



# SHAQAB

## HUMAN RESOURCES

# CONTENT

1. HR PRINCIPLES
2. COMO HR PROCEDURE ( PR 15)

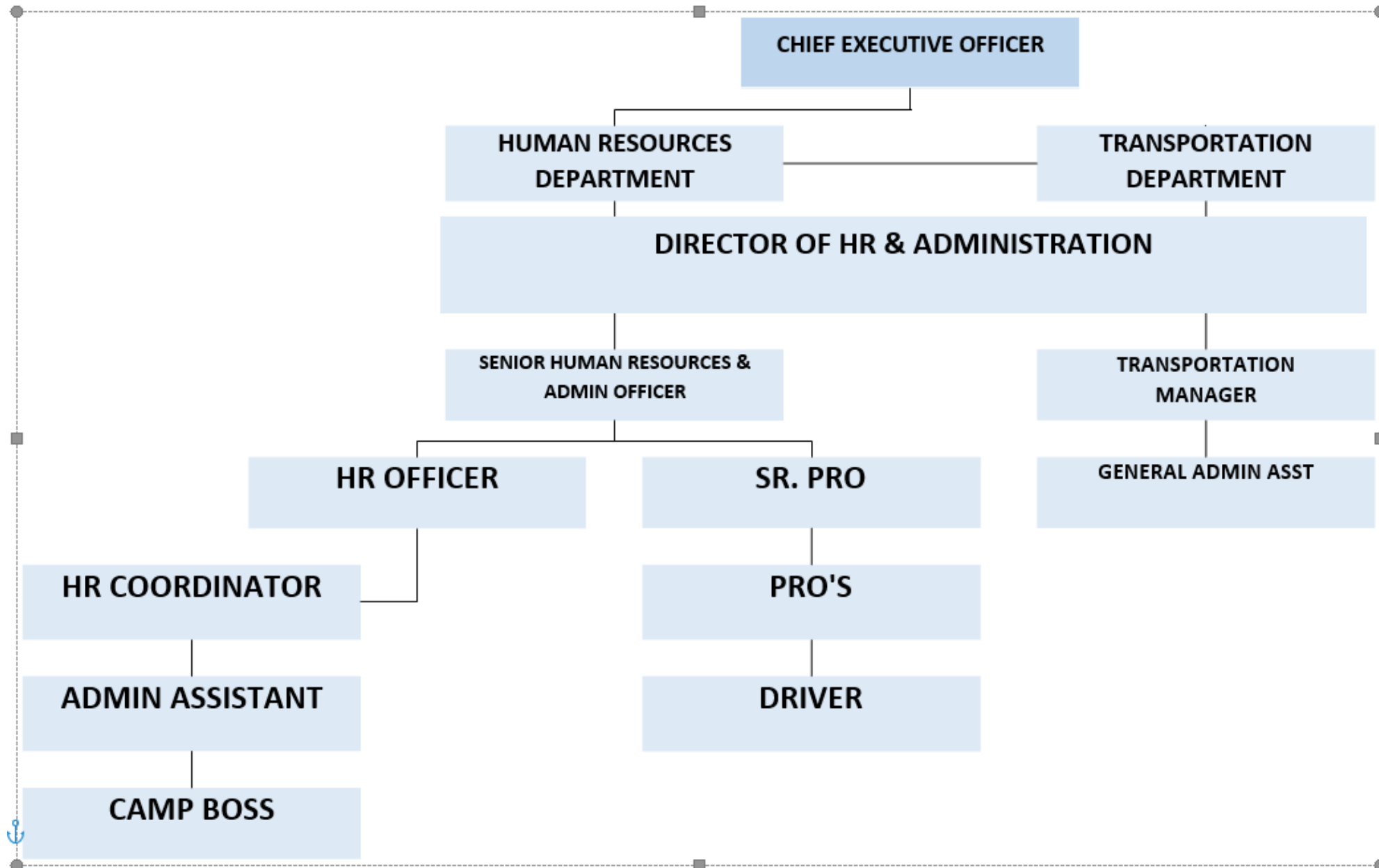
# SHAQAB

## HR MODULE - INTRODUCTION

# BASIC HR PRINCIPLES

- HR ORG STRUCTURE
- BASIC HR FLOW CHART
- PURPOSE OF HR PROCEDURES & POLICIES
- HR COMMITTEE

## COMO ORGANIZATIONAL CHART - HUMAN RESOURCES DEPARTMENT



# Purpose of HR Procedures & Policies

The Human Resource Policy of the Company shall be based upon the belief and philosophy that the success of the Company is primarily dependent on its employees and that the realization and development of their potential is beneficial both to employees as well as to the Company. It is upon the commitment and effort of the employees that the Company depends for its continued prosperity and growth.

The purpose of documenting the HR Policies & Procedures is as follows:

- Translate the human resources component of the vision, mission and core value of the Company into day-to-day policies and procedures.
- Transparency in all matters concerning employees;
- Flexibility to allow for improvements and changes in policy, based on requirements warranted by the external and / or internal environment; and
- Forms the basis for the management of employees and the framework of terms and conditions in which they operate
- Establishment of a comprehensive set of Human Resource Policies and Procedures in the form of one updated document for ready reference

# HR Committee

The Human Resource Committee (HRC) is a Three-members body comprising of:

1. Chief Operating Officer (COO) / Chief Executive Officer
2. Director of Operations (DO) / Operations Manager
3. Director of Human Resources & Admin (HRD)

- Ensure that the organization has up-to-date, comprehensive HR policies that align with legal requirements and best practices.
- Make recommendations on Human Resource Policies for consideration.
- Oversee compliance with labor laws, industry regulations, and organizational standards related to HR practices, including workplace safety, employee rights, and equality.
- Ensure HR practices reflect the organization's ethical standards and governance principles. This includes preventing discrimination, promoting diversity, and maintaining a fair, transparent workplace.
- Review the Recruitment Calendar as per the approved Manpower Plan to discuss progress of recruitments in each department
- Involved in Grievance and disciplinary hearings with the employees as per the Employee Discipline policy and take an appropriate decision or make recommendations

# SHAQAB

HR MODULE

(WHAT KEY STAFF SHOULD KNOW)

# RECRUITMENT & SELECTION (SEC. 3)

1. INTRODUCTION
2. TYPE OF RECRUITMENT
3. SCREENING & INTERVIEWS
4. OMANIZATION

# Manpower Planning

Manpower plans are based on forecasts of human resources needed to meet operational objectives. Manpower planning is most effective when it is linked with strategic, operational and work planning.

The purpose of the Manpower Planning section is to lay down the procedure for planning, scheduling of the staffing requirement and for the following:

- ▶ Provide the basis for forecasting manpower requirements
- ▶ Ensure that Company has the right number and quality of skilled staff that are placed in the appropriate positions
- ▶ To link up with the process of recruitment, selection, training, deployment and succession planning
- ▶ Estimate the numbers, types and levels of job holders needed by each department to implement business plans
- ▶ Identify expected vacancies
- ▶ Ensure that the staffing at all points in time is commensurate with the requirements of the Organization

# Recruitment & Selection

The recruitment policy of the Company may be summarised as follows:

- Commitment to high professional standards
- Priority to Omanis
- Adequate qualifications, skills and experience as per the Job description
- Good conduct and records from previous employers and no criminal records as submitted by the Royal Oman Police
- Over 18 years of age for Omani's and over 21 years of age for Expatriates
- First degree family members shall not be appointed without prior approval of the CEO. Under no circumstances shall relatives be in a direct supervisory role.
- No discrimination of sex, age, religion and nationality

# Type of Recruitment

## Source of Recruitment

The recruitment for all grades of employees shall be done through various sources such as:

Type	Description
Secondment/ Outsourcing	This would involve having personnel from Group Companies or Third Parties for a specified time period for completion of specific tasks/ projects- as per business requirements
Internal Recruitment	This would involve recruitment from within the Company's personnel for a vacant positions
External recruitment	<ul style="list-style-type: none"> <li>• Advertisements/ Data base/ Company Website</li> <li>• Head hunting</li> </ul>

# Recruitment Preparation

Step#	Procedure	Responsibility
<b>Preparation of Recruitment Calendar / Plan</b>		
1.	<p>Based on the approved Manpower Plan &amp; Budgets, The Human Resource Department (HRD) shall prepare grade and designation wise “Recruitment Calendar” (Annexure 4), containing the following details:</p> <ul style="list-style-type: none"> <li>Number of vacancies</li> <li>Recruitment Start and completion dates</li> <li>Cost of recruitment</li> <li>Source of recruitment</li> <li>Suggested methodology of recruitment (Interview / written tests /group discussion)</li> </ul>	Human Resource Department (HRD)
2.	Communicate and agree on recruitment calendar with HOD with all details of dates of recruitments and methods.	HOD

# Replacement, Non-Planned & External Recruitment

Replacement Recruitments & Non-Planned Recruitments		
1.	The HOD fills in the Recruitment Request Form (RRF) <b>(Annexure 5)</b> or Non-Planned Recruitments Form (NPRF) <b>(Annexure 6)</b> and sends it HRD	HOD
2	HRD review the RRF against the Manpower budgets and consults CEO on the request	HRD
3	The CEO will review recommendations and will or not authorize the recruitment requisition.	CEO
External Recruitment Procedure- Advertisements		
4	Before starting the Recruitment procedures by advertisement or through recruitment agents, the HRD will check whether resumes of suitable candidates are available in SHAQAB's employment database. The HRD data base is: Applications received through the Company Website and stored in the HRD data base Applications received from sister companies as referrals/ or employees of the Company.	HRD
5	The text of the advertisements to be published will be drafted between the HRD and concerned HOD. After agreement, The HRD will advertise in the Arabic, English newspapers or both if required.	HRD/HOD
6	The HRD will file the advertisement in the recruitment file	HRD

# Screening, shortlisting & Interviewing

1.	The HRD will do the initial screening to ensure that all applicants have met the requirements of the position as per the approved Job Description/ Advertisement.	HRD
2.	Shortlist the 3-5 candidates and agree with HOD on the candidates to arrange for interviews.	HRD/HOD
3.	Arrange interviews of the shortlisted applicants	HRD
4.	At all interviews, the interview panel shall consist of 3-4 members of the HRD, respective department and CEO/ CDO if required.	Interview panel
5.	The Interview Panel will fill out one common “ <b>Interview Evaluation Form</b> ” ( <b>Annexure 7</b> ) for each candidate interviewed.	HRD/HOD
6.	HRD will summarize the “Sheets/Evaluation Forms” of all the shortlisted interviewed candidates and send it across to the HOD for Final selection.	HRD
7.	Unsuccessful shortlisted applicant will be sent a <b>Regret letter in a standard format (Annexure 8)</b> and resumes will be filed in a Rejected Applications File which should be retained for a period of six months before being destroyed together with applications rejected at the initial screening stage.	HRD
8.	The HOD will make the selection decision and inform the HRD.	HOD
9.	HRD will send the final recommendation of the HOD to CEO for final approval with the salary to be offered as per the salary structure.	HRD
10.	Upon Approval, the HRD will send an “ <b>Offer letter</b> ” ( <b>Annexure 8A, (8B or 8C)</b> ) to the selected candidate.	HRD

# Recruitment and Medical Expenses

- ▶ Responsibilities:
- ▶ Company will cover all fees to all costs associated with the recruitment process, including:
- ▶ Recruitment fees
- ▶ Medical examinations required for visa processing
- ▶ Travel expenses related to recruitment

## Recruitment Agency Responsibilities:

- ▶ The Recruitment Agency shall not charge workers any fees related to: Recruitment services
- ▶ Visa applications
- ▶ Medical examinations
- ▶ Travel expenses

## Reimbursement Process

- ▶ Any expenses incurred by the Recruitment Agency for recruitment-related activities must be submitted to the Company with supporting receipts for reimbursement.

# APPOINTMENT , INDUCTION & PLACEMENT (SEC. 4)

1. EMPLOYMENT ACCEPTANCE
2. JOINING FORMALITIES
3. PERSONAL FOLDER
4. PASSPORTS
5. INDUCTION
6. PROBATION

# Appointment/Contract, Induction & Probation

STEP #	PROCEDURE	RESPONSIBILITY
1.	The Human Resource Department (HRD) will prepare the Contract of Employment for Omani Employees as per Annexure 9A & Expatriate Employees as per Annexure 9B	Human Resource Department (HRD)
2.	The HRD will open a Personal Folder for the employee and ensure the file has all the contents mentioned above in the policies.	HRD
3.	Upon Joining the HRD will take an Induction Form (Annexure 11) from the new joiners.	HRD/ Departments
4.	Additionally, the HRD will upload the details of new employee through HR Software based on the Employee Joining Form with details of salary, job title, grade, Department and date of joining.	HRD/ Finance
5.	All Employees will be subject to a 3 months' Probation period, where the HRD will send the HOD a "Employee Probation Appraisal" (Annexure 12).	HOD

## Joining Formalities

On employee joining duty, the HRD shall open a Personal Folder and ensure that the following documents are obtained from the recruit (as applicable):

- Employee New Joining Form (**Annexure 10**).
- Induction Form
- Conflict of Interest
- Confidential Agreement
- Job Description
- Bank Account Details
- Passport Consent Form
- Copies of all relevant certificates pertaining to qualifications, experience
- Marriage certificate
- Birth Certificates of dependent children
- Medical examination report.
- Police Clearance
- Copy of Passport; Copy of ID Card, from Omani employee.

## Passports

### Worker Documents Management Policy:

- ▶ The company will not retain workers' passports or identification documents. Workers are free to keep their documents.
- ▶ If a worker voluntarily requests the company to hold their passport for safekeeping, a written consent form must be signed, explicitly confirming the voluntary nature of the request. Access to the documents will be provided upon request.

### Family Passports:

- ▶ The company will not hold the original passports of expatriate family members, provided they have valid residence visas.

### Renewal Responsibility:

- ▶ Expatriates are responsible for the renewal of their own passports as well as those of their dependents living in Oman.

# Omanization

In keeping with the Omanization Policy of the Government of the Sultanate of Oman, the Company shall, as far as possible, employ Omani staff and:

- ❖ Constant efforts shall be made to Omanis the existing positions held by expatriates.
- ❖ Omani staff shall be provided with continuous training to upgrade their skills.
- ❖ Sufficient opportunities shall be given to Omani employees for furthering and advancing their career prospects within the Company.
- ❖ The HRD is responsible for maintaining the required Omanization percentages as per government schedules and internal mandates
- ❖ All Managers / Head of Departments shall follow the above policy guidelines and ensure strict implementation.

# ATTENDANCE & LEAVE (SEC. 5)

1. OVERVIEW
2. WORKING PLACE, HOURS & DAYS
3. SHIFT WORK & OVERTIME
4. LEAVE RULES
5. ACCUMALATION OF LEAVE
6. OTHER LEAVE
7. SICK LEAVE
8. LEAVE WITHOUT PAY

## Working Place, Hours, and Days

- ▶ All employees are required to observe the work timings from 8.00 a.m. to 5.00 p.m. with a one-hour break for lunch from Sunday to Thursday for Head office employees and for site workers, working hours will be considered based on the operations requirement.
- ▶ For employees who are subjected to the Shift System, 9 hours of work will be required, and anything above will be considered as over time. These 9 hours can be utilized by the Company as per work requirements including weekends and public holidays.
- ▶ Employees shall work for a period of eight hours per day/forty hours per week. Employees may be required to work beyond eight hours per day/forty hours per week depending on necessities of work.
- ▶ Employees are entitled to all national holidays declared by the Government applicable to Private sector.
- ▶ Employees working on national holidays declared by the Government shall be compensated as per the Omani Labour Law. The approval of working in national holidays must be sought from the HOD.
- ▶ Working hours of Muslim employees during the holy month of Ramadan shall be for a maximum of 6 hours per day for a period of thirty hours per week.

## Attendance

All employees must follow the rules for punching or finger printing, or any other method devised for the purpose of recording attendance.

Consistent non-observance of working hours may invite disciplinary action. The HRD will be monitoring the attendance of employees and accordingly sending reports to the HOD's on attendance of their respective employees.

## Shift work and Overtime

All Employees will be required to work in shifts. The schedule of hours of work for employees who must work in shifts shall be set by the respective HOD in consultation with the HRDA and in line with the Oman Labor Law.

The Supervisors/ Managers concerned shall publish the rosters and shift timings for the employees on a weekly/ monthly basis.

## Overtime

- ▶ Junior staffs are **only** entitled to overtime payments. Employees in these designations who work beyond their normal working hours shall be entitled to overtime compensation as per the Labour law or hours off matched to extra hours worked, as per the employees' choice.
- ▶ An employee may be required to work for more if the interest of work so dictates provided that the total original and extra work hours not exceed 12 (twelve) hours a day. The employee will be entitled to overtime equal to his basic salary against the extra work hours plus at least 25% for day-time work.
- ▶ A junior staff may be asked to work on an official holiday if the circumstances of the work so require, and in such a case the Operator/driver and other junior staffs shall be entitled to receive his Basic wage for such a day with an additional amount of 100% or be compensated with a day in lieu as per the employees' choice.
- ▶ Senior staff, managers, and supervisors may be required to work on official holidays if necessary; they are entitled to a mandatory compensatory day off, which will be added to their annual leave days. This policy applies only to expatriate staff with salaries above OMR 399 and Omani staff with salaries above OMR 599. Compensatory time off can be converted to overtime only with special approval from the Director of HR & Admin and the CEO.

Overtime on a Morning Shift	Hourly rate of Basic Salary x extra hours worked + 25%
Overtime on a Night Shift	Hourly rate of Basic Salary x extra hours worked + 50%
Compensation for work on a Weekend and Public Holiday	Gross salary of the day + 100% Basic Salary of the day or a day, refer 5.6.3 & 5.6.4

## Overtime

- ▶ No employee should work overtime without obtaining the prior approval of the Supervisor & HOD, which shall be through the **'Over Time Sheet' (Annexure 14)**.
- ▶ The Supervisor in consultation with HOD should plan for overtime in advance. The Supervisors shall complete a monthly **'Over Time Sheet'** for each of their employees clearly stating the dates, time, number of hours and forward it to the HOD for final approval. Upon approval the Supervisor sends the Overtime sheet to the HRD at the beginning of the month.
- ▶ The overtime will be calculated for the month from the date 21<sup>st</sup> previous month up to the 20<sup>th</sup> of current month to allow payroll administration. The HRD will verify the overtime hours spent and send the Finance the Overtime amount to be administered by the 20<sup>th</sup> of every month.
- ▶ The drivers may be required to work/travel outside their working hours and an approval of overtime through **'Over Time Sheet'** must be obtained in advance by their supervisor and then the Director of HR & Admin (HRD).

# Attendance & Leave



## Leave Rules

Level	Approving Authority of Leave's
Staff (Employees below Manager level)	HOD/ Managers
HOD/ Managers/ Assistant Managers	HOD
CDO	CEO
CEO	Chairman

The Company shall have the discretion to revise, revoke, entertain, postpone or refuse leave requests of employees based on necessities of work.

The employees shall fill one common Leave Applications Form (Annexure 15) for all types of leaves mentioned in the section, specifying exactly the type of leave incurred as per the form and prior to going on leave

## Accumulation of Annual Leave & Encashment of Annual Leave

- ▶ The Maximum number of Accumulated Leave shall not exceed two years of the employee's leave entitlement at any given time.
- ▶ The HOD must encourage employees to use their annual leaves every year to ensure they have sufficient rest and recuperation, if business requirements do not allow for that; an employee will be permitted to carry forward their remaining leave entitlement to the next year. However, this shall not result in the employee having to work for more than two consecutive years without utilizing at least 14 calendar days of annual leave during this period.
- ▶ At the end of two years, the company will have the choice of either availing their annual leave or encashment of leave days.
- ▶ Leave encashment if requested by the employee, will be calculated as 30 calendar days equivalent to 1-month Basic salary and the following formula would be used for encashment:  $\text{Monthly Basic Salary} \times \text{Leave Days} / 30.41667$
- ▶ Leave encashment is only permitted in case of retirement, resignation, death or termination due to prolonged illness, or if employees are unable to utilize their leave due to business necessities beyond the two-year accumulation limit
- ▶ Leave encashment will be calculated as 30 calendar days equivalent to 1-month Gross salary in case of retirement, resignation, death or termination due to prolonged illness and the following formula would be used for encashment:  $\text{Monthly Gross Salary} \times \text{Leave Days} / 30.41667$
- ▶ The Company has the option to recall an employee from leave in necessities. Recalling employees from their leave requires approval from the CEO. The Company shall reimburse any amount that has been agreed between the HOD & CEO and the Employee due to any pre-booked excursion that the employee has incurred whilst on vacation.

# Other leaves

Type of Leave	No of Days
Marriage leave	3 Days
Accompanying leave	15 Days
Hajj Leave	15 Days
Paternity Leave	7 Days
maternity Leave	98 Days
Examination Leave	15 Days
Mourning Leave	03 Days in case of Blood Relation.02 Days in case of relative

# Sick Leave

A prolonged sick leave constitutes a period whereby a medical condition prevents an employee from performing his/her contractual duties and responsibilities, the company could approve prolonged sick leave for such employees as follows:

## Employee's entitlement as per Labour Law:

FROM DAY 01(ONE) TO DAY 21 (TWENTY-ONE)	100% (ONE HUNDRED PERCENT) OF THE WAGE
From Day 22(Twenty-Two) to Day 35 (Thirty-Five)	75% (Seventy Five Percent) of the wage
From Day 36 (Thirty-Six) to Day 70(Seventy)	50% (Fifty Percent) of the wage
From Day 71 (Seventy-One) to Day 180(Eighty-Two and Eighty Two)	35% (Thirty Five Percent) of the wage

# EMPLOYEE BENEFITS (SEC. 6)

1. OVERVIEW
2. JOB TITLES & GRADES
3. MEDICAL COVERAGE
4. TRANSPORT
5. OTHER BENEFITS

# Job Titles and Grades

All employees employed by the Company in relevant capacities shall be in accordance with grades as per the salary structure applicable at the time of recruitment. The employee shall have such duties, rights and obligations as are usually inherent in such positions and shall perform the duties specified in the respective job descriptions and any other specific duties as assigned by the Company/ Management to them from time to time.

- ▶ The terms and conditions of service & salary of the CEO shall be determined by the Board.
- ▶ The HRD, COO and the CEO are responsible for developing and implementing a compensation structure in line with Shaqab objectives and as per industry standards. The approval of the compensation structure will be with the Board.

Salary changes shall be at the discretion of SHAQAB and may occur as a result of the following:

- ❖ Increments after Annual appraisal cycle
- ❖ Changes in salary components of individual/s due to promotions, re-designation, lateral movement or transfers.
- ❖ Change in remuneration structure due to market correction
- ❖ Salary increments will be effective from the date mentioned in the salary change letter.
- ❖ All changes as a result of salary restructuring will be approved by the Board.

# Employee Benefits

## Disbursement of Pay

- ▶ Salaries and allowances, net of deductions, shall be dispersed to the employees' designated bank accounts on the 30th of each month. The Human Resource Department (HRD) shall send the Finance department details of leaves, overtimes & other deductions on the 25th of every month.
- ▶ The benefits shall be administered as per the individual contract of employment respective of the employee.

## Social Protection Fund

Omani employees are subject to government social insurance payments. These payments are to be deducted from the employees' Gross salaries at a monthly contribution rate of 8% to be paid by employees to the Social Protection Fund (SPF). The Company will additionally pay a contribution of 13.5% to the Social Protection Fund (SPF) on the Company's behalf. If any changes from the SPF same will be updated and communicated with the employees

## End of Service Benefits (EOSB)

As per Oman labour Law, expats employee who joined from August 01, 2023, shall be entitled to EOSB computed at one month's basic pay for each year of completed service. Expat employees who joined before August 01, 2023, there first 3 Years will be considered half of their Basic salary and remaining days will be consider full basic salary. The EOSB shall be calculated based on the last drawn salary and up to the last working day.

## Joining Airfare & Accommodation

The Company shall bear the one-time cost of transportation of the employee on economy class transportation from the point of hire to Oman. However, if the Employee was hired in Oman, the Employee shall not be entitled to this facility

# Employee Benefits

## Annual Leave ticket for Expatriate Employees

- ▶ Annual leave tickets shall not be accumulated and should be utilized in the year they are due.
- ▶ The class of travel will be Economy class for all employees except for the CEO, who is entitled to a business class air fare.

## Repatriation

- ▶ An end of contract air ticket shall also be provided by the company to the employee to the point of origin as mentioned in the Contract of Employment
- ▶ The employee shall depart from the Sultanate of Oman immediately after the termination or expiration of the contract, unless the employee, with the Company's and other concerned Omani authority's agreement, is hired by another employer in Oman. In this case, the latter employer shall assume responsibility for repatriating the employee at the end of his/her service.

# Medical Coverage

## General considerations:

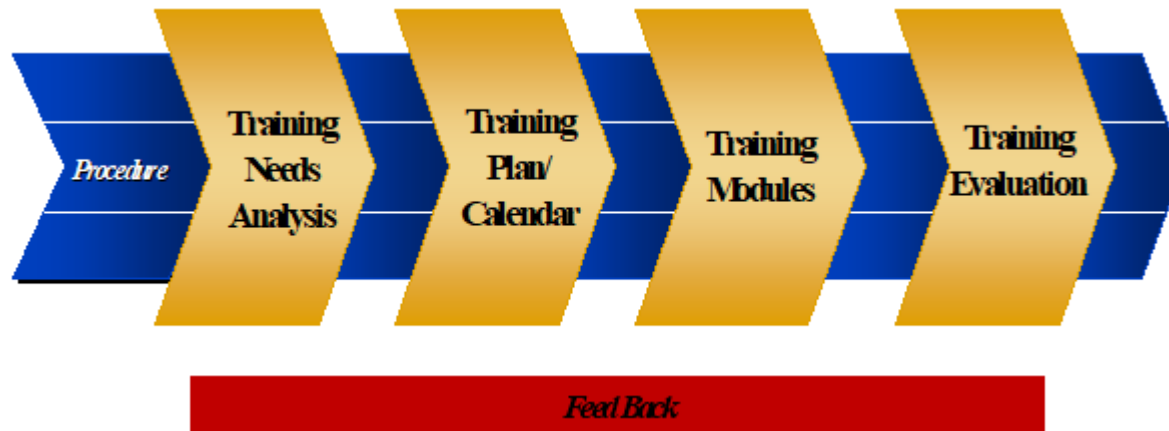
All Employees' living in Oman shall be covered by the Company as per the medical policy.

- ❖ All employees are advised to review the medical policy to understand the entitlements offered to the employee under the medical scheme. In cases where the employee is not sure of the coverage, they should inquire with the Human Resource Department (HRD)
- ❖ The Human Resource Department (HRD) & HSE Department shall ensure availability of first aid treatment items in the office premises.
- ❖ Employees are advised to check with the HRD department for coverage outside Oman before proceeding on international travel.
- ❖ A list of registered clinics will be intimated by the HRD to all employees once a year or upon a new employee joining UFMS.
- ❖ The limitations of cover will apply as per the provisions of the medical insurance policy.

# TRAINING & DEVELOPME NT (SEC 7)

1. OVERVIEW
2. TRAINING NEEDS ANALYSIS
3. TRAINING CALENDAR
4. DESIGNING TRAINING MODULES

# Training & Development



Step	Procedure	Responsibility
1.	Send Training Needs Assessment Form ( <b>Annexure 17</b> ) to the Employee to fill for self-assessment.	HRD
2.	Review the Employees' Training Needs Assessment Form on the basis of Assessments during the Performance Management cycle	Appraiser (CEO, HOD, Supervisor)
3.	Validate the training needs identified for the employees in the department	CEO, HOD
4.	Collate the training needs assessment forms received from various departments	HRD
5.	Analyze data from Training Needs Assessment Forms	HRD
6.	Gather inputs on training requirements from various sources such as competency framework/gaps, performance appraisals, job descriptions, succession plans etc.	HRD
7.	Develop a comprehensive list of training programs based on the training needs analysis forms and inputs gathered from other sources in coordination with CEO's	HRD
8.	Prioritize the training programs based on the criticality, impact, cost effectiveness, organizational and regulatory requirements	HRD/HOD
9.	Develop the final list of training programs and use the list for preparing training budget	HRD

# Training Calendar

The HRDA/ HRD in conjunction with the HSE & HOD shall prepare the Annual Training Plan and Calendar (Annexure 18) based on the training needs analysis study conducted. It shall also consider training needs contained in the performance appraisal of each employee and employee feedback received from earlier trainings.

Training Plan /calendar shall be prepared for each year, and it shall contain the following details:

- ▶ List of Training Programs and Program Objectives
- ▶ Tentative Dates and Timelines of programs to be conducted
- ▶ The Training Plan shall provide the participant profile for each training program, and the training content.
- ▶ Estimated Training Costs - this shall include travel & stay costs of the participants and the trainer (where applicable)

# Designing Training Modules

## In House Training

- ▶ As part of the Training Plan, in-house courses and seminars in various functional areas - technical as well management topics shall be conducted either by CEO, HOD's, Supervisors or professional external trainers
- ▶ The in-house training shall cover functional training like technical training, HR, Soft skills etc.

## External Training

- ▶ External training can either be courses conducted locally by trainers or overseas training bodies or institutions.
- ▶ Employees on external training (Company identified and sponsored) shall be deemed to be on duty during such training periods and shall be eligible for all normal benefits.
- ▶ Upon completion of the training course, a training evaluation report is submitted by the trainee on how much he / she benefited from the course and the extent to which he / she expects the training to benefit the company.
- ▶ HOD's and Supervisors are encouraged to ensure the trainee presents the learning's of the training to the employees in the same department.
- ▶ The HRD shall coordinate with the department and follow up on the employee's performance and progress, using knowledge/ skills obtained on the training course/ higher education.

# SEPERATION (SEC. 9)

1. OVERVIEW
2. RESIGNATION
3. RETIREMENT
4. DEATH
5. TERMINATION

# Overview

This section provides clear guidelines for handling employee's separation from services of the Company with minimum disruption in work and administer end of service benefits applicable as per the Company policy.

Separation of an employee from the Company shall be due to any of the following reasons:

- ▶ Resignation;
- ▶ Retirement;
- ▶ Death or disablement;
- ▶ Termination;

## Resignation:

- ▶ All Employees are required to provide 30 calendar days' notice or as otherwise stated in the Individual Employment Contract.
- ▶ If the employee is not able to settle the due's owed to the Company, then the amounts will be deducted from the salary paid in the notice period as well as the End of Service Benefits.
- ▶ When an expatriate employee leaves the services of the Company, all requisite procedures shall be carried out by the HRD regarding cancellation of visas of the employee and his / her dependents.
- ▶ An employee resigning from the Company will be asked to conduct an **'Exit Interview Form' (Annexure 25)** with a member of the HRD, for comments and feedback of reasons of leaving. This shall be filed in employee personal file and periodically reviewed for measures of improvements.

## Experience Letter:

Experience letters detailing years of service, last position held, and salary details must be issued to the employees but only after clearance of all outstanding loans and satisfactory handover of all jobs on hand as per the **Exit Clearance form and No claim certificate**. Experience letters to separating employees shall be issued by the Director of HR & Admin.

## Retirement:

- ▶ Retirement from the Company is on attaining the age of sixty for males and fifty-five for females.

## Death/Disability:

- ▶ The service of an employee shall be automatically terminated on death or permanent disability of the employee resulting in his/her inability to perform his/her assigned work as certified by the hospital.
- ▶ Termination of services based on medical grounds shall be in line with provisions of Omani Labour Law where the employee is certified medically unfit for discharging his/her normal job by the hospital. The reasons for being unfit could be injury, serious illness, or physical disability.
- ▶ When an employee dies whilst in service, his / her service shall stand terminated on the subsequent day of death. All entitlement will be payable in accordance with the Beneficiary Form provided by the employee or as directed by the respective embassy or next of Kin, as applicable.

## Termination:

- ▶ The Company may terminate the Contract of Employment for any reason specified in the HRPP or by giving notice as prescribed in the Contract of Employment (30 days or as applicable in the contract of Employment) or by paying gross salary in lieu thereof, provided the services are not being terminated on account of misconduct (in which case, the Company shall not be liable to give any notice or pay in lieu thereof).
- ▶ A copy of the termination letter, duly approved by the HRDA / CEO, shall be forwarded to the HRD who will forward the same to the Finance Department for computation of final settlement payable to the employee.
- ▶ In case of termination of service of expatriate employees, the employee and his/her family shall depart from the Sultanate of Oman following the termination, within the time frame permitted by the Company and upon such terms and conditions as the Company deems fit.

## Fair Exit Policy:

- ▶ To outline the terms and conditions regarding the exit process for employees, ensuring a fair and transparent procedure. Our company is committed to maintaining a fair exit policy that respects the rights of employees departing from the organization

## No Financial Penalty:

No worker will face financial penalties or deductions from their final pay, except for legitimate, contractually agreed-upon obligations (e.g., unreturned company property, unpaid loans, etc.). The company will not deduct any charges related to the following from the final settlement:

- Visa fees
- Training costs
- Medical expenses
- Recruitment fees

## Return Flight Ticket:

The company will provide a one-way flight ticket to the employee's home country upon their departure.

## Exit Process:

Employees are encouraged to follow the standard exit process, including submitting a resignation letter and completing any necessary exit interviews.

## Final Settlement:

All dues will be settled in accordance with the company's policies and relevant labour laws.

# CODE OF CONDUCT (SEC. 10)

1. OVERVIEW
2. SECRECY & CONFIDENTIALITY
3. HEALTH & SAFETY
4. DRESS CODE
5. SMOKING
6. AFFILIATION & RESPECT OF CULTURE WITH DEALINGS  
WOMAN
7. INTOXICATION
8. CONFLICT OF INTEREST
9. SERVING CUSTOMERS
10. DOING BUSINESS WITH OTHER
11. ACCEPTING GIFTS
12. DISCRIMINATION & HARSSMENT

# EMPLOYEE DISCIPLINE (SEC.11)

1. OVERVIEW
2. GENERAL CONSIDERATIONS
3. DISCIPLINARY ACTION (STEP BY STEP)
4. CATAGORIES OF VIOLATIONS

# POLICIES

- **Discrimination & Harassment Policy**
- **Human Rights Policy**
- **Modern Slavery Policy**
- **Avoiding Adverse Impact on Community Policy**
- **No child & Young Labor Policy**
- **Anti-Bribery & Corruption Policy**
- **Anti-Money Laundering**
- **Whistle blowing policy**
- **Speak Up Policy**

## Employee Discipline

- ▶ This section provides a framework and system to administer and maintain discipline at the workplace and initiate fair disciplinary action as a corrective measure.
  - ▶ All employees are expected to behave in a manner that would uphold and enhance the image and reputation of the Company.
  - ▶ Employees are required to adhere to the Conduct and Discipline rules, which cover ethical standards required by the Company, always during their employment with the Company.
  - ▶ The policy applies to all employees of SHAQAB, where the penalties for such offences are dependent on the criticality or impact on the business of SHAQAB.
- 1) The progression of disciplinary measures Warning letter (Annexure 26) for SHAQAB is as follows:
    - a) Verbal warning.
    - b) Written warning.
    - c) Suspension
    - d) Termination.

## Category of Violations

Violations of UFMS Rules and Unacceptable Personal Conduct are divided into four categories; A, B, C & D. The violations categorized below are indicative of the severity of offences and are not limited to the situations described.

### CATEGORY A

- a) Posting, altering, tampering or removing any matter on the bulletin boards or UFMS property without permission.
- b) Entering designated “restricted area” without permission or authority.
- c) Entering or leaving the premises from other than the designated entrances and exits.
- d) Collecting contributions, soliciting for any purpose whatsoever, or distribution of any printed or written materials of any kind during official working hours.
- e) Failure to immediately report a personal accident or injury occurring whilst working.
- f) Over speeding while operating UFMS vehicles.
- g) Inattentive, inefficient performance of duties.
- h) Failing to abide by safety instructions for staff and workplace.
- i) Leaving the work place during work hours without permission or without notifying the superior.
- j) Being late to work without acceptable reason.
- k) Any misconduct similar to the ones mentioned above.

## CATEGORY B

- a) Causing injury to another person due to carelessness, negligence.
- b) Abusive, obscene, immoral, or indecent language or behavior.
- c) Using UFMS time, materials or equipment to do unauthorized work.
- d) Harming the reputation of other employees or client personnel.
- e) Behaving in a way or conducting one's self on the job contrary to morality and decency as per society norms.
- f) Tampering with, acting careless, neglecting, or unauthorized use of UFMS property, materials or equipment.
- g) Pretending to be ill.
- h) Negligence in performing duties causing risks to staff safety or health or damaging any material or equipment.
- i) Refusal to perform assigned work in a timely manner.
- j) Breach of health requirements issued by concerned authorities related to work.
- k) Failure of the driver to report an accident involving UFMS vehicles within 24 hours.
- l) Continuously being late to work without acceptable reason.
- m) Any unauthorized absence of at least one day.
- n) Any misconduct similar to the ones mentioned above.

## CATEGORY C

- a) Threatening, intimidating, or coercing another employee, or other persons, by word or act.
- b) Insubordination or gross disrespect of superior.
- c) Unjustified refusal to testify or be witness for UFMS in any civil, administrative grievance or any official UFMS investigation.
- d) Smoking in areas where smoking is prohibited.
- e) Violation of normal orders pertaining to duties.
- f) Giving company information to any person or to the press without management approval.
- g) False claims to supervisors or colleagues of other employees leading to suspension of work.
- h) Any misconduct similar to the ones mentioned above

- a) All misconducts as defined in Oman Labour Law Article 40.
- b) Attempting to inflict bodily harm, fighting with other employees, or otherwise assaulting an employee, causing riots on UFMS property.
- c) Sabotage, destruction, or vandalism, of UFMS property, materials or equipment.
- d) Maliciously committing an act resulting in a serious loss to UFMS.
- e) Intentionally reducing production or negligence causing low quality.
- f) Repeatedly disobeying the instructions of the superior.
- g) Absence from duty without notification for more than 10 non-consecutive days or more than 7 consecutive days during a year without any justified reason.
- h) Being convicted of a crime affecting honor, honesty, or morality.
- i) Use of fraud, including misrepresentation of credentials, qualifications, and previous employment for the purpose of obtaining work with UFMS.
- j) Divulging trade secrets, proprietary information, or confidential information belonging to UFMS.
- k) Soliciting, offering, or accepting bribes or anything of value in exchange for services.
- l) Stealing UFMS property or property of another employee.
- m) Gross misuse of UFMS property, including computers, telephone equipment and telephone connections, or personal property of other employees.
- n) Possession of a dangerous weapon while on UFMS property.
- o) Accepting kickbacks or financial favors from suppliers or clients.
- p) Reporting to work under the influence of alcohol/or other similar narcotic substances.
- q) Doing or inciting illegal strikes or protests.
- r) Intentionally cheating customers on bill prices or receiving money from them without giving bills and/or receipts as required.
- s) Any misconduct similar to the ones mentioned above.

# Penalties for Violations

Category	1 <sup>st</sup> Time	2 <sup>nd</sup> Time	3 <sup>rd</sup> Time	4 <sup>th</sup> Time
<b>A</b>	Verbal Warning	Written Warning	Suspension	Termination
<b>B</b>	Written Warning	Suspension	Termination	
<b>C</b>	Suspension	Termination		
<b>D</b>	Termination			

# EMPLOYEE GRIEVANCE PROCEDURE (SEC.12)

1. OVERVIEW
2. EFFECTS OF THE GRIEVANCE
3. LEVELS OF GRIEVANCE HANDLING
4. GENERAL CONSIDERATION

## Overview

- ▶ This section deals with the procedures for resolution of grievances of employees.
- ▶ All the employees of UFMS are able to access the grievance procedure

# Effects of Grievances

Grievances can have several effects which are essentially adverse and counter-productive to organizational purposes. The adverse effects include and are not limited to the following:

- Loss of interest in work and consequent lack of moral and commitment
- Poor quality of production
- Low productivity
- Increase in wastage and costs
- Increase in employee turnover
- Increase in the incidence of accidents
- Indiscipline
- Unrest

The grievance process for employees is a Usually, process.

Level 1

Usually, the employee's direct supervisor or a person designated as the First Level grievance respondent

Level 2

The matter is referred to the HOD / HRD

Level 3

The matter is referred to the HR Committee

# Employees Grievance Procedure

Step#	Procedure	Responsibility
	<b>Employee Grievance Procedure</b>	
1.	The Employee discusses the Grievance with the direct Supervisor/ HOD/ Manager.	Employee/ Direct Senior
2.	The Supervisor/HOD/Manager has to resolve the issue within 3 days.	Direct Senior
3.	If the issue is not resolved at the first level after 3 days, then the employee fills out the <b>Grievance Form (Annexure 28)</b> and sends it to the HRD/HRD	HRD
4.	The HRD/ HRD being the second level in the grievance process discuss the issue with the employee directly and must resolve the issue within 3 days.	HRD/ Employee
5.	If the issue is not resolved at the HRD/HRD level in 3 days, then the grievance is raised to the HR Committee as the third level of the grievance process with comments on the previous levels of discussion.	HRD/ HRC
6.	The HRC must resolve the issue within 3 days. If the issue is not resolved, then the employee may refer the grievance to the courts/ Ministry of Manpower.	HRC/ Employee

# COMMON MISTAKES MADE BY LINE MANAGERS

1. Transferring of Staffs to Head office without Prior information
2. No vacation plans for the staffs
3. Transfer of CPN Numbers without informing.
4. Not following the time sheet preparation procedures.
5. Discipline action to be more serious. & not sharing.
6. Staff Assessment for all working in the location, Once a year.
7. Accident incident report not informing HR.
8. Promoting staffs internally without informing to HR.
9. Keeping Excess staffs without informing HRD
10. Sick leaves and field break not reporting.

**QUESTIONS ???**  
**THANK YOU**