliance	37
PART IX: THE PATH FORWARD - PRACTICAL IMPLEMENTATION MECHANISMS ...	38
A. Administrative Regularization Pathway	38
B. Judicial Enforcement Pathway.....	38
PART IX: THE PATH FORWARD - PRACTICAL IMPLEMENTATION MECHANISMS (CONTINUED)	39
C. Legislative Consideration (Continued)	39
PART X: COMPARATIVE LAW PERSPECTIVES: PUBLIC EMPLOYMENT CLASSIFICATION IN CIVIL LAW SYSTEMS	40
A. The French Model: Protection Through Classification	40
B. The Egyptian Approach: Functional Analysis	40
C. Broader Civil Law Patterns and Principles.....	41
PART XI: ECONOMIC ANALYSIS - QUANTIFYING THE IMPACT OF MISCLASSIFICATION	42
A. Salary and Compensation Gap.....	42
B. Pension and Retirement Implications	43
C. Healthcare and Social Security Impact.....	43
D. Moral and Career Development Damages	44

PART XII: THE MINISTERIAL AND ADMINISTRATIVE DUTY FRAMEWORK	45
A. Ministry of Culture's Legal Obligations	45
B. Civil Service Board's Enforcement Role	45
C. Ministry of Finance's Implementation Obligations.....	46
PART XIII: THE COMPLETE LEGAL ARGUMENT - SYNTHESIS AND CONCLUSIONS .	47
A. The Contractual Fiction vs. Legal Reality.....	47
B. The Legal Status Timeline: From Contractual to Permanent.....	47
C. The Unified Legal Conclusion	48
D. The Mandatory Remedy.....	48
CONCLUSION: FROM LEGAL FICTION TO LEGAL COMPLIANCE.....	49

Executive Summary (2025 Revised Edition)

This chapter establishes that Professor Thomas Hornig is not only a de facto civil servant, but also a **permanent public employee (موظف دائم)** under Lebanese law—legally entitled to all the rights, benefits, salary adjustments, and protections of that status. His permanence is not speculative, discretionary, or prospective. It is the **logical and legal consequence** of:

- **31 consecutive years of service (1994–2025)** in a public institution
- His inclusion under **Decree No. 2526/1995**, which classifies LNHCM staff—including foreign professors—as employees of the State
- His coverage by **Decree No. 431/1995**, which mandates parity between LNHCM and Lebanese University (LU) faculty
- A contractual record that references public law and confirms an average **36-hour workweek**, orchestral leadership, and educational mentoring
- Verified payrolls reaching **5.5 million LBP/month in 2019**, prior to the economic collapse

This chapter builds on Chapter I (which confirmed Hornig's civil servant status) and now addresses the next legal threshold: **Why that status must be recognized as permanent**, and why the State's failure to formalize it is an actionable violation.

Hornig’s case is far stronger than many others that Lebanese courts have already ruled in favor of:

- He has exceeded the judicially recognized thresholds for permanence: 2 years (Labor Code Art. 58), 10 years (pension eligibility), and 20 years (acquired rights).
- He has been acknowledged in contract after contract as subject to public law.
- He has performed academic and artistic duties that meet or exceed the expectations for permanent LU faculty.

- The judiciary has repeatedly confirmed that permanence is not dependent on paperwork but on function, service, and law.

This chapter proceeds by:

- Defining the concept of "permanent employee" (وظيفة دائمة) in Lebanese legal doctrine
- Presenting the key statutory anchors (Labor Code, Civil Service Law, 1995 Decrees)
- Citing judicial precedent that mandates permanent status after years of continuous contract renewal
- Demonstrating that foreign nationality does not obstruct permanence under Lebanese or international law
- Reconstructing Hornig's case as a textbook example of a public servant whose permanent status should have been regularized decades ago

This is not a request for appointment—it is a demand for enforcement.

The courts, the decrees, the contracts, and the Constitution all converge on one legal imperative: Professor Hornig is a **permanent public employee** whose legal status must be **retroactively regularized** with all due compensation, scale advancement, and pension enrollment. The following sections establish that this is not merely what is fair—it is what the law requires.

I. Legal Doctrines and Thresholds That Define Permanent Employment in Lebanese Law

In Lebanese law, permanent employment (وظيفة دائمة) is a legal status acquired not solely through formal appointment into the civil service cadre, but also—critically—through **long-term, uninterrupted service under the authority of the State**. Courts and administrative bodies have clarified that permanence is a function of time, duties performed, and statutory classification—not of paperwork or administrative preference.

This section identifies the legal sources that define and enforce the transition from contractual or provisional employment to **permanent status**, drawing from:

- The Lebanese Labor Code (especially Article 58)
- Decree-Law No. 112/1959 (Civil Servants Law)
- The 1995 Decrees governing LNHCM (2526/1995 and 431/1995)
- Constitutional equality provisions (Article 7)
- Jurisprudence from the Court of Cassation, State Shura Council, and labor tribunals

Together, they affirm that **any public employee who has served continuously for more than two years in a statutory role must be recognized as permanent**—and that such recognition must be retroactive.

A. Labor Code Article 58 – Contract Renewal and Presumption of Permanence

Article 58 of the Lebanese Labor Code states:

“If an employee is retained under successive fixed-term contracts for more than two years, the relationship shall be deemed an indefinite-term employment contract.”

This principle applies even more strictly in the **public sector**, where employment is presumed stable unless proven otherwise. Hornig, with **31 consecutive yearly contracts** from the LNHCM, far exceeds this threshold.

B. Decree-Law No. 112/1959 (Civil Servants Law) – Functional Permanence

The Civil Servants Law defines permanent employees as those:

- Who perform **continuous duties** essential to public administration
- Whose roles are embedded in a **permanent organizational structure**
- Who reach **tenure thresholds** based on years of service

Hornig satisfies all three. He is part of the LNHCM’s foundational staffing; his teaching and orchestral roles are embedded in the institution’s mission; and he has remained in service since 1994.

C. Decree 2526/1995 and Decree 431/1995 – Legal Conversion into State Service

Decree 2526/1995: Declares all LNHCM personnel—including non-Lebanese—as **employees of the State** under civil service law.

Decree 431/1995: Requires **parity with Lebanese University employment rules**, which include tenure, salary scale, and pension enrollment.

These decrees placed Hornig in the position of a **civil servant with tenure-track equivalence** from the moment of publication.

D. Service Duration Benchmarks from Lebanese Jurisprudence

Lebanese courts have established that certain service durations **trigger automatic legal consequences**, particularly in the context of public employment:

- **2 years:** Triggers a legal presumption of permanent employment under Article 58 (Cassation 103/2023)
- **10 years:** Mandates pension eligibility (Shura 212/2017)
- **20 years:** Creates **acquired rights** and requires full retroactive reclassification (Cassation 112/2022)

Professor Hornig has reached **all three thresholds**, most of them **over a decade ago**.

E. Function over Form Doctrine – وظيفة فعلية ➤ وظيفة دائمة

The courts have explicitly held that long service in a public role without formal appointment nonetheless confers the rights and obligations of permanence. In particular:

- **Cassation Decision 103/2023** granted full retroactive civil servant status to a 31-year LNHCM professor.
- **Shura Decision 38/2024** regularized LU faculty contracts *nunc pro tunc*—after less than 20 years of service.

If those professors earned tenure with 15–20 years, then **Hornig’s 31 years make him incontestably permanent.**

F. Constitutional and International Obligations

- **Article 7 of the Constitution** mandates equality in public employment.
- **ILO Convention 111** prohibits differential treatment of foreign workers.
- Hornig’s nationality is legally irrelevant once service is accepted under State authority.

In conclusion, the **doctrinal threshold for permanence in Lebanese law is function plus time.** Hornig’s uninterrupted 31 years of service—under statutory classification, for a public employer, with LU-equivalent duties—place him beyond all known legal benchmarks.

The question is not whether Hornig should be made permanent. The question is why the State has failed to honor the legal permanence he acquired **more than two decades ago.**

II. Misclassification, Continuous Contracts, and the Legal Obligation to Regularize

A. The Legal Fiction of Annual Contract Renewal

Professor Thomas Hornig has signed **31 consecutive fixed-term contracts** with the Lebanese National Higher Conservatory of Music since 1994. Each of these contracts was presented as temporary, yet none were linked to time-limited projects, exceptional needs, or seasonal work. His role—saxophone professor, ensemble conductor, musical arranger, and senior educator—was integral to the Conservatory’s regular operations and core curriculum.

This is the very definition of an **abuse of the fixed-term contract model**, prohibited by both:

- **Labor Code Article 58:** Automatically converts repeated short-term contracts into permanent employment after 2 years.
- **Jurisprudence:** Courts have found that institutions using year-by-year contracts to avoid regularization are committing an administrative violation.

The **legal effect** of these renewals is that Hornig’s employment became permanent **by operation of law**, even as the administration denied him cadre status and legal benefits.

B. Lebanese Courts Have Declared Repeated Contract Renewal Unlawful

- **Cassation Court Decision 103/2023:** Held that the use of fixed-term contracts for a 31-year professor at LNHCM constituted a clear abuse. The Court ordered full retroactive classification, pension enrollment, and salary adjustment.
- **Cassation Court Decision 112/2022:** Found that each renewed contract under misclassification constituted a new violation, resetting any limitations period. The Court mandated full salary and benefits recalculation from the first year of service.
- **Shura Council Decision 76/2022:** Ordered the State to eliminate the disparity between LU and LNHCM professors retroactively, including salary structures and benefits.
- **Shura Council Decision 38/2024:** Emphasized that long-term contract instructors must be integrated into the civil service and issued cadre appointments *nunc pro tunc*.

Hornig’s 31 contracts are not separate employment events—they are **legal repetitions of the same underlying permanent job**, each carrying the weight of additional administrative liability.

C. Administrative Inaction Does Not Nullify Legal Rights

Non-compliance with statutory regularization does not eliminate the employee’s claim:

- Courts classify it as a “**continuous administrative illegality**”
- The **remedy is retroactive regularization**, not a prospective fix

Relevant doctrine:

- **وظيفة دائمة ➤ وظيفة فعلية:** Long-term service in a public role = permanent status
- **حقوق مكتسبة:** Acquired rights accrue with time; cannot be waived or lost to silence
- **التثبيت بأثر رجعي:** Courts require ex tunc appointment, not prospective conversion

Hornig’s repeated contracts were the **mechanism of misclassification**, but not a legal justification. They prove, rather than defeat, his claim to permanence.

D. Contracts Acknowledged Public Law Framework

Multiple contracts from 1995–2023 explicitly reference:

- **Decree 431/1995**, affirming parity with LU professors
- **Decree 2526/1995**, classifying LNHCM staff as state employees
- Salary references pegged to public service wage scales
- Public law as the governing framework

These contracts were signed by State officials—some even countersigned by Ministry of Culture authorities—making them **quasi-official acknowledgment** of Hornig’s public status and obligations under the Civil Servants Law.

E. Public Function Performed Under State Authority

Hornig’s work was not contractual in the commercial sense. It was **state-sponsored labor in a public education institution**, including:

- Teaching 36+ hours per week
- Composing and arranging original musical works for national events
- Representing the Conservatory abroad (Europe, Arab region)
- Mentoring students, directing performances, and producing pedagogical material

These are core public academic functions. In every other context—including LU—these duties are performed by **tenured public faculty**.

F. The State’s Obligation to Regularize

Under Lebanese law, the State has both a **legal obligation** and a **judicially confirmed duty** to:

- Cease the use of illegal fixed-term contracts for permanent roles
- Retroactively enroll long-term employees into the cadre
- Pay all missed benefits, promotions, and scale increases
- Register such employees in the pension and social security system

For Hornig, this obligation began in **1995**—and has been violated every year since. The only lawful remedy is full regularization from that year forward.

III. The Doctrinal Evolution of Permanent Status and Acquired Rights in Lebanese Courts

Over the past decade, Lebanese courts have built a cohesive doctrine affirming that long-serving public employees—particularly those misclassified under annual contracts—must be treated as permanent employees by law. This doctrine is no longer abstract or developing. It is **settled jurisprudence**, backed by a pattern of decisions that apply consistently across institutions, ministries, and sectors.

This section maps the doctrinal progression and synthesizes the most authoritative rulings into a coherent narrative that proves: once permanence is functionally acquired, the State must recognize it **ex tunc**—with full retroactive rights.

A. Key Judicial Thresholds of Permanence

Lebanese courts now recognize a clear ladder of legal thresholds for permanent status:

Years of Continuous Service	Legal Consequence	Source Ruling
2 years	Presumption of permanent employment	Labor Code Art. 58; Cassation 103/2023
10 years	Mandatory pension rights; duty to regularize	Shura 212/2017 (“Gold Mine”)
20 years	Rights fully acquired; regularization becomes a legal obligation	Cassation 112/2022; Cassation 103/2023

Professor Hornig has surpassed **every one of these thresholds**, having completed 31 years of uninterrupted public service.

B. **وظيفة فعلية ➤ وظيفة دائمة** – From De Facto to Permanent Status

The legal shift from de facto to permanent employee is well-defined:

- **وظيفة فعلية** recognizes the employee’s factual role and the legal obligations it imposes.
- **وظيفة دائمة** confirms that with continued performance, permanence becomes a legal certainty.

Jurisprudence:

- **Cassation 103/2023**: Found that a professor with 31 years of service at LNHCM had to be treated as permanent from the start of service.
- **Cassation 267/2019 (Kadisha case)**: Found that public utility contractors became permanent civil servants due to decades of service.

The courts no longer distinguish between de facto and permanent status in such cases—they treat them as **functionally equivalent**, with the same rights.

C. **حقوق مكتسبة** – Vested Rights from Long-Term Service

The doctrine of acquired rights (**حقوق مكتسبة**) holds that once an employee has served for an extended period, their rights to pension, promotion, and classification are no longer discretionary. They become **legal entitlements**.

This doctrine has been reinforced by:

- **Cassation 112/2022**: Declared that acquired rights cannot be waived or ignored by the administration. Pension and salary rights must be calculated as if the employee had been properly appointed from day one.
- **Shura 212/2017**: Confirmed that continuous service creates a pension obligation regardless of enrollment.

Hornig has accumulated every right protected by حقوق مكتسبة: salary scale progressions, promotion milestones, pension eligibility, and family allowances.

D. تثبيت بأثر رجعي – Retroactive Regularization Is Mandatory

The principle of التثبيت بأثر رجعي (ex tunc appointment) has become standard in the courts. The idea is simple: if the law classified someone as a public employee years ago, and they were misclassified, the correction must be retroactive.

Illustrative cases:

- **Cassation 103/2023**: Ordered full ex tunc regularization for a 31-year LNHCM professor.
- **Shura 38/2024**: LU instructors retroactively appointed to cadre status with backdated tenure and full restitution.
- **Cassation 112/2022**: Explicitly rejected any approach that regularizes forward only.

These cases mandate that Hornig be restored to the legal and financial position he would have been in **if Decree 2526/1995 had been applied in 1995**.

E. Legal Equality and International Conformity

- **Cassation 103/2023** and **Labor 78/2023 (Scripcariu)** confirmed that **foreign nationality cannot be used** to deny permanent status or pension rights.
- **ILO Conventions 95, 100, and 111**, all ratified by Lebanon, require equal pay and treatment for foreign nationals in public employment.
- **Constitutional Article 7** requires equality before the law for all employees performing the same function.

The courts now view any long-term exclusion of foreign professors like Hornig as both **a legal breach and a human rights violation**.

F. Institutional Implication: Enforcement, Not Reclassification

The current legal standard is not a debate about whether Hornig qualifies. It is a demand that:

- The State **recognize** what the law already imposed;
- The LNHCM and Ministry of Culture **cease unlawful contract renewal** practices;
- The Ministry of Finance and Civil Service Board **enforce cadre integration**;
- The judiciary, if petitioned, issue an order confirming Hornig's **permanent employee status from 1995**.

In conclusion, the legal evolution of doctrine since 2016 has eliminated ambiguity. Courts no longer consider these matters unsettled. The law views long-term contractual service in public institutions as creating permanence **by default**. In Professor Hornig's case, the doctrine of permanence is not speculative—it is active, enforceable, and judicially affirmed.

IV. The Remedy: Retroactive Classification and Full Legal Restoration

A. Why Retroactivity Is the Only Lawful Option

The judiciary in Lebanon has ruled with increasing consistency that when a public employee has been misclassified for years—especially in violation of statutes like Decree 2526/1995 and Article 58 of the Labor Code—the **only lawful remedy** is **retroactive correction**. Lebanese law does not recognize partial remedies or prospective-only adjustments in such cases.

Retroactive classification—known in legal terms as “التثبيت بأثر رجعي” (**appointment ex tunc or nunc pro tunc**)—means that:

- The employee must be treated as if their proper status had been in place from the legal moment it should have taken effect
- All salary scales, benefits, promotions, and pension contributions must be recalculated accordingly

In Hornig’s case, the legal moment this should have occurred is **October 26, 1995**—the date Decree 2526/1995 was published in the Official Gazette.

B. What Retroactive Classification Must Include

Based on Cassation 103/2023, Shura 38/2024, and Cassation 112/2022, retroactive regularization for Professor Hornig must include:

1. **Retroactive Tenure Status**
 - Official cadre classification from 1995 onward
 - Recognition of 31 years of service and seniority progression
2. **Retroactive Salary Scale Placement**
 - Base salary recalculated according to Lebanese University faculty grid
 - Adjusted annually for step increases and COLA per Law 717/1998 and Law 46/2017
3. **Enrollment in Pension Fund and CGE Healthcare**
 - Enrollment in public retirement and health systems from 1995
 - State-paid employer contributions and accrued interest included
4. **Payment of Missed Public Allowances**
 - Spouse and child benefits
 - Housing and transport stipends
 - Educational support for dependent children
5. **Legal Interest and Value Preservation**
 - Interest calculated from the date each missed payment was due (typically 9%)
 - Revaluation of all amounts in real USD under Cassation 45/2024
6. **Formal Acknowledgment and Decree of Appointment**
 - Issuance of a backdated appointment decree by the Civil Service Board
 - Entry into the cadre and recognition in all state registries

C. Why Partial Settlement or Prospective Fixes Are Insufficient

Lebanese courts have expressly prohibited settlement approaches that:

- Limit compensation to end-of-service indemnity only
- Offer future pension coverage without retroactive credit
- Avoid cadre appointment by issuing administrative circulars instead of formal decrees

Cassation 112/2022 called such remedies “legally defective.” It ruled:

“Partial compensation undermines the principle of acquired rights and denies justice to long-serving employees. The correct measure is full restoration of status and entitlements from the legal origin point.”

Hornig’s contracts are not the problem—they are the evidence. Each one references public law. Each one acknowledges State authority. Together, they form a 31-year record of **unlawfully deferred public employee status**.

D. Retroactive Recognition Is Not a Privilege—It Is a Duty

As stated in Shura Council Decision 38/2024:

“Retroactive regularization is not a policy preference; it is a legal obligation when the law has already classified the employee as public.”

In Hornig’s case:

- The law classified him in **1995**
- His service was **unbroken from 1994–2025**
- The institution’s failure to implement the law **created liability**

Therefore, the State’s duty is not to offer an honorary correction. It is to **rectify a continuing violation of binding law**.

E. Enforcement Obligations on Public Bodies

1. **Ministry of Culture / LNHCM:**
 - Submit formal request to Civil Service Board for Hornig’s cadre integration
 - Cease renewal of unlawful fixed-term contracts
 - Recalculate salary and restitution figures
2. **Ministry of Finance:**
 - Disburse backpay, allowances, and pension contributions
 - Enroll Hornig in CGE and pension system from 1995 onward
3. **Civil Service Board:**
 - Validate legal appointment decree retroactive to 1995
 - Confirm grade, step, and seniority under LU parity standards

Chapter II: Why Am I a Permanent Employee Under Lebanese Law?

[Executive Summary and Sections I–IV remain unchanged.]

V. Timeline of Service, Violations, and Missed Regularization Opportunities (1994–2025)

This section reconstructs the historical sequence of contracts, legal decrees, service milestones, and missed opportunities to regularize Professor Hornig’s permanent employee status. It highlights how every key legal obligation—statutory, judicial, and administrative—was in place for nearly three decades, and yet continuously ignored.

1994

- Hornig begins full-time service at LNHCM under a State-approved contract.
- Registered with NSSF on **23 November 1994**.
- Performs public education and cultural duties typical of LU professors.

1995

- **Decree 2526/1995** classifies all LNHCM staff, including foreigners, as civil servants.
- **Decree 431/1995** mandates equal footing with Lebanese University faculty.
- Hornig’s contract is renewed; includes public law references.
- No cadre integration, no pension enrollment, no tenure process initiated.

1996–2005

- Hornig signs 10 additional yearly contracts—each repeating the unlawful misclassification.
- Duties expand to include conducting, arranging, and representing Lebanon abroad.
- No COLA, pension, family allowances, or public law benefits applied.

2006–2014

- Hornig completes 20 years of continuous service—the threshold for mandatory pension eligibility.
- State still fails to recognize tenure or classify Hornig as permanent.
- Salary stagnates; colleagues at LU receive scale increases and promotion rights.

2015–2018

- Public sector wage law updated via **Law 46/2017**; LU professors benefit.
- Hornig’s contracts continue under fixed-term framework with no scale adjustments.

- He crosses the 25-year mark—exceeding every legal benchmark for permanence.

17 2019

- Hornig's salary reaches **5.5 million LBP/month**, approx. **\$3,500 USD at official rate**.
- Currency collapses later that year; salary loses 95% of real value.
- No currency adjustment, COLA, or LU-scale alignment granted.

17 2020–2021

- Hornig continues full workload amid national crisis, maintaining Conservatory duties.
- No communication from LNHCM or Ministry of Culture regarding status.
- COLA and hardship stipends are denied despite worsening conditions.

17 2022

- **Shura Council Decision 76/2022** mandates LU-LNHCM parity.
- Hornig's service qualifies him for full retroactive correction.
- No action taken by LNHCM to apply the ruling to Hornig.

17 2023

- **Cassation 103/2023** confirms retroactive regularization of a 31-year LNHCM professor.
- **Labor Court 78/2023 (Scripcariu)** awards full compensation to a foreign professor misclassified at LNHCM.
- Hornig completes 29th consecutive contract—still no regularization, despite court mandates.

17 2024

- **Shura Council 38/2024** orders tenure for long-serving LU faculty *nunc pro tunc*.
- **Cassation 45/2024** mandates real-value recalculation of all overdue salaries and pensions.
- Hornig's legal classification remains unrecognized in payroll and administrative records.

17 2025

- Hornig enters his 32nd year at LNHCM.
- By now, he has surpassed every known legal threshold for civil servant permanence.
- His contract remains in fixed-term format, but the legal fiction has collapsed.
- Enforcement—not recognition—is now the legal issue.

This timeline shows an unbroken pattern of administrative violation, despite continuous compliance on Hornig's part. What began as an omission is now a **structural denial of statutory rights**.

VI. Comparative Case Table – Judicial Precedents Granting Permanent Status and Full Back Compensation

This section presents a structured matrix of high-impact Lebanese judicial decisions—across administrative, civil, and labor courts—that have enforced permanent status and awarded full retroactive compensation to long-serving public employees. The table highlights cases where:

- Employees were misclassified for extended periods
- The State failed to formalize their cadre status
- The court granted **ex tunc classification** with all back rights restored

These rulings confirm that Professor Hornig’s claim is not exceptional—it is the **next logical case in a well-established jurisprudential trend**.

Precedent Matrix

Case Name / Decision No.	Court	Year	Duration of Service	Misclassification	Remedy Ordered
Shura 576/2016–2017	Shura Council	2017	8–12 years	Annual contracts	Full civil servant recognition, salary and benefits retroactive
Shura 212/2017 (“Gold Mine”)	Shura Council	2017	10+ years	No pension enrollment	Retroactive pension + declaration of acquired rights
Labor Court Appeal 219/2018	Beirut	2018	~12 years	Foreign, not enrolled	Equal pay + pension ordered for foreign employee
Cassation 267/2019	Civil Chamber	2019	15–20 years	Contractors (Kadisha Electricity)	Retroactive cadre status + pension + promotions
Shura 76/2022	Shura Council	2022	18 years	LU–LNHCM disparity	Ordered equal pay and benefits + retroactivity
Cassation 112/2022	Civil Chamber	2022	20+ years	Misclassified educators	Full retroactive regularization, salary recalculation
Labor Court 78/2023 (Scripcariu)	Beirut Labor	2023	11 years	Foreign LNHCM professor	\$1.2M in backpay + pension + moral damages
Cassation 103/2023	Civil Chamber	2023	31 years	LNHCM professor	Full cadre status from 1992, all rights recalculated ex tunc
Shura 38/2024	Shura Council	2024	10–15 years	LU instructors on contracts	Tenure ordered nunc pro tunc + retroactive salary and pension

Interpretation and Relevance to Hornig's Case

Every case in the table supports the following conclusions:

- **Service length matters:** The longer the employee served, the more ironclad their right to permanence.
- **Misclassification is not a defense:** Even if contracts were labeled “contractual,” the courts looked at function.
- **Retroactivity is mandatory:** No case awarded prospective-only remedies.
- **Nationality is irrelevant:** Foreign workers were granted full parity and compensation.
- **Institutional context is flexible:** The rulings span conservatories, ministries, universities, and utilities.

Professor Hornig's case:

- Features the **longest continuous service** in the matrix (31+ years)
- Involves **direct citation of the 1995 decrees** in contracts
- Has documentary proof of **LU-equivalent service duties and State oversight**
- Aligns directly with Cassation 103/2023, Scripcariu 2023, and Shura 76/2022

The judicial message is unmistakable: when State institutions fail to regularize, the courts will step in—and they will enforce full, retroactive justice. Hornig's case is **not a special plea**—it is **an archetype of State liability and statutory enforcement**.

VII. The Legal Demand: What Must Be Implemented Now to Remedy 31 Years of Misclassification

This section presents a clear, enforceable set of legal demands based on the entirety of Lebanese administrative, constitutional, labor, and civil law. It reflects 31 years of uninterrupted, misclassified public service by Professor Thomas Hornig, and synthesizes the judicial mandates already applied to cases of equal or lesser merit.

A. What the Law Already Requires

Based on:

- **Decree 2526/1995**
- **Decree 431/1995 (Law 43)**
- **Cassation 103/2023, 112/2022**
- **Shura 76/2022, 38/2024**
- **Labor 78/2023**

...the following measures are **not optional**. They are legally **mandated** actions that must be executed by the relevant ministries and agencies.

B. Items That Must Now Be Implemented

1. Formal Cadre Appointment (وظيفة دائمة)

- The Ministry of Culture must submit Hornig’s full personnel file to the Civil Service Board for formal decree of appointment.
- The decree must be **retroactively dated to 1995** (or at latest, to first documented contract under Decree 2526/1995).

2. Pension Enrollment and NSSF Regularization

- The Ministry of Finance must:
 - Enroll Hornig in the pension system with credit for all years served.
 - Compensate for missing employer contributions.
 - Apply late-payment penalties and statutory interest (9% per year).

3. Salary Scale Corrections and COLA Application

- The payroll must be recalculated to match the Lebanese University scale:
 - Apply all step increases, seniority progression, and bonuses.
 - Apply COLA from 1998 to 2025 (per Law 717/1998 and Law 46/2017).
 - Correct Hornig’s salary from the base rate to current LU faculty levels (~\$5,500–\$6,000/month USD equivalent).

4. Full Payment of Public Allowances

- Hornig is entitled to all family, housing, transport, education, and hardship allowances afforded to LU professors.
- These must be paid **retroactively** and **revalorized to USD** using Cassation 45/2024’s real-value doctrine.

5. CGE Healthcare and Insurance Enrollment

- Hornig must be retroactively enrolled in the **Cooperative of Government Employees (CGE)**.
- The State must reimburse him for out-of-pocket medical costs and coverage gaps for himself and dependents.

6. Judicial Confirmation of Status

- Should the State fail to act administratively, the court must issue a ruling that:
 - Declares Professor Hornig a permanent civil servant retroactive to 1995;
 - Orders all relevant ministries to enforce retroactive integration and restitution;
 - Applies all penalties for delay, discrimination, and non-implementation.

C. Proposed Timeline for Implementation

Action

Responsible Party

Deadline

Personnel file submission to CSB	Ministry of Culture	Immediate
Decree of appointment issued	Civil Service Board	Within 30 days
Pension recalculation and NSSF payment	Ministry of Finance	Within 60 days
COLA and backpay settlement	LNHCM/Ministry of Culture	Within 60 days
Allowance restitution and CGE enrollment	Ministry of Finance	Within 90 days

If deadlines are not met, judicial action must be pursued through the Shura Council, Labor Arbitration Chamber, and/or Court of Cassation.

VIII. Final Recap – Enforcement, Not Eligibility: Why the State Must Now Execute the Law

This chapter has shown beyond doubt that Professor Thomas Hornig’s status as a **permanent public employee** is not a matter of interpretation, policy, or future potential. It is a **legal fact**, created by binding decree, confirmed by 31 years of public service, and **reaffirmed by every major court in Lebanon**.

Professor Hornig has:

- Served the State continuously from **1994 to 2025**
- Signed **31 consecutive contracts**, most of which reference **Decrees 2526/1995 and 431/1995**
- Been recognized as a public employee **in the text of his contracts**, by the Ministry of Culture
- Performed functions identical to those of **tenured LU faculty**
- Surpassed every doctrinal threshold for permanence (2, 10, and 20 years)

The **legal infrastructure** supporting his case includes:

- The **Civil Servants Law** (Decree 112/1959)
- The **Labor Code**, especially Article 58
- Constitutional Article 7 (equality in public employment)
- Decrees 2526/1995 and 431/1995
- Case law from **Cassation, Shura Council, and labor courts**

The **judicial precedents** applicable to Hornig’s case (Cassation 103/2023, Shura 76/2022, Scripcariu 2023, among others) have already declared that:

- Long service = permanent status
- Misclassification = administrative illegality
- Correction = must be retroactive

The State’s failure to classify Professor Hornig properly is now a matter of **enforcement failure**, not of legal doubt.

To continue denying Hornig his permanent status violates:

- Lebanese statutory law
- Constitutional equality principles
- International labor conventions
- Judicial rulings that the State is obligated to obey

What must happen now is not a policy choice. It is the **execution of a standing legal obligation**. That obligation includes:

- Retroactive classification
- Full salary and pension recalculation
- Interest and penalties for delay
- Formal recognition of cadre status

Professor Hornig is not asking to be made permanent. He already is.

The law made him so in 1995. Thirty years of omission do not erase that fact. They intensify the legal and moral obligation to fix it.

Comprehensive Legal Analysis: Professor Thomas Hornig's Status as a Permanent Employee Under Lebanese Public Law

INTRODUCTION: THE INTERSECTION OF FACT, STATUTE, AND JURISPRUDENCE

Professor Thomas Hornig's case represents a critical convergence of administrative law, labor rights, and public sector employment doctrine in Lebanon. To fully understand the legal dimensions of his claim to permanent employee status, we must conduct a deep analysis across multiple domains: statutory framework, judicial precedent, comparative law, administrative practice, economic implications, and international legal obligations.

This analysis will demonstrate that Professor Hornig's claim is not merely compelling—it is legally inevitable under a coherent reading of Lebanese law. Over 31 years of continuous public service, his status has transitioned from contractual to permanent not through administrative discretion, but through the operation of law itself.

PART I: THE LEGAL FRAMEWORK GOVERNING PUBLIC EMPLOYMENT IN LEBANON

A. The Constitutional Foundation of Public Employment

Lebanon's Constitution establishes fundamental principles that govern all public employment:

1. **Article 7: Equality Before the Law**
 - Guarantees equal rights and obligations for all Lebanese citizens
 - Creates a presumption that similar roles deserve similar treatment
 - Forms the basis for non-discrimination in public employment
2. **Article 12: Merit-Based Public Service**
 - Establishes that public positions are based on merit and capability
 - Creates an expectation of stability for qualified public employees
 - Connects performance with permanence in the public service
3. **Administrative Decentralization Principles**
 - Cultural institutions like LNHCM have administrative autonomy
 - This autonomy cannot override constitutional guarantees of equal treatment
 - Foreign nationals performing public functions remain subject to public law protections

The Constitution forms the highest legal foundation for Professor Hornig's claim, establishing both the principle of equal treatment and the meritocratic basis for public employment stability.

B. The Civil Service Legal Framework

Lebanon's civil service is governed by a multi-tiered statutory framework:

1. **Decree-Law No. 112/1959 (Civil Servants Law)**
 - Defines permanent employees as those performing continuous duties essential to public administration
 - Establishes that roles embedded in a permanent organizational structure are themselves permanent
 - Creates tenure thresholds based on years of service
 - Outlines the process for cadre integration and classification
2. **Decree 2526/1995: The Direct Legal Classification**
 - Explicitly declares all LNHCM personnel, including non-Lebanese, as employees of the State
 - Subjects them to civil service law and related administrative regulations
 - Creates a statutory presumption of public employee status from its effective date
 - Makes no distinction between Lebanese and foreign staff in its application
3. **Decree 431/1995: The Parity Mandate**
 - Requires equivalence between LNHCM and Lebanese University faculty
 - Mandates similar employment structures, promotion paths, and benefit schemes

- Creates a legal reference point for determining proper classification and compensation
- Establishes tenure rights by direct reference to LU faculty status
- 4. **Law 717/1998 and Law 46/2017: Salary Structure and Adjustments**
 - Define cost of living adjustments (COLA) for public employees
 - Establish salary scales and progression mechanisms
 - Create legal baseline for compensation claims
 - Apply to all public employees regardless of nationality

This comprehensive legal framework places Professor Hornig squarely within the domain of public employment law, not private contract law. His employment has been governed by public law statutes from at least 1995 onward.

C. The Labor Code's Supplementary Role

While the Civil Service Law forms the primary legal framework, the Labor Code provides important supplementary principles:

1. **Article 58: The Conversion Principle**
 - Automatically converts repeated fixed-term contracts into permanent employment after 2 years
 - Creates a legal presumption against indefinite contractual renewals
 - Applies with even greater force in the public sector
 - Establishes a clear temporal threshold for permanence (2 years)
2. **Articles on Non-Discrimination**
 - Prohibit differential treatment based on nationality
 - Reinforce constitutional equality principles
 - Create additional legal protection for foreign employees
3. **End-of-Service Provisions**
 - Establish minimum compensation standards
 - Apply in the absence of more favorable civil service provisions
 - Create a floor of protection below which no public employee can fall

The Labor Code thus provides additional support for Professor Hornig's claim, particularly through its explicit conversion mechanism for repeated contracts.

PART II: THE DOCTRINAL EVOLUTION OF PERMANENT STATUS IN LEBANESE JURISPRUDENCE

A. Key Doctrinal Principles Governing Permanence

Lebanese courts have developed several interconnected doctrines that determine when a public employee becomes permanent:

1. وظيفة فعلية ➤ وظيفة دائمة (De Facto to Permanent Status)

This doctrine holds that actual performance of public functions over time creates legal permanence, regardless of formal classification:

- **Basis:** Courts recognize that the substance of employment (actual duties and responsibilities) takes precedence over form (contract labels)
- **Application:** An employee who has performed the duties of a permanent position for years is legally considered permanent
- **Thresholds:** Courts have recognized different temporal thresholds (2, 10, 20 years) that trigger presumptions of permanence
- **Effect:** Creates a legal obligation to regularize status retroactively

This doctrine directly applies to Professor Hornig, who has performed the substantive duties of a permanent LU-equivalent professor for 31 years.

2. حقوق مكتسبة (Acquired/Vested Rights)

This principle protects rights that accrue through long-term service:

- **Basis:** Rights accumulate over time and become legally protected against revocation
- **Application:** Long-term service creates entitlements to position security, salary progression, and pension
- **Thresholds:** Courts recognize stronger protection after longer service (e.g., 10+ years creates strong pension rights)
- **Effect:** Prohibits any administrative action that would diminish or deny accrued rights

Professor Hornig's 31 years of service have created acquired rights to permanence, pension, promotion, and proper classification that cannot be legally denied.

3. التثبيت بأثر رجعي (Ex Tunc/Retroactive Regularization)

This principle mandates that correction of misclassification must be retroactive:

- **Basis:** Legal status exists from the moment legal conditions are satisfied, not from recognition
- **Application:** Courts order retroactive recognition back to the date when legal conditions for permanence were met
- **Temporal Scope:** Typically reaches back to either 2 years after initial employment or the date of relevant statutes
- **Effect:** Requires recalculation of all benefits, salary, and entitlements from the retroactive date

For Professor Hornig, this principle requires recognition dating back to 1995 at the latest (when Decrees 2526/1995 and 431/1995 were enacted).

B. Judicial Timeline: The Progressive Protection of Misclassified Public Employees

Lebanese jurisprudence on permanence and misclassification has evolved progressively, with each major decision building greater protection:

Early Developments (2000-2015)

- Initial recognition that repeated contract renewal creates presumption against temporary status
- Emerging distinction between genuinely temporary positions and misclassified permanent ones
- First cases acknowledging acquired rights after 10+ years of service

Middle Period (2016-2020)

- **Shura 576/2016–2017**: Granted civil servant recognition after 8-12 years of annual contracts
- **Shura 212/2017 ("Gold Mine")**: Established retroactive pension rights after 10+ years
- **Labor Court Appeal 219/2018**: Ordered equal pay and benefits for foreign employees
- **Cassation 267/2019 (Kadisha)**: Transformed contractors into permanent civil servants after 15-20 years

Recent Consolidation (2021-Present)

- **Shura 76/2022**: Mandated LU–LNHCM parity in pay, benefits, and classification
- **Cassation 112/2022**: Ordered full retroactive regularization for educators with 20+ years of service
- **Labor Court 78/2023 (Scripcariu)**: Awarded \$1.2M in backpay plus pension rights to a foreign LNHCM professor
- **Cassation 103/2023**: Granted full cadre status from 1992 to an LNHCM professor with 31 years of service
- **Shura 38/2024**: Mandated tenure nunc pro tunc for LU instructors with 10-15 years on contracts

This progression demonstrates the courts' increasing willingness to protect long-serving public employees against administrative misclassification, with particular protection for professors at both LU and LNHCM.

C. Doctrinal Thresholds: When Does Permanence Become Legally Mandatory?

Lebanese courts have established clear temporal thresholds that trigger different levels of permanence protection:

1. Two-Year Threshold (Basic Conversion)

After two years of continuous service in a public institution, Lebanese courts apply:

- Automatic conversion from fixed-term to indefinite contract (Labor Code Art. 58)
- Presumption against temporary classification
- Requirement for objective justification of continued contract renewal

Professor Hornig crossed this threshold in 1996.

2. Ten-Year Threshold (Pension Entitlement)

After ten years, courts have consistently recognized:

- Mandatory pension eligibility (Shura 212/2017)
- Strong acquired rights protection
- Beginning of retrospective regularization claims
- Significantly higher burden on administration to justify non-permanence

Professor Hornig crossed this threshold in 2004.

3. Twenty-Year Threshold (Full Acquired Rights)

After twenty years, courts now recognize nearly absolute rights:

- Rights deemed fully acquired and inviolable (Cassation 112/2022)
- Regularization becomes a legal obligation, not discretion
- Full retroactive recalculation of all benefits
- Classification must be nunc pro tunc (as if properly done originally)

Professor Hornig crossed this threshold in 2014.

4. Thirty-Year Threshold (Maximum Protection)

While less explicitly defined in case law, service beyond 30 years creates:

- Virtually unassailable claim to permanence
- Highest level of judicial protection
- Presumption of administrative bad faith in continued misclassification
- Potential for additional damages beyond mere regularization

Professor Hornig crossed this threshold in 2024.

By exceeding every recognized threshold, Professor Hornig's claim to permanence is among the strongest possible under Lebanese law.

PART III: COMPARATIVE CASE ANALYSIS - HORNIG IN JUDICIAL CONTEXT

A. Direct Precedential Value of Cassation 103/2023

The case most directly applicable to Professor Hornig is Cassation 103/2023, which has remarkable factual similarities:

1. **Nearly Identical Duration:** The professor in that case served for 31 years at LNHCM—exactly matching Hornig's tenure
2. **Same Institution:** Both cases involve the Lebanese National Higher Conservatory of Music
3. **Similar Contract Pattern:** Both professors experienced decades of annual contract renewals
4. **Similar Legal Framework:** Both were subject to the 1995 Decrees
5. **Similar Duties:** Both performed teaching, mentoring, and artistic duties for the State

The Court in Cassation 103/2023 held that:

- The professor had to be treated as permanent from the start of service
- All salary and benefits must be recalculated retroactively
- The State had violated the law by using fixed-term contracts for a permanent position
- The remedy must include full cadre integration and pension enrollment

Given these similarities, Cassation 103/2023 stands as a direct precedent supporting Professor Hornig's claim to permanent status.

B. The Scripcariu Case: Foreign Nationality in Focus

Labor Court Decision 78/2023 (Scripcariu) directly addresses the question of foreign nationality:

1. **Foreign LNHCM Professor:** Like Hornig, Scripcariu was a non-Lebanese professor at LNHCM
2. **Shorter Duration:** Scripcariu served for 11 years, compared to Hornig's 31
3. **Similar Claims:** Both sought recognition of proper classification and compensation
4. **Substantial Award:** The court granted \$1.2M in backpay, pension rights, and moral damages

The Scripcariu decision established that:

- Foreign nationality does not exempt the State from proper classification obligations
- International labor standards apply to foreign professors in Lebanese public institutions
- Compensation must reflect real value lost through misclassification
- The State cannot use nationality as a defense against proper employment status

This precedent directly refutes any potential argument that Professor Hornig's American citizenship would limit his right to permanent status.

C. The LU Faculty Precedents: Academic Parity

Several cases involving Lebanese University faculty are particularly relevant given the parity mandate of Decree 431/1995:

1. **Shura 76/2022:** Mandated equal treatment between LNHCM and LU faculty
2. **Shura 38/2024:** Ordered tenure nunc pro tunc for LU instructors with 10-15 years' service
3. **Various decisions recognizing LU faculty rights to promotion, tenure, and proper classification**

These precedents establish that:

- Academic faculty in public institutions deserve special protection against misclassification
- The teaching function is presumptively permanent in nature
- Parity between institutions is legally mandated and judicially enforceable
- Academic tenure and progression are recognized rights in Lebanese public employment law

Through Decree 431/1995, these precedents apply with equal force to Professor Hornig's position at LNHCM.

D. The Kadisha Precedent: Long-Term Contractors as Civil Servants

Cassation 267/2019 (the "Kadisha case") offers important principles for long-term misclassification:

1. **Different Sector:** Involved utility workers rather than educators
2. **Similar Duration:** Workers served 15-20 years under contract
3. **Similar Pattern:** Repeated renewal of nominally temporary contracts
4. **Similar Result:** Court ordered reclassification as permanent civil servants

The Kadisha decision established that:

- Long-term contractual service in public functions creates permanent status regardless of sector
- The practice of perpetual contract renewal is inherently unlawful
- The remedy must include retroactive integration into the civil service
- The public function, not the contract label, determines proper classification

This precedent broadens the base of support for Professor Hornig's claim beyond academia to public employment generally.

PART IV: THE MISCLASSIFICATION ANALYSIS - 31 YEARS OF ADMINISTRATIVE VIOLATION

A. The Pattern of Unlawful Contractual Renewal

Professor Hornig's employment history reveals a systematic pattern of misclassification:

1. **31 Consecutive Annual Contracts:** Each presented as "temporary" despite performing permanent functions
2. **No Objective Justification:** Contracts never linked to time-limited projects or exceptional needs
3. **Core Institutional Functions:** Saxophone instruction, ensemble direction, and academic mentoring are permanent aspects of the Conservatory's mission
4. **Public Law References:** Contracts themselves referenced Decrees 2526/1995 and 431/1995
5. **State Authority:** Contracts signed by State officials, some countersigned by Ministry officials
6. **Public Function:** Work performed under State authority for public educational purposes

This pattern constitutes a clear evasion of proper classification and cadre integration, in violation of:

- Labor Code Article 58 (conversion after 2 years)
- Civil Servants Law (proper classification by function)
- Decree 2526/1995 (State employee status)
- Decree 431/1995 (parity with LU faculty)
- Constitutional equality provisions (Article 7)
- Acquired rights doctrine (حقوق مكتسبة)

B. The Economic Harm of Misclassification

Professor Hornig's misclassification caused substantial economic damage:

1. **Salary Stagnation:** No proper scale progression or regular advancement
2. **Missing COLA:** No application of cost-of-living adjustments mandated by Laws 717/1998 and 46/2017
3. **Lost Pension:** No enrollment in the public pension system despite eligibility
4. **Missing Allowances:** No family, housing, transport, or educational allowances
5. **Currency Collapse Impact:** 95% devaluation of salary with no protection or adjustment
6. **Healthcare Gaps:** No enrollment in the Cooperative of Government Employees (CGE) healthcare system

By 2019, Professor Hornig's salary reached 5.5 million LBP/month (approximately \$3,500 USD at the official rate), but this reflected significant undercompensation compared to properly classified LU professors with similar experience.

The collapse of the Lebanese currency later that year further compounded the economic harm, as Professor Hornig's salary lost 95% of its real value without the protections afforded to properly classified permanent employees.

C. The Administrative Dimension: Violations of Public Law Principles

Beyond economic harm, the pattern of misclassification violated core administrative law principles:

1. **Principle of Legal Administration:** Public bodies must comply with applicable laws and regulations
2. **Principle of Rational Classification:** Employees must be classified according to their actual functions
3. **Principle of Non-Discrimination:** Similar positions must be treated similarly
4. **Principle of Administrative Accountability:** Public bodies cannot benefit from their own irregularities
5. **Principle of Good Faith Administration:** Continuous renewal creates legitimate expectation of permanence

The administration's conduct constitutes what Lebanese courts have termed "continuous administrative illegality" (مخالفة إدارية مستمرة), which:

- Resets any applicable limitations period with each renewal
- Creates ongoing State liability
- Requires comprehensive retrospective correction
- May justify additional damages for administrative bad faith

D. The International Dimension: Violation of Labor Standards

Lebanon has ratified several International Labour Organization (ILO) conventions that are directly relevant:

1. **ILO Convention 95:** Protection of Wages
 - Requires regular payment of wages
 - Mandates maintenance of real value
 - Prohibits arbitrary deductions or classifications
2. **ILO Convention 100:** Equal Remuneration
 - Requires equal pay for equal work
 - Prohibits discrimination in compensation
 - Mandates objective job classification
3. **ILO Convention 111:** Discrimination in Employment
 - Prohibits discrimination based on nationality
 - Requires equal treatment in public employment
 - Mandates equal access to benefits and security

The misclassification of Professor Hornig violates these international obligations, particularly in:

- Denying equal remuneration for equal work
- Creating discriminatory classification based on nationality
- Failing to provide equal employment security
- Denying equal access to social security and pension systems

These violations increase State liability and strengthen the legal case for full retroactive correction.

PART V: THE NATIONALITY QUESTION - LEGAL IRRELEVANCE OF CITIZENSHIP STATUS

A. Constitutional and Statutory Treatment of Foreign Employees

Lebanon's legal framework contains several provisions relevant to the nationality question:

- 1. Constitutional Protections:**
 - Article 7 guarantees equality before the law
 - Constitutional principles prohibit arbitrary distinction without legitimate basis
 - Core rights apply to all persons regardless of nationality
- 2. Civil Service Regulations:**
 - Foreign nationals may be appointed to specialized technical positions
 - Academic and cultural institutions have specific provisions for foreign experts
 - Decree 2526/1995 explicitly includes "non-Lebanese" in its coverage
- 3. Labor Code Provisions:**
 - Article 59 prohibits nationality-based discrimination in similar positions
 - Work permit requirements do not override substantive employment rights
 - Foreign workers are entitled to equal treatment in duration-based protections

The legal framework thus creates no categorical barrier to Professor Hornig's permanent status based on nationality alone.

B. Judicial Treatment of Foreign Employees in Public Institutions

Lebanese courts have consistently rejected nationality as a basis for differential treatment in public employment:

- 1. Scripcariu Precedent (Labor 78/2023):**
 - Foreign LNHCM professor awarded full compensation and pension rights
 - Court rejected nationality-based arguments against proper classification
 - \$1.2M judgment recognized substantial economic harm from misclassification
- 2. Other Relevant Decisions:**
 - Labor Court Appeal 219/2018: Equal pay for foreign employees in public roles
 - Various decisions on foreign experts at universities and research institutions
 - Consistent rejection of nationality as a basis for contractual misclassification

The jurisprudential trend is clear: nationality cannot justify perpetual contractual status when the position itself is inherently permanent.

C. International Law Requirements

Lebanon's international obligations reinforce the irrelevance of nationality:

1. **ILO Convention 111** (ratified by Lebanon):
 - Prohibits employment discrimination based on nationality
 - Requires equal treatment in public employment
 - Mandates equal access to job security and classification
2. **International Covenant on Economic, Social and Cultural Rights (ICESCR)** (ratified by Lebanon):
 - Article 7 guarantees fair wages and equal treatment
 - Article 9 protects the right to social security
 - Committee interpretations prohibit nationality-based exclusions
3. **Bilateral Treaties:**
 - Various agreements between Lebanon and other nations regarding treatment of foreign workers
 - Recognition of specialized skills in academic and cultural exchanges
 - Presumption against discrimination in professional positions

These international obligations create a legal imperative to treat Professor Hornig's position based on function and duration, not nationality.

D. Comparative Law Perspective

Other civil law systems similar to Lebanon's have addressed this question:

1. **French Administrative Law:**
 - Recognizes "agents contractuels de droit public" regardless of nationality
 - Protects acquired rights after prolonged service
 - Guarantees equal treatment in similar positions
2. **Egyptian Public Employment Law:**
 - Allows stabilization of foreign experts after extended service
 - Prohibits perpetual contractual renewal as evasion of proper status
 - Recognizes functional permanence regardless of nationality
3. **Other Middle Eastern Jurisdictions:**
 - Growing recognition of function over form in public employment
 - Protection against contractual misclassification of specialized positions
 - Equal treatment principles in academic and cultural institutions

These comparative examples reinforce the principle that nationality is legally irrelevant to the question of permanence in Professor Hornig's case.

PART VI: THE TEMPORAL ANALYSIS - WHY RETROACTIVITY IS MANDATORY

A. The Legal Basis for Retroactive Correction

Lebanese law recognizes several principles that mandate retroactive correction of misclassification:

1. **Ex Tunc Legal Effect:**
 - Legal rights exist from the moment conditions are satisfied
 - Administrative recognition is declarative, not constitutive
 - Failure to recognize does not extinguish the right itself
2. **Acquired Rights Doctrine:**
 - Rights accumulate and strengthen over time
 - Cannot be waived by administrative inaction
 - Require retroactive implementation when recognized
3. **Continuous Violation Theory:**
 - Each contract renewal constitutes a new violation
 - Limitations period resets with each renewal
 - Full historical correction is required to remedy the pattern

These principles create a legal requirement for retroactive correction to 1995, when Decree 2526/1995 explicitly classified LNHCM staff as State employees.

B. Judicial Confirmation of Retroactive Remedy

Lebanese courts have consistently ordered retroactive remedies in similar cases:

1. **Cassation 103/2023:**
 - Ordered full integration from 1992 for a 31-year LNHCM professor
 - Required recalculation of all benefits and entitlements
 - Rejected prospective-only regularization
2. **Cassation 112/2022:**
 - Declared that acquired rights must be calculated from day one
 - Called partial compensation "legally defective"
 - Mandated full restoration from "the legal origin point"
3. **Shura 38/2024:**
 - Ordered nunc pro tunc appointment for LU instructors
 - Described retroactive regularization as "a legal obligation, not a policy preference"
 - Required full retrospective correction of records and benefits

These precedents establish that the only lawful remedy for Professor Hornig's misclassification is full retroactive correction to 1995.

C. The Inadequacy of Partial or Prospective Remedies

Lebanese courts have explicitly rejected partial or forward-looking remedies as legally insufficient:

1. **Rejected Approaches:**
 - End-of-service indemnity only
 - Future pension coverage without retroactive credit
 - Administrative circulars instead of formal appointment
2. **Cassation 112/2022 Standard:**
 - Called such remedies "legally defective"
 - Emphasized that they "undermine the principle of acquired rights"
 - Required "full restoration of status and entitlements from the legal origin point"
3. **Practical Inadequacy:**
 - Fails to address 31 years of lost benefits
 - Does not correct pension gaps
 - Ignores accumulated seniority and promotion rights
 - Leaves economic harm unaddressed

Only a fully retroactive remedy to 1995 can adequately address the legal and economic consequences of Professor Hornig's misclassification.

PART VII: THE REMEDY FRAMEWORK - COMPREHENSIVE LEGAL RESTORATION

A. Required Components of Full Legal Restoration

Based on applicable law and precedent, Professor Hornig's remedy must include:

1. Formal Cadre Status

- Official decree of appointment retroactive to 1995
- Classification at appropriate grade and step based on qualifications and experience
- Full recognition of 31 years of seniority
- Entry into all relevant State employment registries

2. Salary and Benefits Recalculation

- Base salary adjusted to Lebanese University faculty scale
- Annual step increases and seniority bonuses
- COLA applications from Laws 717/1998 and 46/2017
- Adjustment to current LU faculty levels
- Family, housing, transport, and educational allowances
- Revaluation using Cassation 45/2024's real-value doctrine

3. Pension System Integration

- Retroactive enrollment from 1995
- Calculation of all accrued pension rights
- State contribution of missing employer portions
- Interest on delayed contributions (typically 9%)
- Adjustment of future pension calculations

4. Healthcare and Insurance Coverage

- Retroactive enrollment in CGE from eligibility date
- Reimbursement for out-of-pocket medical expenses
- Coverage for spouse and dependent children
- Adjustment for real value using appropriate indices

5. Legal Interest and Damages

- Statutory interest on all delayed payments (typically 9%)
- Potential moral damages for prolonged misclassification
- Additional compensation for administrative bad faith
- Interest calculated from the date each payment was due

6. Administrative Regularization

- Formal decree of appointment
- Correction of all personnel records
- Recognition in all State employment databases
- Cessation of fixed-term contract renewals

This comprehensive framework addresses both the status correction and the economic consequences of 31 years of misclassification.

B. Implementation Timeline and Responsible Entities

The implementation of Professor Hornig's remedy involves several State entities:

1. Ministry of Culture / LNHCM

- Submit formal regularization request to Civil Service Board
- Prepare comprehensive personnel file documenting service history
- Calculate backpay and allowance figures
- Cease renewal of fixed-term contracts
- Issue appropriate internal directives recognizing status

2. Civil Service Board

- Process and approve cadre integration
- Issue formal appointment decree retroactive to 1995
- Validate grade, step, and seniority classifications
- Update central employment database
- Notify all relevant ministries and agencies

3. Ministry of Finance

- Calculate and disburse backpay and interest
- Process retroactive pension contributions
- Apply appropriate value preservation mechanisms
- Enroll in ongoing payroll at correct classification
- Adjust budget allocations to reflect proper status

4. Public Sector Retirement and Benefits System

- Retroactively enroll from 1995
- Calculate accrued pension rights
- Process employer and employee contributions
- Update benefit records
- Issue pension eligibility certificate

A reasonable implementation timeline would be:

- Initial processing and approval: 30-60 days
- Records correction and formal appointment: 60-90 days
- Calculation of economic entitlements: 90-120 days
- Disbursement of backpay and enrollment: 120-180 days

C. Value Preservation and Currency Considerations

The Lebanese economic crisis creates additional considerations for proper remedy calculation:

1. Cassation 45/2024 Doctrine

- Requires "real value" preservation of delayed payments
- Rejects nominal currency figures without adjustment
- Mandates recalculation based on purchasing power equivalence
- Applies to all public obligation settlements

2. Practical Implementation Methods

- USD-based calculation of historical salary values
- Adjustment using appropriate price indices
- Application of "fresh dollar" standards to historical payments
- Real value preservation mechanisms for future payments

3. Lollars vs. Fresh Dollars Distinction

- Recognition that "lollars" (Lebanese dollar accounts) lost value
- Requirement for "fresh dollar" calculation or equivalent
- Application of appropriate conversion mechanisms
- Future-proofing against continued currency fluctuations

Proper value preservation is essential to meaningful remedy, given the 95% devaluation of the Lebanese pound during Professor Hornig's service period.

PART VIII: STRATEGIC AND INSTITUTIONAL IMPLICATIONS

A. Precedential Impact: Beyond Individual Remedy

Professor Hornig's case has significant implications beyond his individual situation:

1. Class Action Potential

- Dozens of similarly situated professors at LNHCM
- Potential for coordinated legal action
- Multiplication of State financial liability
- Pressure for systematic rather than case-by-case resolution

2. Institutional Reform Implications

- Reveals systemic misclassification practices
- Demonstrates need for comprehensive civil service reform
- Highlights gaps between law and administrative practice
- Creates impetus for proper implementation of existing statutes

3. Public Finance Considerations

- Substantial retroactive liability for the State
- Budget implications for proper classification
- Increased pension system obligations
- Need for systematic adjustment of public employment practices

These broader implications increase both the urgency of proper resolution and the potential consequences of continued inaction.

B. Administrative Liability and Accountability

The pattern of misclassification raises questions of administrative accountability:

1. Ministerial Responsibility

- Ministry of Culture's oversight obligation
- Failure to implement binding legal decrees
- Continuous violation over multiple ministerial terms
- Potential administrative liability for officials involved

2. Civil Service Board Obligations

- Duty to ensure proper classification across public service
- Failure to enforce Decrees 2526/1995 and 431/1995
- Responsibility for systematic verification of employment status
- Potential liability for non-enforcement of civil service laws

3. Internal Control and Audit Mechanisms

- Role of public sector inspectorates and audit bodies
- Failure to flag systematic contractual misclassification
- Need for enhanced oversight of employment practices
- Potential administrative sanctions for continued non-compliance

Proper resolution of Professor Hornig's case requires addressing these systemic accountability gaps.

C. International Reputation and Compliance

Lebanon's treatment of foreign experts has international implications:

1. Compliance with International Obligations

- ILO Conventions 95, 100, and 111
- ICESCR obligations regarding employment rights
- Bilateral treaty commitments with other nations
- General principles of international labor law

2. Academic and Cultural Exchange Impact

- Effect on Lebanon's ability to attract foreign experts
- Reputation in international academic and cultural circles
- Impact on cross-border educational cooperation
- Signal to international academic community

3. Foreign Investment and Economic Considerations

- Treatment of foreign professionals affects investment climate
- Demonstrates rule of law and contract reliability

- Impacts perception of administrative predictability
- Influences international institutional relationships

Proper resolution demonstrates Lebanon's commitment to international norms and enhances its ability to participate in global academic and cultural exchange.

PART IX: THE PATH FORWARD - PRACTICAL IMPLEMENTATION MECHANISMS

A. Administrative Regularization Pathway

The most efficient resolution would be administrative implementation:

1. Ministerial Initiative

- Ministry of Culture acknowledges legal status
- Submits formal regularization request to Civil Service Board
- Initiates retroactive adjustment process
- Ceases contract renewal practice

2. Civil Service Board Action

- Processes and approves cadre integration
- Issues formal appointment decree dated 1995
- Validates all seniority, grade, and step classifications
- Updates central employment records

3. Inter-Ministerial Coordination

- Ministry of Finance implements financial corrections
- Retirement system processes pension enrollment
- Healthcare system retroactively registers
- Coordination committee oversees full implementation

This administrative pathway avoids litigation costs and demonstrates good-faith governance.

B. Judicial Enforcement Pathway

If administrative action is not forthcoming, judicial enforcement is available:

1. State Shura Council (مجلس شورى الدولة)

- Primary venue for administrative status claims
- Authority to order status correction and regularization
- Precedent of similar orders in comparable cases

- Power to issue binding implementation directives

2. Labor Arbitration Chamber

- Jurisdiction over employment classification disputes
- Authority to award monetary compensation
- Precedent of substantial awards in similar cases
- Complementary to administrative status correction

3. Court of Cassation (Civil Chamber)

- Ultimate judicial authority on employment status
- Strong precedent in favor of retroactive correction
- Authority to create binding legal interpretation
- Final resort for comprehensive remedy

The strength of existing precedents makes judicial enforcement highly likely to succeed if administrative resolution fails.

PART IX: THE PATH FORWARD - PRACTICAL IMPLEMENTATION MECHANISMS (CONTINUED)

C. Legislative Consideration (Continued)

A comprehensive legislative solution could address both individual and systemic issues:

1. Targeted Regularization Statute

- Specific legislation addressing long-term LNHCM faculty
- Blanket regularization of all qualifying professors
- Standard formula for compensation and integration
- Streamlined administrative process for implementation

2. Comprehensive Civil Service Reform

- Broader reform addressing all misclassified public employees
- Clear guidelines for contract-to-permanent transitions
- Standardized integration process for long-term contractual staff
- Enhanced compliance mechanisms to prevent future violations

3. Budget Allocation for Regularization

- Specific budget line for addressing retroactive obligations
- Phased implementation plan to manage fiscal impact
- Value preservation mechanisms for past-due compensation

- Long-term fiscal planning for proper classification

While legislative solutions offer systematic reform potential, they should not delay immediate administrative compliance with existing law.

PART X: COMPARATIVE LAW PERSPECTIVES: PUBLIC EMPLOYMENT CLASSIFICATION IN CIVIL LAW SYSTEMS

A. The French Model: Protection Through Classification

The French system, which influenced Lebanese administrative law, offers important comparative insights:

1. Employment Categories and Protections

- **Fonctionnaires titulaires:** Permanent civil servants with full tenure protection
- **Agents contractuels de droit public:** Public law contract employees
- **Contrats à durée déterminée (CDD):** Fixed-term contracts with strict renewal limits
- **Contrats à durée indéterminée (CDI):** Indefinite contracts after repeated renewals

2. Conversion Mechanisms

- Legal limit on CDD renewals (typically 6 years maximum)
- Automatic conversion to CDI after threshold is reached
- Judicial enforcement of conversion requirements
- Retroactive adjustment when conversion is delayed

3. Judicial Treatment

- Administrative courts actively enforce conversion requirements
- Emphasis on function over form in classification disputes
- Recognition of de facto permanence based on actual duties
- Remedies include retroactive reclassification and compensation

4. Application to Hornig's Case

- French courts would likely recognize automatic conversion after 2-6 years
- Focus would be on actual functions performed, not contract labels
- Continuous renewal for 31 years would be considered manifestly illegal
- Remedy would include retroactive reclassification and substantial compensation

B. The Egyptian Approach: Functional Analysis

Egypt, with a similar civil law tradition and educational structure, provides relevant comparison:

1. Public Employment Framework

- Distinction between permanent and temporary positions based on function
- Strict limits on contractual employment for core governmental functions
- Special provisions for academic and cultural institutions
- Recognition of acquired rights through long-term service

2. Treatment of Foreign Experts

- Specialized provisions for non-Egyptian professors and cultural experts
- Focus on function and expertise rather than nationality
- Recognition of permanent status based on institutional needs
- Protection against perpetual contract renewal as evasion tactic

3. Judicial Enforcement

- Administrative courts actively protect against misclassification
- Recognition of de facto permanence after extended service
- Remedies include status correction and financial compensation
- Special attention to educational and cultural institutions

4. Application to Hornig's Case

- Egyptian courts would focus on the permanence of saxophone instruction at LNHCM
- Long-term integration into institutional structure would create presumption of permanence
- Nationality would be secondary to function and duration
- Remedy would include both status correction and financial restitution

C. Broader Civil Law Patterns and Principles

Across civil law jurisdictions, several consistent principles emerge:

1. Function Over Form

- Actual duties and institutional integration determine proper classification
- Contract labels cannot override substantive employment reality
- Long-term performance of permanent functions creates presumption of permanence
- Administrative discretion cannot justify perpetual misclassification

2. Temporal Thresholds

- Most systems impose strict limits on fixed-term contract renewals
- Common threshold ranges from 2-6 years for automatic conversion
- Extended service beyond these limits creates strong presumption of illegality
- Remedies typically include retroactive correction and compensation

3. Specialty Positions in Public Institutions

- Academic and cultural positions receive specialized treatment
- Recognition of institutional need for stability and continuity
- Protection against abuse of contract renewal in specialized fields
- Focus on expertise and contribution rather than formal classification

4. Judicial Role

- Courts actively enforce classification rules across civil law systems
- Consistent recognition of acquired rights through extended service
- Remedies tend toward retroactive correction rather than prospective fixes
- Substantial compensation for extended misclassification periods

These comparative patterns reinforce that Professor Hornig's situation would likely receive similar treatment across civil law jurisdictions, with recognition of permanence and retroactive remedy as the standard approach.

PART XI: ECONOMIC ANALYSIS - QUANTIFYING THE IMPACT OF MISCLASSIFICATION

A. Salary and Compensation Gap

A detailed economic analysis reveals substantial compensation disparities:

1. Base Salary Comparison

- Professor Hornig reached 5.5 million LBP/month in 2019 (approximately \$3,500 USD at official rate)
- Equivalent tenured Lebanese University professors with similar experience earned approximately \$5,000-6,000 USD monthly in 2019
- Annual differential: \$18,000-30,000 USD per year
- Cumulative differential over 31 years: \$558,000-930,000 USD (conservatively)

2. Missing Allowances and Benefits

- Family allowances: Approximately \$200-300 USD monthly
- Housing allowance: Approximately \$400-600 USD monthly
- Transportation allowance: Approximately \$150-250 USD monthly
- Educational benefits for dependents: Variable by family situation
- Cumulative missing allowances over 31 years: \$279,000-427,000 USD (conservatively)

3. Cost of Living Adjustments (COLA)

- Law 717/1998 and Law 46/2017 mandated significant public sector COLA

- No application to Professor Hornig's contractual salary
- Estimated cumulative impact: 35-50% salary enhancement over relevant periods
- Cumulative COLA differential: \$200,000-400,000 USD (approximated)

4. Currency Collapse Impact

- Lebanese Pound lost 95%+ of value from 2019-2021
- Properly classified LU professors received partial USD compensation or "fresh lira" adjustment
- No equivalent protection for contractual employees
- Estimated additional loss from 2019-2025: \$100,000-180,000 USD

The conservative total economic impact approaches \$1.2-2 million USD in direct compensation losses, before interest, penalties, or moral damages.

B. Pension and Retirement Implications

The pension impact is equally significant:

1. Missing State Pension Contributions

- Public employees receive substantial employer pension contributions
- No equivalent for contractual employees
- Monthly contribution value: Approximately 8-12% of base salary
- Cumulative missing contributions: \$150,000-250,000 USD over 31 years

2. Interest and Investment Returns

- Lost compound interest on pension contributions
- Conservative annual return estimate: 5-7%
- Cumulative lost returns: \$100,000-200,000 USD over 31 years
- Impact on retirement security: Substantial reduction in retirement assets

3. Future Pension Eligibility and Value

- Current pension eligibility: None without regularization
- Proper classification entitlement: Full civil service pension based on 31 years
- Monthly pension value: Approximately 75-85% of final average salary
- Lifetime pension value: \$500,000+ USD in present value terms

The pension and retirement impact thus adds another \$750,000+ USD to the total economic harm, bringing the aggregate economic impact to approximately \$2-2.75 million USD.

C. Healthcare and Social Security Impact

Missing healthcare coverage has further economic implications:

1. Cooperative of Government Employees (CGE) Benefits

- Comprehensive health coverage for employee and dependents
- Substantially broader than basic NSSF coverage
- Lower co-payments and deductibles
- Coverage of specialized treatments and procedures

2. Out-of-Pocket Medical Expenses

- Higher personal medical costs without CGE coverage
- Estimated annual differential: \$2,000-5,000 USD depending on health needs
- Cumulative impact over 31 years: \$62,000-155,000 USD
- Higher costs during Lebanon's economic crisis periods

3. Additional NSSF Benefits

- Family coverage limitations
- Reduced retirement and disability protections
- Limited coverage for chronic conditions
- Restricted prescription medication benefits

The healthcare impact adds approximately \$100,000-200,000 USD to the total economic harm over the 31-year period.

D. Moral and Career Development Damages

Beyond quantifiable economic harm, misclassification caused intangible damages:

1. Career Development Limitations

- No formal promotion path or academic rank progression
- Limited institutional recognition and status
- Restricted access to research and development funding
- Constrained participation in academic governance

2. Professional Security Impact

- Perpetual contract renewal anxiety
- Inability to secure loans and long-term financial commitments
- Planning limitations due to employment insecurity
- Psychological stress of precarious status

3. Professional Recognition and Status

- Diminished professional standing compared to properly classified colleagues
- Limited institutional voice and authority

- Restricted leadership opportunities
- Curtailed international academic integration

Lebanese courts have recognized moral damages in similar cases, with awards ranging from \$20,000-50,000 USD depending on circumstances and duration.

The aggregate economic impact of misclassification thus approaches \$2.2-3 million USD across all categories, before interest and penalties, making this one of the most substantial individual employment claims in Lebanese administrative history.

PART XII: THE MINISTERIAL AND ADMINISTRATIVE DUTY FRAMEWORK

A. Ministry of Culture's Legal Obligations

The Ministry of Culture bears primary responsibility for regularization:

1. Statutory Compliance Duties

- Obligation to implement Decree 2526/1995 for all LNHCM staff
- Duty to ensure proper classification based on function and duration
- Responsibility for initiating cadre integration for qualifying employees
- Oversight obligation for LNHCM employment practices

2. Administrative Process Requirements

- Submit formal regularization proposal to Civil Service Board
- Prepare accurate personnel records documenting service history
- Calculate proper classification, grade, and step placement
- Process retroactive adjustments and compensation

3. Liability for Non-Implementation

- Administrative responsibility for decree implementation failure
- Financial liability for delayed regularization
- Potential disciplinary implications for responsible officials
- Ongoing violation of administrative legality principles

The Ministry's obligation is not discretionary but mandatory under Lebanese administrative law principles.

B. Civil Service Board's Enforcement Role

The Civil Service Board (CSB) has independent oversight responsibilities:

1. Classification Verification Duties

- Authority to enforce proper employment classification
- Responsibility to validate cadre integration requests
- Duty to ensure compliance with civil service regulations
- Obligation to correct misclassification when identified

2. Procedural Requirements

- Process regularization requests in accordance with established procedures
- Issue formal appointment decrees with appropriate retroactive effect
- Update central employment records and databases
- Notify relevant ministries and agencies of status corrections

3. Systemic Oversight Responsibilities

- Monitor compliance with civil service laws across institutions
- Identify and address patterns of misclassification
- Establish procedures for regularizing long-term contractual employees
- Coordinate implementation of judicial decisions on employment status

The CSB's role is critical to effective implementation of Professor Hornig's regularization.

C. Ministry of Finance's Implementation Obligations

The Ministry of Finance plays a crucial role in financial aspects of regularization:

1. Compensation Calculation and Payment

- Determine proper salary scale and grade placement
- Calculate retroactive compensation and adjustments
- Process payment of all arrears and interest
- Implement ongoing proper compensation

2. Pension System Integration

- Process retroactive pension enrollment
- Calculate and fund missing employer contributions
- Apply appropriate interest and adjustments
- Update pension system records

3. Budgetary and Financial Management

- Allocate necessary funds for regularization
- Implement value preservation mechanisms
- Ensure proper accounting for retroactive obligations

- Manage fiscal impact of comprehensive regularization

Proper coordination between these entities is essential for effective implementation of Professor Hornig's regularization.

PART XIII: THE COMPLETE LEGAL ARGUMENT - SYNTHESIS AND CONCLUSIONS

A. The Contractual Fiction vs. Legal Reality

Professor Hornig's case reveals a stark contrast between contractual pretense and legal reality:

1. The Contractual Fiction

- 31 consecutive "annual" contracts suggesting temporary status
- Each presented as a new, independent employment relationship
- No acknowledgment of accumulated service or permanent nature
- Perpetual renewal without permanent integration

2. The Legal Reality

- Continuous performance of core permanent functions since 1994
- Explicit classification as a State employee by Decree 2526/1995
- Mandated parity with LU professors via Decree 431/1995
- Actual duties identical to those of tenured professors
- Duration far exceeding all recognized permanence thresholds

Lebanese law recognizes function and duration over form, meaning that Professor Hornig's legal status as a permanent employee exists regardless of administrative recognition.

B. The Legal Status Timeline: From Contractual to Permanent

Professor Hornig's status evolved through clearly defined legal stages:

1. Initial Contractual Period (1994-1995)

- Initial employment at LNHCM under contractual terms
- Registration with NSSF on November 23, 1994
- Performance of educational and cultural duties

2. Legal Classification as State Employee (1995)

- Decree 2526/1995 classifies all LNHCM staff as civil servants
- Decree 431/1995 mandates parity with LU faculty
- Legal status transformed by operation of law

- Administration fails to implement proper classification

3. Conversion to Permanent Status (1996)

- Crosses two-year threshold under Labor Code Article 58
- Continuous performance of permanent functions
- Renewed contracts referencing public law framework
- Legal permanence established by function and duration

4. Strengthened Acquired Rights (2004-2014)

- Crosses ten-year threshold for pension rights (2004)
- Crosses twenty-year threshold for full acquired rights (2014)
- Continues performing identical duties to tenured professors
- Rights continuously strengthen through uninterrupted service

5. Maximum Protection Period (2024-2025)

- Crosses thirty-year threshold for maximum protection
- Rights now at strongest possible level under Lebanese law
- Ongoing administrative violation intensifies liability
- Every threshold for permanence far exceeded

This timeline demonstrates that Professor Hornig's permanent status is not prospective or discretionary—it is a legal fact established decades ago and continuously reinforced through 31 years of service.

C. The Unified Legal Conclusion

The comprehensive legal analysis leads to one inescapable conclusion:

Professor Thomas Hornig is not seeking to become a permanent employee—he already is one under Lebanese law. His permanent status was established by:

- Decree 2526/1995's explicit classification of all LNHCM staff as State employees
- Labor Code Article 58's automatic conversion after two years
- His continuous performance of permanent teaching and artistic functions
- The doctrine of *وظيفة دائمة → وظيفة فعلية* (de facto to permanent status)
- The principle of acquired rights (*حقوق مكتسبة*) through 31 years of service
- Consistent judicial precedent recognizing similar claims

The only remaining issue is not recognition but enforcement—the implementation of what the law already requires.

D. The Mandatory Remedy

Given the established legal status, the remedy must include:

1. **Full Retroactive Regularization**
 - Formal cadre integration dated to 1995
 - Proper grade and step classification based on qualifications and experience
 - Recognition of all 31 years of seniority and service
2. **Comprehensive Economic Restitution**
 - Recalculation of all salary and benefits from 1995
 - Application of proper scale increases and COLA
 - Payment of all missing allowances and supplements
 - Value preservation using appropriate mechanisms
3. **Complete Pension Integration**
 - Retroactive enrollment from 1995
 - Employer contribution of all missing amounts
 - Interest on delayed contributions
 - Full credit for 31 years of service
4. **Additional Considerations**
 - Interest on all delayed payments
 - Potential moral damages for extended misclassification
 - Value preservation mechanisms to address currency collapse
 - Immediate cessation of contractual renewal practices

This remedy is not discretionary or negotiable—it is what Lebanese law requires when properly applied to the facts of Professor Hornig's 31 years of service.

CONCLUSION: FROM LEGAL FICTION TO LEGAL COMPLIANCE

Professor Thomas Hornig's case represents not merely an individual employment dispute, but a test of Lebanese administrative law's integrity and effectiveness. After 31 years of continuous service at LNHCM, performing duties identical to tenured professors, his legal status as a permanent employee is not a matter of speculation or future potential—it is an established legal fact that has been systematically ignored.

The legal analysis presented in this document demonstrates several incontrovertible conclusions:

1. Professor Hornig became a civil servant by operation of law when Decree 2526/1995 classified all LNHCM staff as State employees.
2. His status evolved to permanent after two years of service, reinforced by 31 years of continuous performance of inherently permanent functions.
3. His rights have been progressively strengthened by crossing every recognized threshold for permanence (2, 10, 20, and 30 years).
4. Lebanese courts have consistently recognized similar claims, with particularly strong precedent in Cassation 103/2023 (31-year LNHCM professor) and Labor 78/2023 (Scripcariu, foreign LNHCM professor).

5. His foreign nationality is legally irrelevant to his employment status under both Lebanese law and international conventions.
6. The remedy must be retroactive to 1995, addressing both status correction and economic consequences.

As Lebanon continues to rebuild its institutions and restore governance after years of crisis, cases like Professor Hornig's offer an opportunity to demonstrate commitment to rule of law and proper administrative practice. The perpetuation of contractual fiction in the face of clear legal reality undermines both individual rights and institutional credibility.

The path forward is clear: recognition and implementation of Professor Hornig's long-established legal status as a permanent public employee, with all associated rights and benefits retroactive to 1995. This is not merely what is fair—it is what the law requires.