

# HUMAN RESOURCES POLICIES AND PROCEDURES GUIDANCE MANUAL FOR SMALL AND MEDIUM ENTERPRISES (SMEs) IN QATAR





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SEPTEMBER 2021







# Table of Contents

<b>1. MANUAL ADMINISTRATION</b>	<b>09</b>
<b>2. HUMAN RESOURCES GENERAL STRUCTURE AND RESPONSIBILITIES</b>	<b>13</b>
<b>3. MANPOWER PLANNING &amp; BUDGETING</b>	<b>17</b>
3.2.1. Identify Vacancies and Evaluate Needs	18
3.2.2. Newly Created Position	19
3.2.3. Replacement	19
3.2.4. Develop a Job Description	20
3.2.5. Develop a Manpower Plan	20
3.2.6. Preparing the Budget	21
<b>4. TALENT ACQUISITION PROCESS</b>	<b>23</b>
4.2.1. Pre-Recruitment	24
4.2.2. Recruitment Criteria	25
4.2.3. Attracting Applicants	25
4.2.4. Screening	26
4.2.5. Selection	26
4.2.6. Job Offer	26
4.2.7. On-Boarding	27
4.2.8. Employment Contract	27
4.2.9. Probation Period	28
4.2.10. Transfer and Secondment	29
<b>5. MANAGING EMPLOYEES' RECORDS</b>	<b>33</b>
5.2.1. Confidential Information	34
5.2.2. Maintenance of Employee Files	34
5.2.3. Types of Registers to Maintain	36
5.2.4. Electronic Record Keeping	36
5.2.5. Security and Access to Employee Records	36
5.2.6. Record Retention and Document Destruction	37
5.2.7. Consistent Policy implementation and Periodic Audit	37

<b>6. ATTENDANCE AND OVERTIME</b>	<b>39</b>
6.2.1 General Policies	40
6.2.2 Shift Working	41
6.2.3 Overtime	42
6.2.4 Flexible Work Arrangements	42
<b>7. COMPENSATION AND BENEFITS</b>	<b>43</b>
7.2.1 Wage Protection System (WPS)	44
7.2.2 Salary Structure	45
7.2.3 Salary Grade Matrix Review	46
7.2.4 Salary Deductions	46
7.2.5 Salary Processing	47
7.2.6 Benefits and Allowances	47
7.2.7 Personal loans or Salary Advance	51
<b>8. LEAVE MANAGEMENT</b>	<b>53</b>
8.2.1 Leave types and Eligibility	54
8.2.2 Other Paid Leaves (Optional)	59
8.2.3 Leave calculation	60
8.2.4 Leave Delegation	60
<b>9. PERFORMANCE MANAGEMENT</b>	<b>65</b>
9.2.1 Performance and Performance Evaluation Planning	66
9.2.2 On-going Feedback	67
9.2.3 Employee Input and or Self-Assessment	67
9.2.4 Performance Evaluation after the Probation Period	68
9.2.5 Performance Appraisal	68
<b>10. TRAINING AND DEVELOPMENT</b>	<b>75</b>
10.2.1 General Policies	76
10.2.2 Training Needs Analysis	77
10.2.3 Training and Development Strategy	78
10.2.4 Types of Training	78
10.2.5 Training Plan & Budget	78
10.2.6 Nominations and Cancellations	79
10.2.7 Training Obligations	79



<b>11. GRIEVANCES AND VIOLATION</b>	<b>83</b>
11.2.1 General Policies	84
11.2.2 Internal Grievance reporting	85
11.2.3 External Grievance reporting	86
11.4.1 Reporting Disciplinary action	88
11.4.3 Warning Letter	89
11.4.4 List of Policy Infringements & Penalties	89
<b>12. END OF SERVICES</b>	<b>95</b>
12.2.1 General Policies	96
12.2.2 Termination of Services	97
12.2.3 Contract Termination by the Employee	98
12.2.4 Termination of Employee's Contract without Notice / End of Service Benefits	98
12.2.5 Termination during Probation Period	99
12.2.6 End of Contract and Renewal	99
12.2.7 Retirement	100
12.2.8 Resignation	100
12.2.9 Death of Employee	101
12.2.10 Final Pay and Clearance	101
12.2.11 Exit Interview	102
12.2.12 Service Certificates	102
<b>13. CODE OF ETHICS</b>	<b>105</b>

## DEFINITION OF TERMS & ACRONYMS

### Definition

Term	Definition
The Company	Name of the SME
Employee	Any person recruited to be employed and supervised by (Company Name) on direct, regular and continuous basis against a wage or salary.
Basic Salary	The basic payment received monthly by the employee in return for the work he performs, in accordance with the Classification and Grade schedule applied in by (Company Name).
Allowance	A cash amount other than the basic salary paid to the employee as an entitlement, benefit or for overtime.
Total Salary	The basic salary in addition to the bonuses and allowances determined for the employee under the employment contract according to the guidance manual, which is the total salary received by the employee at the end of each calendar month.
Contract of employment	All employees who are required to work for by (Company Name) on a contractual basis. All employees will be required to sign a contract of employment.
Married Status	The married employee whose immediate family resides with him in Qatar for a period or periods of not less than six months in a calendar year (January to December).
Bachelor	A married employee whose family does not reside with them in Qatar or an unmarried.
Year/ Month	Year and month according to the Gregorian Calendar.
Organization Structure	Pattern of responsibilities, authorities, and relationships that control how employees perform their functions and govern how they interact with one another.
Vacancy	A vacant position within the company
Employment	The process of filling in a vacant position through attracting a number of qualified candidates and selecting the most appropriate ones for the job(s)
Candidate	The person who has been shortlisted for an employment interview after the initial screening process
Employee Personal File	A file containing all information about the employee
Overtime	Number of hours spent additional to the stipulated working hours.
Grievance	A written complaint by an individual employee or a group of employees against practices within the organization, policies, employees, pertaining to actions or behaviors at the workplace
Annual Budget	A plan that outlines (Company Name)'s financial and operational goals annually; planning a budget helps a business allocate resources, evaluate performance and formulate plans.
Probation Period	The designated period for observation and evaluation of the employee's work after the effective date of hire, rehire, or transfer from within the company.
Ministry	Ministry of Administrative Development, Labor & Social Affairs





## ACRONYMS

The following is Acronyms of Human Resources terms that are often used in this Manual;

SME	Small Medium Enterprises
PRO	Public Relations Officer
DoA	Delegation of Authority
MRF	Manpower Requirement Form
EOSB	End of Service Benefits



# 1.

## **MANUAL ADMINISTRATION**



## 1.1 Introduction and Overview

### Abstract

Small and Medium Enterprises (SMEs) are integral to the economic development and growth of the State of Qatar. QDB task is to promote entrepreneurship and to drive SME sector growth and competitiveness. This guidance manual has been prepared to assist the SMEs to develop and organize their HR activities, based on the Qatari labour law.

Small Medium Enterprises's Management is committed to develop and improve their procedural documentation for ensuring that all activities performed are within certain acceptable parameters and policies, which are pre-defined and formalized.

The purpose of this manual is to provide general guidance to the SMEs to assist them in preparing their own HR policies and procedures manual.

These policies and procedures are guiding policies only, and each organization should develop appropriate policies and procedures based on the size of the Company, its resources, its activities and the nature of the sector it follows.

### Objective of the Manual

The manual is intended to provide guidance on Human Resources Policies, Procedures and Practices to all stakeholders involved in all Human Resources activities in Small Medium Enterprises SMEs in Qatar and to assure the attainment of the main objective to govern its Human Resources activities.

This manual is to be used as a reference and guidance for SMEs to develop and implement their HR Policies and Procedures and Serves as a guide for the following:

To ensure the transparency of Human Resources practices by having a structured procedure rather than judgmental procedures;

Provide a comprehensive set of policies and procedures covering a wide variety of employment situations encountered in our day-to-day interactions;

- To ensure fair and equal access and handling all transactions of the Employees for SMEs in Qatar;
- To build accountability and responsibility amongst staff including segregation of duties;
- To serve as a guide for New Staff in performing their job in a seamless manner
- To act as a checklist for inspectors when auditing/evaluating Human Resources activities.;
- Provide frameworks within which consistent decisions are made within the Company.

### Limitation and disclaimer

The copyright of this document is the property of [REDACTED] and is only intended to use for the development of HR policies and procedures for [REDACTED]. Subject to the following paragraph, printing and disseminating copies of this manual or mere possession of unauthorized persons or outside the Company's office without any written consent is strictly prohibited.



Disclosing copies of the manual is permissible provided that prior approval is obtained from the [REDACTED], the Owner of this manual, to the extent required (a) by law or regulation or to comply with the filing requirements or any applicable legislation or rule; or (b) by any consultant, agent or attorney assisting the Company in matters that entail consideration of the manual.

All persons authorized to have access to this manual should handle it in utmost secrecy; failing to do so, may place the person at risk of disclosing/misusing authorized confidential information which subjects the offending person to accountability before the Company's Management.

The [REDACTED] HR Department will be the designated owner of the manual and the only person authorized to hold the original signed copy of the policy. In case any employee needs to have a hard copy of the policy, he/she should obtain written consent from the policy owner.

This HR manual has been developed in accordance with the Qatari Labour Law No. 14 of the year 2014 and its amendments

In case any clauses missing in this manual or in the event of a conflict between the Qatari labour law and this HR manual the provisions of such Labour (laws) shall supersede / override all provisions contained in this HR manual

### Update and Maintenance

This manual is the responsibility of the Human Resources Department Employees in [REDACTED] to ensure that they are familiar with its contents.

As new policies/procedures are introduced, subsequent to the approval of Level A (Top Level Management), a new manual will be developed. Amendments will be shown by additional section(s); and amendment of the existing section(s) (or part(s) thereof).

The amendments and additions can be initiated by the Human Resources Employees of [REDACTED]. Needs for modification may occur due to one or more of (but not limited to) the following factors:

- Changes in laws and instructions issued by the government;
- Changes in the Company's activities and work domains;
- Changes in the methods of performing and implementing works at the Company;
- Changes in the Organizational Structure of the Company;
- Changes in the matrix of responsibilities and authorities at the Company;
- Changes in the tasks and job descriptions;
- Changes in any of the Human Resources policies and procedures included in this manual
- Changes in any of the strategic plan inputs included in this manual.

The Company shall assume the following responsibilities:

- Review and determine whether or not there is a need for such amendments;
- Facilitate the approval of the amendments;
- Upon approval, update the manual whether adding/inserting or deleting any of its items;
- Ensure the proper circulation of the updated manual to the relevant stakeholders.

## Formal Authorization

- This manual is issued under the authority of Level A
- Revisions may be issued as necessary under the authority of HR Department.
- Revisions will be recorded on the revision schedule which will be issued with the revised pages.
- This document should be reviewed on an annual basis.

This HR manual should be approved by the Top Management (Level A) of the company/ each Company to designate the person who shall have the final authority to approve any changes to the HR Manual

Authorized by:

Date:  /  /

Designation:

## Revision schedule

Where amendments are required, the HR Department submits the amendments to the Level B for review then to Level A for final Approval.

The owner of the manual will hold and maintain the Master Register of Amendments, as under:

Issue no.	Edition no.	Edition Date.	Subject of the amendment	Reviewed by and Designation	Authorized by and Designation
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2.

**HUMAN RESOURCES  
GENERAL STRUCTURE  
AND RESPONSIBILITIES**



## 2. HUMAN RESOURCES GENERAL STRUCTURE AND RESPONSIBILITIES

The structure of the Human Resources Department is generally represented by the Head of the Department who is responsible for the work of Human Resources activities with the assistant(s) (if required) for segregation of duties purpose.

This structure may differ from one organization to another according to the size and nature of the business.

In this manual when referring to the Human Resources Department, it means the department or the person responsible for all Human Resources operations and performs Human Resource Management, such as recruitment, administration of employee benefits, organizing of employee's files, compliance with labour law and best practises.

Human Resources Department	Meaning Department, Division, Officer, or similar job title manage the HR activities in the Company
----------------------------	---

Below is the General Levels of Management that we will be referring to any business sector and needed adjustments may take place as per the sectors:

Level A	Top-level Management	Top management is the ultimate source of authority, and it manages goals and policies for an enterprise. It devotes more time on planning and coordinating functions. It consists, for example; Owners, BOD, Directors, Partners, CEO, General Manager and any Similar positions.
Level B	Middle-Level Management	Middle management is the intermediate management level accountable to top management and responsible for leading lower-level managers. It consists, for example; Executives, Senior Managers, Head of departments/divisions, Supervisors, Other Core Staff - Teachers, Chefs, Head Nurses etc.
Level C	Lower-Level Management	The lower level is also known as the operative level of management. It consists, for example, Accountant, Secretary, PRO, Section, Officers, Assistant teacher, etc.

### 2.2 Responsibilities

The Human Resources Departments plays a strategic role in any organization. Primary responsibilities of the Human Resources include Manpower Planning & Budgeting Process, Recruitment, Hiring & Selection, Employee Administration, Leave and Departure Management, Remuneration and Benefit, Work Hours & Official Holidays, Employee Relations and Professional Ethics, Performance Management, Grievance, Training & Development, and End of Services Benefits.

Key responsibilities of the Human Resources Department the Company are outlined below:

- Guide and assist management to articulate and guarantee the application of effective Human Resource strategies, policies, procedures, controls and practices;
- Guide and assist Management to maximize the performance of Employees by providing Human Resource support.





- Ensure that the Company attracts, retains and inspires the required talent to help realize the Company's Mission and Objectives
- Frequently monitor the efficiency of Human Resource policies and procedures to ensure compliance and relevance to the strategic needs of the Company and with the applicable laws and standards.
- Consult, advice and support all departments and staff within the Company



**3.**

**MANPOWER PLANNING  
& BUDGETING**



## 3.1 Purpose and Scope

### Purpose

The main purpose of this section is to set the controls and guidelines used to ensure that the Company Manpower Requirements are planned in terms of numbers, skills, and qualifications in order to achieve operational plans and objectives.

Planning Human Resources needs at any company aims to meet the requirements of Human Resources in the short, medium and long run with a view to accomplish the aims of the Company. Planning needs of Human Resources and the resulting data helps the HR Department to take the necessary measures on staffing, development, training, transfer and promotion and pertinent cost. Proper planning and appropriate estimation of the Human Resources Requirements lead to control the Quality and Quantity of the staff employed

### Scope

The specific elements covered by this section in the policy are:

- Identifying Vacancies and Evaluate Needs
- New Created Position
- Replacement
- Develop a Job Description
- Develop a Manpower Plan
- Preparing the Budget

## 3.2 Policies

### 3.2.1. Identify Vacancies and Evaluate Needs

- » The HR Department is responsible for preparing a plan of the Company's needs in coordination with head of each department and/or the Level B.
- » Manpower requirements will be determined based on competency gaps, termination of an Employee's service, promotions, business plans, and change in business processes and introduction of new processes and techniques.
- » The Manpower Requirements contain the following:
  - List of vacant positions to fill
  - Specific Competencies
  - Specific Qualifications;
  - Each job position's grade and salary structure.
- » Each Department is responsible for assessing its own Manpower Requirements. The plan of Human Resources needs of every department shall contain details pertinent to the work plan that should be followed to meet these needs which are necessary to implement the plan. The details include the following:



- Setting forth a strategy to study the possibility of meeting the Human Resources needs from the internal resources and by means of internal appointment. Towards this purpose training, internal transfer of Employees and promotion, etc.
- Preparing the job description of all positions in the Human Resources plan and determining the competencies, skills, capabilities, and any other requirements for the job to match the job characteristics with the candidate for the job.
- Determining the date for filling the vacancy and date of assuming it.
- Determining the budget for every job or position and the number of Employees who shall be appointed to fill it.
- Determining the vacancies that shall be filled by internal and external appointment.
- » Final Manpower plan and budget should be initially reviewed and approved by Level B and then to be forwarded to Level A for final approval;
- » If Human Resources needs have not been fully met during the financial year as per the adopted plan the non-filled vacant positions shall be transferred to the next year plan.

### 3.2.2 Newly Created Position

When it is determined a new position is needed, it is important to:

- » Understand and take into consideration the strategic goals for the department. Are there any upcoming changes that may impact specific roles?
- » Conduct a quick analysis of Core Competencies. Are there any gaps? What core skills are missing from the Department? Evaluate the core skills required now and those which may be needed in the future.
- » Conduct a Job Analysis if this position will be new to each department. This will also help identify gaps.

### 3.2.3 Replacement

When attrition occurs, replacing the role is typically the logical step to take. Before obtaining approval to advertise the position, consider the following:

- » Review the role and decide if there are any changes required as certain tasks and responsibilities performed by the previous person may not or should not be performed by the new person.
- » Carefully evaluate any changes needed for the following:
  - The level of skills and experience required to perform these tasks
  - Tasks to be removed or added if any of the work will be transferred within the department.
  - Supervisory or lead responsibility.
  - Budget and required working hours;

## 3.2.4 Develop a Job Description

The Job description is the core of a successful Recruitment Process. It is used to develop interview questions, Interview Evaluations, and reference check questions. Its importance lies in the following:

- Assist in developing interview questions with candidates.
- Give candidates a clear understanding of what their duties and responsibilities will be for a particular job. Some applicants may decide that they are not suitable or not interested in the position.
- Protect the company legally, because the job description can defend why the candidate was chosen or not selected for the position
- Provide a consistent understanding across organizational units of the roles of the job positions and how they help the company grow.
- Facilitate on-going performance management efforts.
- Help employees set goals for career advancement.
- Justify the employee's wages. Support training and development activities.

A well-written position description:

- Identify Duties and Responsibilities
- Position Purpose
- Essential Job Functions
- Minimum Requirements
- Preferred Qualifications

## 3.2.5 Develop a Manpower Plan

- » Each position requires a documented Recruitment Plan which is approved by each Department Head. A carefully structured recruitment plan maps out the strategy for attracting and hiring the ideally qualified candidates and helps to ensure an applicant pool.
- » In addition to the position's placement goals, the plan contains advertising channels to be used to achieve those goals. The recruitment plan is typically developed by the Level B in conjunction with the HR Department. Placement goals identified are displayed on the position requisition recruitment plan elements:
  - Posting Period
  - Placement Goals
  - Additional Advertising Resources
  - Diverse Hiring Agencies
  - Database for CVs



- » Allocating a sufficient budget to appoint qualified persons with distinguished competencies.
- » Reviewing the plan of Human Resources needs by HR Department prior to submitting it in order to get the necessary Budget.
- » Planning Human Resources needs should be based on analysis and measurement of the Gap between the available Human Resources (this could be none/ few) and the required, to meet work demands which may be:
  - The magnitude and pressure of the current and expected working situation as a result of an increase in work volume, expansion in activities, opening new company branches and venturing in new markets, etc.
  - The performance, skills and competencies of current Employees.
  - Promotions.
  - Introducing new technology.
  - Decrease in the number of Employees in a certain Job Rotation.
- » The Number of Employees for a certain job should not exceed the specified number for it and should not exceed the budget adopted for manpower of that department.
- » Level A should supervise and follow up the process of implementing the plan of Human Resources needs of all Departments and interfere in cases of inconsistencies and take corrective measures if the need arises.
- » During the implementation of the plan of Human Resources needs, data should be obtained from the Level B and C to match the implementation with work requirements and needs. Such data maybe gathered during meetings or through questionnaires developed for this purpose.
- » Every Head of department shall prepare and submit their plan to the Human Resources department for reviewal and submission to Level A for authentication.

### 3.2.6 Preparing the Budget

Immediately on outlining the initial plan of Human Resources needs specific details shall be set forth through planning for appointment, development, training, transfer of Employees, promotions, Etc. for the next financial year shall start.

There should be cooperation between Level B and Level C in order to lay out a budget for the plan of Human Resources needs.

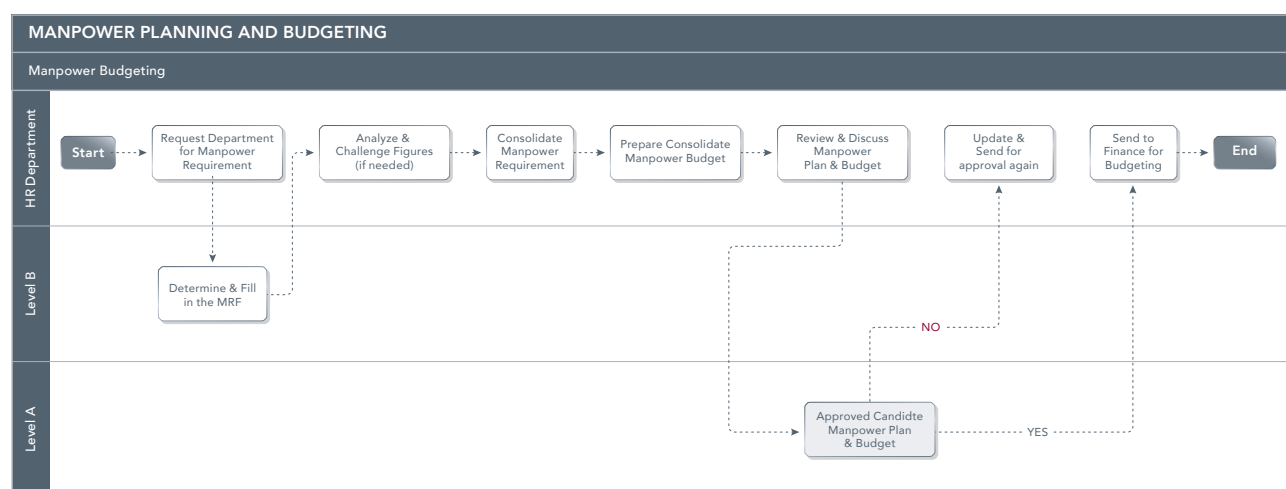
In laying out the budget of the plan of Human Resources needs the following should be considered: employment cost, visas, health insurance, EOSB, performance bonus and incentives training and internal transfer cost, change in salaries, etc

# 3. MANPOWER PLANNING & BUDGETING

## 3.3 Procedures

### Manpower Budgeting

Step No	Detailed Procedures	Process Owner	Templates
1	Initiating the process by requesting all Departments to estimate manpower requirements by identifying vacancies and evaluating needs.	HR Department	Talent Acquisition - Template 1
2	Determine Manpower Requirements and fill in the Manpower Requirements Form (MRF).	Level B	
3	Analyze and challenge figures, if needed, with Departments.	HR Department	
4	Consolidate all Manpower Requirements forms submitted by the Department's Head into one plan	HR Department	
5	Prepare consolidated budget for the consolidated Manpower Plan	HR Department	
6	Review consolidated Manpower Plan & Budget; discuss each estimated Manpower Requirement with the Department's Head.	HR Department	
7	Approve the consolidated Manpower Plan and Budget?	Level A	
	If yes; go to step 9		
	If not; go to step 8		
8	Update consolidated Manpower Plan and Budget as per Level A recommendations, then go back to step 7	HR Department	
9	Forward to the Finance Department for Budgeting	HR Department	





# 4.

## TALENT ACQUISITION PROCESS



## 4.1 Purpose and Scope

### Purpose

The main purpose of this section is to ensure that (the Company), selects and hires the best candidates to fill vacant positions in a timely and efficient manner in order to increase efficiency in hiring and retention and to ensure consistency and compliance in the recruitment and selection process.

This process will be in compliance with each SME and Qatari Laws requirements to ensure equity in the workplace regardless of gender, religion, race, and disability, age or any other discriminating factor which does not impair the applicants' ability to meet the Job requirements.

### Scope

The Specific elements covered by this section in the policy are:

- » Pre-Recruitment
- » Recruitment Criteria
- » Attracting Applicants
- » Screening
- » Selection
- » Job Offer
- » On-Boarding
- » Employment Contract

## 4.2 Policies

### 4.2.1 Pre-Recruitment

- » The HR Department in collaboration with the Recruitment Committee (A Committee consists of one recommended personnel from Level A).
- » Recruitment only for vacancies that are properly authorized and budgeted for as per the Manpower Plan (Planned Recruitment); or for urgent staffing Requirements that is not covered by the Manpower Plan (Unplanned Recruitment) such as unforeseen resignation or termination of an Employee's service.
- » Prepare a Job Description for the role of the vacant position outlining the required qualifications and experience as well as clearly listing down the expected deliverables for the role.



#### 4.2.2 Recruitment Criteria

- » All applicants should be in compliance with the following criteria prior to joining the (company):
  - The minimum age for any Employee should be 18 years;
  - Possess the requisite educational qualifications for a particular job;
  - Meet the requirements of the Applicable law in Qatar.
  - Meet the Requirements of the Job Description, Rules and Responsibilities.
  - Possess the Required Job Experience;
  - Have the Required Personality that fits the Job being applied for;
  - Have not been charged with a crime or any other illegal issues;
  - Have not been terminated due to moral reasons; and
  - Is not employed by another Company / Organization.
  - Is medically fit for the required job in accordance with a certificate issued by the concerned health authority in the country or the authority delegated by the company.

#### 4.2.3 Attracting Applicants

- » The HR Department will take into consideration the following recruitment methods when recruiting Employees:
  - Online Recruiting.
  - Professional Publications.
  - Job Boards.
  - Employment Agencies.
  - Employee Referrals.
  - Walk-in Candidates.
  - Job Fairs.
- » All Resumes received, whether through e-mail, or any other manner, should be stored as Database under the appropriate category for future referral.
- » Employees can refer relatives for vacant positions, however, they must meet the Minimum Educational / Experience Criteria required for the job. In no case will a relative be employed within the same department of another relative or vice versa.
- » Under no circumstances will one of the relatives be employed in the same department for another relative, or vice versa.
- » Relatives of existing employees in conflicting departments such as sales and finance must be notified to HR Department and approved by Level A

## 4.2.4 Screening

- » All applicants will be screened by the HR Department
- » The HR Department should only refer qualified candidates (short-list) to the Recruitment Committee for consideration and additional screening considering job description posted as per the recruitment plan.
- » Review Applications and develop a short list.

## 4.2.5 Selection

- All interviews with the qualified Candidates must be conducted by the Recruitment Committee.
- The Recruitment Committee will be consisted of different interviewers depending on the position and vacancy that the Candidate is applying for,;
- The interviewer must provide the opportunity to assess the candidate's experience, Qualifications, and key behavioural and functional competencies.
- The interview(s) could be conducted with the candidate as one comprehensive interview with the presence of all required members of the committee (on the position requires), or as a set of interviews with one or more interviewer at a time.
- Each Member of the Recruitment Committee should document the outcome for each Interviewee by completing the Interview Assessment Form.
- Throughout the interview session, the Recruitment Committee should discuss the current and/or expected salary with the interviewee.
- This shall be support by the Human Resources Department in the fitment of the candidate on (the Company) job grading and Approved Salary Structure .The most Qualified and best-suited Candidate should be selected and hired to fill a vacant position.

## 4.2.6 Job Offer

- » All job offers must be authorized and approved by Level A
- » All job offers expire after 10 Calendar Days, of their issue Dates. (Days could be subject to change depending on each company)
- » All offers of Employment are contingent upon:
  - Successful Reference Check; and
- » Successful Criminal Background Check.New employees start work after receiving approval for medical examinations and forensic information and evidence department.
- » It must be mentioned in the job offer that the company reserves the right to cancel the offer in case the authorities concerned with the appointment do not agree.



#### 4.2.7 On-Boarding

- » The On-boarding Process must start before the new Employee is actually on the payroll.
- » Communication with new hire on topics such as a schedule agenda, expectation on their first day (dress code, start time, etc.), Direction or facility and instruction for parking, overview of relevant SME orientation,
- » The new hire should get secured by signing off all company related documents such as Non-disclosure Agreement and the Employment Contract and any other as necessary as Commission Scheme or Revenue Targets.
- » All new Employees must report to the HR Department on their first day of employment to complete all initial paper works.
- » Introducing the new hire to his/ her team and to all important personals in the Company.
- » Providing an Orientation focusing on Employment policies, Operational Policies, Benefits, Compensation Chart.

#### 4.2.8 Employment Contract

- » All Employees should sign an Employment Contract detailing the Terms and Conditions of their employment in accordance with the Qatar Labour Law.
- » The contract maybe written in another languages besides Arabic which will always prevail.
- » Certain positions maybe contracted on a monthly or part-time or temporary or permanent employment basis based on justifications and it should be authorized by HR Department and Level B and Approved by Level A
- » Employment Contracts should be prepared by the HR Department, reviewed by the Level B, Approved and signed by Level A
- » Employment Contract Should include:
  - Basic details of the Company and Employee
  - Job Titles and the commencement date
  - Remuneration
  - Duties and Responsibilities
  - Terms and Procedures of Termination of Contracts
  - Holidays and Leaves
  - Confidentiality Disclosure
  - Non-Completion and or non-solicitor agreement as necessary
  - General Legal Provisions
  - Any other relevant details
  - Signature of the Company (authorized for signing) and Employee

## 4.2.9 Probation Period

- » Probation period should give a reasonable opportunity for the new employee to understand the company, the required levels of performance, and obtain the necessary directions and support to become effective in his job.
- » The employee shall be subject to a probation period that both parties agree upon, provided that the probation period does not exceed six months from the employment start date.
- » The Probation period should provide sufficient time for the new employee's Line manager to arrive at a realistic assessment of the employee's performance and merit to install him in his new job.
- » A regular evaluation of the new hires by the Line Manager should be made along with recommendations regarding their career paths.
- » Two weeks prior to the end of the probation period, the direct managers of the new employee submit the "evaluation form during the probationary period" to the human resources department, in which it is recommended to either install or terminate his service.
- » The probationary period is part of the employee's service period at the Company.
- » The employee must be notified earlier before the end of the probation period whether he successfully passed the probationary period or otherwise.
- » In the event that the employee passes the probation period successfully, his employment will be confirmed, and the employment contract shall be deemed applicable for the remaining period of the employee's service period.
- » The approval of Level A and Level B should be obtained to confirm the employee and then the employee is issued a confirmation letter.
- » Either party can, during the probation period, cancel the contract after notifying the other party in writing before the end of the period.
- » If the contract is cancelled during the probation period, the employee will not be entitled to any end of service reward, and the other conditions for cancellation will be applied during the work period mentioned in the employment contract.
- » The employee can be dismissed during the probation period without warning, in cases where the employee exhibits unacceptable behaviours or unsatisfactory performance.

In other than emergency situations, (condolence leave) the employee is not entitled to claim any type of leave during the probation period, and approval for the leave will be granted during the probation period according to the department's special considerations, noting that the probation period will be extended with the same number of leave days during that period.



#### 4.2.10 Transfer and Secondment

» An employee may be transferred or seconded to a suitable established position, where there are genuine reasons and when necessary for the achievement of the company's objective. Below are the general company policies and procedures for employee transfer and secondment.

##### Transfer

- The employee may be transferred internally from one job to another by the decision of the authorized person. The transfer shall not prejudice the rights and benefits granted to the employee at the time of his transfer.
- With regards to the transfer, all the rights of the employee are preserved, except for some privileges related to the nature of the work, and that the position to which the employee is transferred is identical or higher than his current job.

##### Secondment

- The company after the approval from the competent authority (Level A) may authorize an employee Secondment for another Company for a period which does not exceed six months, renewable for a similar duration.
- The approval of the ADLSA shall be required for before the employee is seconded to another Company.

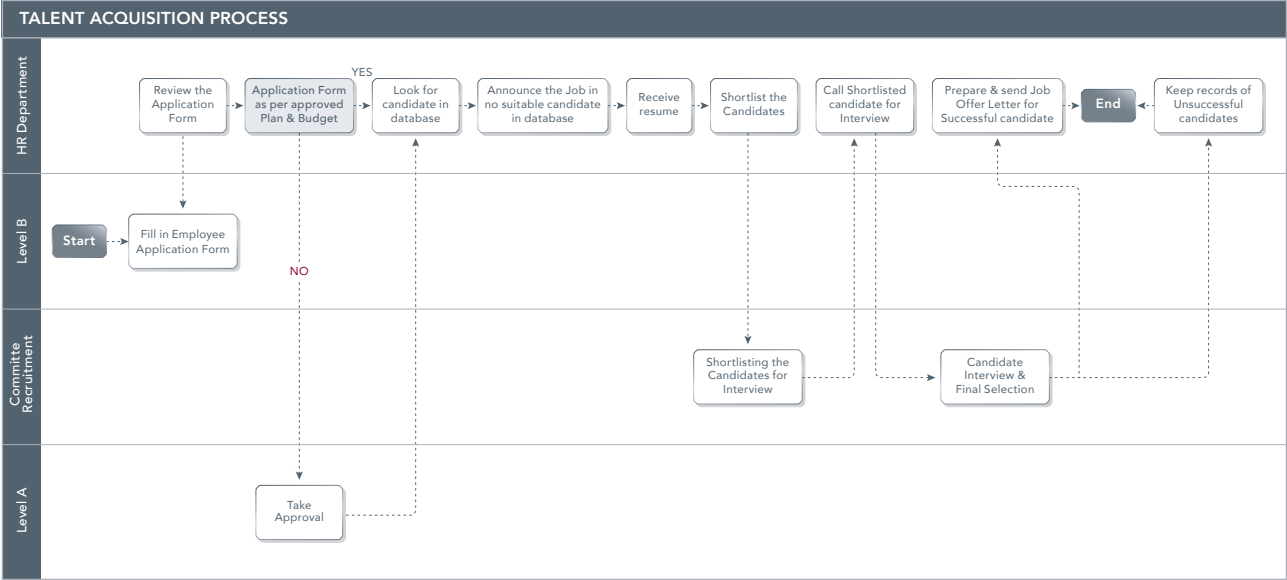
# 4. TALENT ACQUISITION PROCESS

## 4.3 Procedures

### Talent Acquisition

Step No	Detailed Procedures	Process Owner	Templates
1	Fill the form «Employee application for vacant position»	Level B	Manpower Planning & Budgeting: Template 1
2	Review the application to ensure the existence of all required information and whether the application is within the approved plan of Human Resources needs and within the approved budget.	HR Department	
3	Request within manpower plan and budget?	HR Department	
	If yes; go to step 4.0		
	If not; go to step 3.1		
3.1	Acquire approval from Level A	Level A	
4	Look for qualified candidates first in the previous applications and resumes available in databases or through Employees' acquaintances or search through other sources (Newspapers, Online, Employment Agencies, etc.).	HR Department	
5	Announce the job	HR Department	
6	Receive resumes and evaluate the candidates' resumes against job requirements and matches the Job Description.	HR Department	
7	Identify short-list of candidates and refer the short-list to the Recruitment Committee for additional screening.	HR Department	
8	Shortlisting of candidate by recruitment committee for interview purpose	Recruitment Committee	
9	Call the qualified candidates for interview.	HR Department	
10	Identify and finalize suitable candidate through the interview	Recruitment Committee	
11	Prepare and send final job offer letter to the successful candidate.	HR Department	
12	Receive signed job offer letter	HR Department	Manpower Planning & Budgeting: Template 2 & 3
13	Record unsuccessful applications that have not survived initial scrutiny on those applications and keep it in special files.	HR Department	

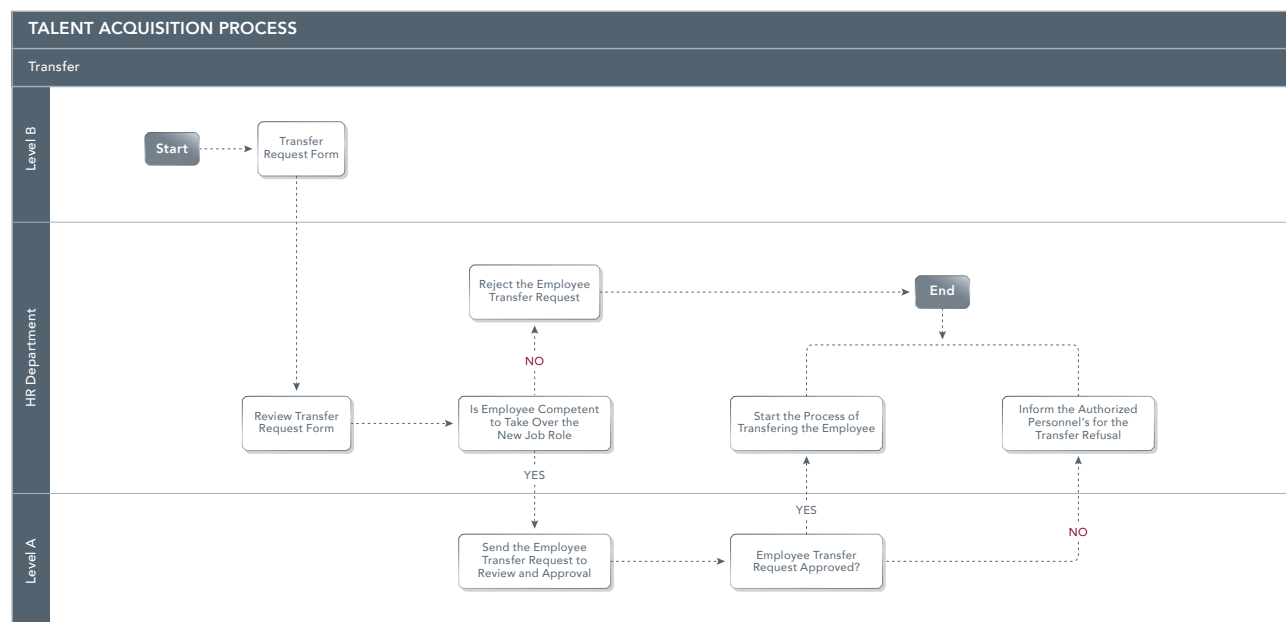




# 4. TALENT ACQUISITION PROCESS

## Transfer

#	Steps	Responsibility	Templates
1	Fill in the transfer request form and submit to the HR Department	Level B	
2	The transfer request is reviewed to verify the information on the employee's competencies for the job	HR Department	
2	Is employee competent to take over the new Job Role? If no; go to step 3 If yes; go to step 4	HR Department	
3	Reject the employee transfer request and inform the reason to the authorized personnel's	HR Department	
4	Send the employee transfer request for Level A for their review and approval	Level A	
5	Employee Transfer Request Approved? If yes; go to step 6 If no; go to step 7	Level A	
6	If the request is approved, contact the HR Department to start the process of transferring the employee	HR Department	
7	If the request is rejected contact HR Department to inform the authorized personnel's for the transfer refusal	HR Department	



# 5.

## **MANAGING EMPLOYEES' RECORDS**



## 5.1 Purpose and Scope

### Purpose

The purpose of this Section is to outline the Key Policies and Procedures that are related to Managing Employees Records and to ensure that appropriate employees records are updated and maintained, and administration policies are clear and to provide practical guidance for consistent and effective records management and retention.

### Scope

The specific elements covered by this section are:

- » Confidential Information
- » Maintenance of Employee Files
- » Types of registers to maintain
- » Electronic Record Keeping
- » Access to Personnel Files
- » Security of Employment Records
- » Record Retention and Document Destruction
- » Consistent policy implementation and periodic Audit

## 5.2 Policies

### 5.2.1 Confidential Information

All employees shall maintain the Confidentiality of Information entrusted to them by the Company or its customers, except when disclosure is authorized or legally mandated. Confidential Information includes all non-public information, including information that might be of use to competitors or information harmful to the Company or its Customers if disclosed. Employees shall not divulge any confidential information about the Company's activities, its staff, shareholders, or customers even after the end of service, without a prior written approval from executive management of .

### 5.2.2 Maintenance of Employee Files

The employer shall keep a special file, for each employee where he shall deposit all papers and certificates concerning the employee and the decisions and instructions related thereto. Employee personal records are maintained in the Company Human Resources department.

The file may include the following: (this table is a guideline only it may vary according to the business sector and employer may request other related documents).



Pre-Employment Records	Application and/or resume
	Offer of employment letter
	Signed and stamped Electronic Contracts
	Job description
	Confidentiality, non - compete or other employment agreement(s)
	New hire checklist
	Handbook acknowledgment
	Background check consent form
	Education and experience Certificates
	Clearance from the former employer
	Licenses
	Prior Employer documents
During Employment Records	QID, VISA copy and Passport
	<b>Performance Records</b>
	Performance evaluations
	Self-evaluations
	Disciplinary warnings and performance improvement plans
	Notes to file regarding verbal counseling/discipline
	Awards or recognition for exemplary performance
	<b>Training Records</b>
	Required training/certification
	Job-specific safety training checklist
Post Employment Records	Copy of Quit claim and NDA
	Resignation letter
	Notes about the reason for separation
	Final Settlement
	Clearance

## 5.2.3 Types of Registers to Maintain

The Company shall maintain the following registers.

### The Employee's Register

This register contains the names, nationalities, jobs, amounts of wage, date of commencement of work, marital status, academic and professional qualifications, leaves of the employees and the penalties inflicted upon him.

### The Wages Register

This register contains the names of the employees in the order of their engagement in the work, the amounts of daily, weekly or monthly wages, or piece or production wages and their additions in respect of every employee, the additional wages paid to them, the amounts of deductions and the net wages received by every employee.

### The Register of total Penalties

This register contains the monetary penalties are inflicted upon the employees and the total amount thereof shall be entered.

### The Register of work injuries

This register contains where the work injuries sustained by every employee shall be entered.

### The End of Services Registers

This register where the names of the employees whose services have been terminated, the dates and causes of the termination and the entitlements paid to them or to their heirs shall be entered.

## 5.2.4 Electronic Record Keeping

It is the responsibility of the Company to ensure that all employees personal records are up-to date. Apart from keeping physical copies of the employee's records the company shall also maintain an electronic storage facility helping in ease retrieval of records and allows for efficient access to documents.

## 5.2.5 Security and Access to Employee Records

Employee files or any of their contents should not be disclosed to individuals outside of the company, except where information is required to be disclosed by law or a legal process.

Employees, or their representative, may request access to their personal records. The Company must implement safeguards to protect employee Records. The Company should protect the employee records from unauthorized access or misuse.

Disclosing confidential information about other employees from their personnel files shall be considered a disciplinary offense and subject to strict disciplinary action.

All requests for access to personnel file must be provided in writing to human resources.



The company management can decide who shall be granted access to personnel files, below are generally accepted accessible personnel with proper recordings of the access as recommended above.

- » Approved auditors of officials
- » Level B shall only be allowed to access their subordinates' professional records.
- » Keeping Register / Log of the movement of employees records as mentioned below:
  - i. Name of the employee whose file has been accessed;
  - ii. Name and signature of the person who has accessed the file;
  - iii. Name and signature of the person who has authorized the access;
  - iv. Date when the file was taken and the date when it was returned; and
  - v. Name and signature of the person that has checked-in the file.

#### **5.2.6 Record Retention and Document Destruction**

The employer shall keep the said file for a period of at least one year after the expiry date of the service of the employee with the Company.

Once the Company has fulfilled the requirements to retain employment records, an effective disposal plan must be adhered to. Simply tossing employment records in the trash creates a significant risk of theft or misuse of employee information.

#### **5.2.7 Consistent Policy Implementation and Periodic Audit**

Record retention rules and procedures must be consistently applied to ensure compliance. Periodically audit the policy and practice to ensure that internal requirements are current and are being followed correctly.





**6.**

**ATTENDANCE  
AND OVERTIME**



## 6.1 Purpose and Scope

### Purpose

The purpose of this policy is to set forth (Company Name)'s policy and procedures for handling employee absences and tardiness to promote the efficient operation of the company and minimize unscheduled absences and to ensure employees will be consistently and correctly compensated for the time they put into their job duties and to minimize incidents of overtime abuse, loss of productivity.

### Scope

The Specific elements covered by this section are:

- » General policies
- » Shift Working
- » Overtime
- » Flexible Work Arrangements

## 6.2 Policies

### 6.2.1 General Policies

- » The HR Department responsible for registering an employee attendance or noting his or her attendance on the manual attendance system. Whatever the system that the company may adopt.
- » The employee is responsible for reporting to work
- » All employees are expected to report to work according to company's work schedule.
- » The workers may be required to work additional hours to the working hours specified in the preceding article provided that the actual working hours per day shall not exceed ten hours unless the work is necessary for the prevention of gross loss or dangerous accident or for the repair or alleviation of the consequences of the said loss or accident.
- » Companies' weekly working hours will be a maximum of (48) hours per week. Week at the rate of eight hours per day.
- » Education Sector may adopt a different time frame than above.
- » In the month of Ramadan the maximum working hours shall be thirty six hours per week at the rate of six hours per day. For some business sectors as for instances Food and Beverage this may vary as per their peak hours.
- » The time spent by the worker in transportation to and from the place of work and residence of the worker shall not form part of the working hours.
- » The working hours shall include an interval or more for prayer, rest and taking of meals which interval or intervals shall not be less than one hour and shall not be more than three hours. The said intervals shall not be taken into consideration in calculating the working hours in fixing the rest interval but the worker shall not work for more



than five consecutive hours.

- » Company's standard working hours and workdays shall be approved by Level A.
- » The company must efficiently ensure the proper recording of working hours of its employees through time management devices or manual data collection and corresponding reports so that the employees' attendance will be controlled accurately. Thus guaranteeing fair payroll computation.
- » The employee shall be allowed of a weekly paid rest which shall not be less than twenty-four consecutive hours and Friday shall be the weekly rest day for all workers with the exception of the shift workers.
- » If the circumstances of the work necessitate the employment of the worker during the rest day the worker shall be compensated for the rest day by another day, and shall be paid for working that day the wage payable to him for the ordinary weekly rest day or his basic salary plus an increase of not less than 150%.
- » With the exception of shift workers a worker shall not be required to work more than two consecutive Fridays.
- » The workers carrying out preparatory and complementary works that shall be performed before or after the working time and Guarding and cleaning workers shall be exempted from the above policies.
- » Each employee is responsible for accurately reporting the actual time worked or official absences.
- » If an employee is not able to attend, it is his/her responsibility to inform his/her Line Manager of the absence well before the start of official duty hours through justifiable reasons, be available to attend mobile/phone calls if needed, and provide a medical form in case of severe sickness on the day he/she attends.
- » The penalty for any other absence or tardiness that may occur, other than those listed above, may be determined by the HR Department in taking written advice of the employee's Line Manager.

### 6.2.2 Shift Working

- » As per the business need the company may adopt shift work basis as long as it fulfils the above general policies,
- » Two basic categories of shift working:
  - Fixed shift systems, in which a particular group of employees always works the same shift, and
  - Rotating shift systems, in which employees are assigned to work shifts that vary regularly over time – "rotating" around the clock (e.g., from morning shift to afternoon/evening shift to night shift).

Where night work is used:

Company shall provide proper facilities for night workers

## 6.2.3 Overtime

- » The company shall pay overtime for employees as per the employee's employment contract.
- » Overtime will only be charged for hours worked in excess of the scheduled hours on weekdays, on official holidays and weekends for employees within authorized levels only with the exception of shift workers.
- » Company shall pay to the employee for the additional working hours the rate of not less than the basic wage plus not less than 25% thereof.
- » The employees who work between regular working hours shall be paid the basic wage plus not less than 50% thereof with the exception of the shift workers.
- » The overtime must be budgeted.
- » The employee shall be required to accredit the additional hours from the immediate Line Manager.
- » The approval for the overtime is based on productivity sheet that shows what the employee is going to do the tasks & timetable.
- » All overtime for which payment is to be claimed, must be authorized by the Line Manager.
- » Employees who receive work nature allowance are not eligible for overtime payment.

### Overtime Calculation

- » Overtime pay will not be considered as part of basic salary, cash in lieu of annual vacation or part payment of monthly salary.
- » The overtime pay-out shall be a function of the employee's basic salary. Employees (eligible for overtime payment) will be entitled to overtime payment as per the following
- » General computation formula as below:

Basic Salary		12 months			Hourly Rate		No of overtime hrs worked		Compensation due
52 Weeks	X	Working hrs per week	=		x		=		

## 6.2.4 Flexible Work Arrangements

The 2019 COVID-19 pandemic has placed flexible work arrangements, especially telework, in the spotlight and distance learning systems for schools. Eventually, social distancing orders will be lifted, and businesses will reopen; however, employee requests for flexible hours and remote-work arrangements may be part of the new normal.

Now that many employers have experienced how successful telecommuting can be for their organization or how work hours that differ from the normal hours can be adopted without injury to productivity, offering flexible work arrangements may become even more commonplace.

Therefore setting guidelines for remote working will be an essential part of policy making.

**7.**

**COMPENSATION  
AND BENEFITS**



## 7.1 Purpose and Scope

### Purpose

The main purpose of this section is to design and implement a suitable compensation and benefit package that will attract, recruit, motivate and retain a high calibre of employees. The policy aims to be fair and consistent in the application of the reward management system and provide for updating of the system to keep abreast with market and of changing trends.

### Scope

The specific elements covered under this section are:

#### » Compensation and Payroll

- Wage Protection System
- Salary Structure
- Salary Grade Matrix Review
- Salary Deduction
- Salary Processing

#### » Benefit & Allowances

- Accommodation / Housing Allowance
- Food Allowance
- Transportation Allowance
- Air ticket Allowance
- Health / Medical Insurance
- Travelling Allowance
- Mobile Phone Allowance
- Education Allowance
- Promotion
- Increments

## 7.2 Policies

### 7.2.1 Wage Protection System (WPS):

WPS is an electronic system initiated by MADLSA and QCB. The system monitors and documents the process of worker salary payment.

It is the company's responsibility to register employee with WPS and to ensure that all personnel information is correct. It is the duty of the company to open a bank account for its employees. Following is the general guidance on how the system works:

- Opening of bank account for all employees by the Company;
- Company will prepare employees data sheet also known as Salary Information file;



- Salary will be transferred of the respective bank accounts of the WPS beneficiary;
- Bank will check the company's account balance and when transfer the salary to the workers accounts;
- Monitoring by MADLSA and MOI to ensure that all WPS beneficiary workers are paid salaries.

### 7.2.2 Salary Structure:

The salary structure in Company is designed to attract and retain qualified employees. HR Department will ensure that the salary structure is fit for the internal business needs and more competitive with comparable organizations and matching with the national minimum wage law within the Country.

- The employee is entitled to the Salary identified in the Employment Contract. And if the Employment Contract does not determine it, the employee shall be entitled to that specified in the Work Organization Regulations;
- If the Salary is not specified in the employment contract, the employee will be entitled to a Salary equivalent to what is specified for Work of a similar type in the Establishment, or otherwise in accordance with the custom applicable to the profession at the place where the Work is performed, and if this does not exist, the law through the judge will assess the Salary in accordance with the requirements of justice.
- An employee's salary shall be within the salary range that is assigned to the position based on the department budget, position's duties and responsibilities.
- The job evaluation process determines the salary grade of the job/ new recruit. Where the employee is placed on the salary grade structure is dependent on many factors such as education, technical skills and experience as evaluated during the selection process.
- Each salary grade has a range, which is the spread between the minimum and the maximum salaries. The minimum of each salary grade range is the lowest salary for the considered grade. The midpoint is the salary that represents the middle of a given pay grade. The maximum of each salary grade range is the highest salary for a given pay grade.
- There are generally three (3) main elements that make up the compensation package. The gross salary is made up of the following elements, which may differ depending on the employee's grade:
  - a. Basic Salary
  - b. Allowances
  - c. Benefits

## 7.2.3 Salary Grade Matrix Review:

The HR department may conduct benchmarking surveys or compare company's compensation and benefits structure at various grades to industry benchmarks and standards periodically which should help retain talent and any suggested changes require approval from the Level A.

## 7.2.4 Salary Deductions:

Employee salary and allowances may be subject to certain deductions required by law or authorized by the Level A & Level B for the employee concerned.

### General Policy

Below are the policies applicable in company for employee salary deduction:

- Deduction / Retention of any part of the Salary due to the employee or stoppage of payment in case of execution of a judicial judgment. In the case of retention in the execution of a judicial judgment, priority shall be for payment of the legitimate alimony over all other payments. The total of the retained amounts shall not exceed 35% of the full Salary of the debtor employee;
- The Company will not charge any interest on the loan he may grant to the employee. The Company shall also not deduct from the Salary of the employee more than 10% in fulfillment of the money he may lend to the employee;
- The total of the deducted amount from the employee's Salary for settlement of the deductions and debts owed by him shall not exceed 50% of the total Salary. If the amount to be deducted within a month is above the said percentage, the excess amount shall be postponed to the following month or months;
- If the employee, as a result of his fault, caused loss, damage or destruction to machines, products or equipment of the company, he/she shall be obliged to compensate the company for the damage resulting therefrom, provided that an investigation shall precede the obligation of the employee for such compensation. The Company may deduct the value of the compensation from the Salary of the employee on condition that such deduction does not exceed the Salary of seven days in a month;
- The employee may file before the MADLSA a complaint against the assessment of the compensation made by the Company, within seven days from the date of notification of such assessment. If the MADLSA cancelled the company's decision, or assessed a lower compensation, then the company shall return to the employee within a maximum of seven days the excess amount he deducted without lawful grounds.





### 7.2.5 Salary Processing:

- All employees will be eligible for a basic monthly salary within the ranges specified for the different grades.
- All salaries are quoted as monthly and paid through the normal payroll process. The payroll processing managed entirely by the HR Department and salaries are disbursed by the Finance Department.
- If the salary has to be calculated for less than a month the following formula will be used:  
*Part monthly salary = (Monthly Salary/ Days in the current month) \*No. of calendar days worked*
- The Salary and the other amounts due to the employees shall be paid in the Qatari currency.
- Salary of the employees appointed on the basis of an annual or monthly Salary shall be paid, at least, once in the month. Salary of all the other employees shall be paid, at least, once every two weeks.
- The Salary must be transferred to the account of the employee at the bank agreed upon with the employee or be paid to the authorized representative of the employee, specified by him in writing.
- Payments are initiated by the Finance Department to the employee's designated Local Bank Account; company should transfer the employee through Qatari Banks, within seven days of their due date.
- The Company will not be discharged from the employee's salary, unless he actually transfers it to the bank, or the employee or his representative signs what confirms receipt of the salary, in the applicable register, or the pay slip prepared for the same purpose, provided that these documents include the details of the Salary.
- The pay slips which contain the summary information related to the calculation of the salary are distributed either by HR Department / Finance Department (Subject to Company's Decision); and/or the pay slip may be given to employee upon their request.

### 7.2.6 Benefits and Allowances

The Company aims to ensure that employee benefits and allowances are in line with the relevant applicable laws and regulation and with the prevalent market practices.

Allowances are usually a fixed sum earmarked by the Company to cover one kind of expense or the whole set of expenses. I.e. Accommodation Allowance, Food Allowance, Transportation Allowance etc.

Benefits here will cover perks like Promotion, Increments etc.

## Allowances

Below are allowances governed by the Qatar labour Law.

### Accommodation / Housing Allowance:

- Housing allowance amount are determined by job grade. The employees who are using company's accommodation will not be entitled to housing allowances.
- The Company shall give cash allowance or physical housing plan for its employees on monthly basis based on the position of the employee.
- The HR Department in cooperation with the Level A & B shall periodically review and study the market for employees monthly accommodation allowance in order to determine a fair and reasonable cash accommodation allowance for the Employees of the Company.
- In case if company is not providing its own accommodation, then minimum accommodation allowance would be QAR 500;

### Food Allowance:

- For particular job types a food allowance may be granted. If the Company does not provide food to its labor staff, then an allowance of minimum QAR 300 should be paid on a monthly basis as part of their salary.

Below are the lists of Other Allowance subject to the Administrative Aspect of the Company

### Transportation Allowance:

- Transportation allowance is paid to all employees according to their grades except for those who have been provided with the company provided transport (vehicule).
- Company's management (Level A) should identify the positions that is to be offered company's maintained car.
- One the employee receives company's maintained car, HR department along with Finance should ensure that the cash transportation allowance is stopped for that particular employee;
- their place of work as specified in their employment contract or as per the Company's Pay structure.
- The transportation allowance will cease when an employee is:
  - On leave without pay
  - Provided with company's vehicle.



### Air Ticket Allowance:

- Annual leave tickets are subject to the administrative aspects of the company and are subject to the employment contract between the Worker and the Company.
- Based on the terms of the employment contracts, eligible employees after probation period are provided with annual air tickets on the completion of company's [ ] year of services (Company needs to define Year of Services required for Air Ticket) to the point of origin specified in their employment contract.
- Based on the grade and terms of the employment contract, company may provide tickets to the employee immediate family members (spouse, children's) and can restrict itself to the number of tickets to be provided for the spouse & children's (e.g. maximum 2 or 3 children's);
- Standard direct flight rates on the relevant class on Qatar Airways or any other relevant airlines shall apply; company will provide allowance based on Business & Economy class return ticket as per the employee grade and employment contract.
- Subject to the company's decision allowance will not be given and tickets will be issued through Company travel agents.

### Health / Medical Insurance:

- Permanent employees and their eligible family, in accordance with their employment contract, will be provided with the medical insurance coverage from the date of joining the company through to the employee's last day of paid service, including the notice period.
- Company reserves the right to review and adjust the medical coverage from time to time.
- Where employees have medical coverage through their spouse / parents, Employees shall not be eligible to participate in Company medical insurance scheme.

### Travelling Allowance:

- The employee can be sent on duty visit for company interest by the management outside Qatar.
- Travel Allowance is paid starting from the travel day till end of the duty, whichever is closer;.
- The travel allowance is reduced in case accommodation is arranged by the Company or allocated to its employees, or provided by a certain party for free.

## Mobile Phone Allowance:

- The mobile phone allowance is paid to facilitate the company's business and allow management to reach employees during business and in case of business emergency. Company may choose to pay mobile allowance as part of the employee monthly salary based upon the employee grade and employment contract.

## Education Allowance:

- Based on terms of the contract and grade, employees may be entitled to a children education allowance. The allowance is paid against actual resident children in Doha. If there is any doubt as to whether children are available in Doha or not, clarification should be sought from the employee.
- The employee must provide the relevant invoices for school fees paid per year. If the employee leaves the Company before the completion of the year for which fees have been paid, then the proportionate amount will be recovered from the employee subject to company's management decision.
- Married female employees are entitled to children education allowance if their husbands are not entitled to this allowance in their place of work. In such a case the female employee is required to obtain a letter from the husband's employer stating that he/she is not entitled to children education allowance. All such employees also have to give a declaration that they will inform the Company if there is a change of status. If false information is provided and a claim for reimbursement of fees is made on incorrect grounds, the employee is liable for disciplinary proceedings and the amount thus claimed must be paid back to the Company.

## Benefits

### Promotion:

- Employee promotion decisions shall be fair, unbiased and based on past performance and readiness for the new position.
- Employee promotions for all levels are based on a proposal by HR department, all the promotion needs approval from Level A & Level B management.
- The following are the basic criteria for promotion:
  - iv. Promotions shall consist of grade jumps based on employee performance and potential to perform in new roles and grades.
  - v. The position for the promotion must currently exist in the organization structure and its financial grade must be vacant.
  - vi. The candidate must meet the job specifications and required qualifications for the position;
  - vii. The candidate must have completed the minimum time period of  years  in the current grade; and



- viii. The candidate has clearly demonstrated the skills and abilities to perform responsibilities of the position to which they are moved to.
- In the event that more than one candidate is eligible for the same promotion the Company shall give priority to:
  - i. The employee with the best performance and highest skills/competencies;
  - ii. Followed by the employee with the highest qualifications; and
  - iii. Followed by the employee that better reflects culture and diversity objectives of the Company.
- When promoted, an employee is immediately eligible for an increase in salary and/or benefits relevant to the grading structure with immediate effect.

#### Increments:

- Employee performance review will be conducted each year.
- Salary increments are subject to budgets.
- The Company reserves the right not to issue increments or bonuses. Only staff that has completed one full financial year (Subject to Company Decision) of continuous service will be eligible for increments and bonuses.

### 7.2.7 Personal loans or Salary Advance

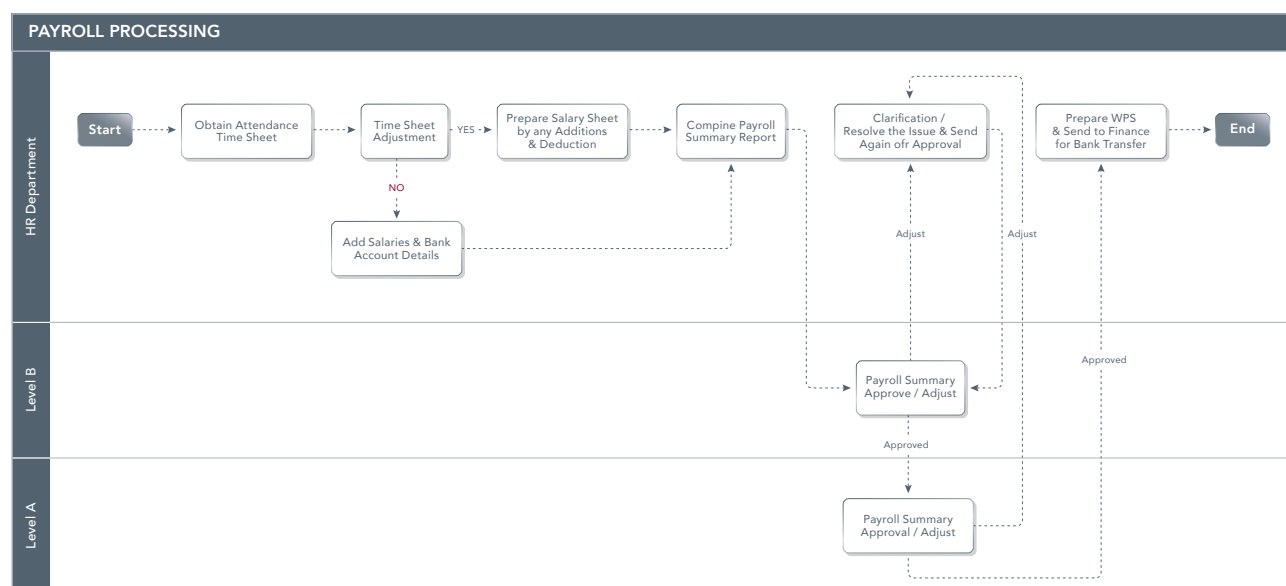
Personal Loans or Salary Advances against End of service benefits can be granted only to employees as a benefit from the company. And the company should determine who will be eligible for these types of benefits that by defining the positions or Levels and their tenure.

The company may grant Personal loans or Salary Advances amount maximum total accumulated ESOB amount of the employee in his/ her tenure. Employees wishing to avail themselves of a Personal Loans or Salary Advances will be required to submit a loan application to the HR Department which should be transferred to the finance to process the applications with the approval from the Level A.

## 7.3 Procedures

### Payroll Processing

#	Steps	Responsibility	Templates
1	Obtain all the Attendance Timesheets and any other claims	HR Department	
2	Adjustment required? If yes; go to step 2.1 If no; go to step 3.0	HR Department	
2.1	Calculating all modifications and preparing the salary sheet by any Additions or monthly deductions shall be calculated by scrutinizing documents and official letters.	HR Department	
3	Add salaries & bank account details.	HR Department	
4	Compile into payroll summary report & send for approval from Level B	HR Department	
5	Adjustment required? If yes; go to step 5.1 If no; go to step 6.0	Level B	
5.1	Return back to the Human Resources Division for clarification/ resolve the issue.	HR Department	
6	Seek Approval from Level A? If no; go to step 6.1 If yes; go to step 7.0	Level A	
6.1	Make adjustment to the Payroll summary sheet and follow from step 5	HR Department	
7	Prepare the WPS sheet (wages protection system) and send to finance for validation and Finalization Bank Transfer	HR Department	



8.

# LEAVE MANAGEMENT



## 8.1 Purpose and Scope

### Purpose

The purpose of this section is to discuss the Controls and Guidelines of (Company Name)'s various Leave Management Policies and Procedures. The company grants its Employees different kinds of leaves in accordance with the Qatar Labour Law.

### Scope

Specific elements covered by this section are:

» Leave types and Eligibility.

- Public Holidays
- Casual Leave
- Annual Leave
- Sick Leave
- Maternity Leave
- Hajj Leave
- Other Paid Leaves (Optional)

» Leave calculation.

## 8.2 Policies

### 8.2.1 Leave types and Eligibility

- » The employees are responsible for coordinating their leave with their Line Manager(s) (Level B) to ensure that their absence will not affect the workflow in their Department. All category of leave, other than sick leave, needs to be pre-approved by the Line Manager (Level B).
- » The Human Resources Department will be responsible for maintaining the records of all types of leaves taken by each employee.
- » In exceptional circumstances, the Company reserves the right to revise, revoke or postpone leave requests of employees. An employee may not be deprived of taking their annual leave for more than two (2) consecutive years.
- » The Company reserve the right to recall back to work an employee on leave in the event of unavoidable circumstances and with valid operational reasons, with the permission of the Level A. The employee will be compensated for any expenses incurred and paid cash allowance in lieu of the unused leave period or granted days in lieu.
- » Below shows the leave types and the eligibility an employee has as per Qatar Labour law and as per business sectors and/or type.





## Public Holidays

[ ] will grant the Following Official Public Holidays with full pay. In some sectors public holiday may be a working day for employees. In this case the company should ensure that the employee is fairly compensated as per provision of Qatar labour law and an alternate off day is given to the employee.

Occasion	Number of days
Eid Al - Fitr	3 working days
Eid Al - Adha	3 working days
Qatar National Sports Day	1 working day
Qatar National Day	1 working day

## Casual Leave

Each employee is entitled to a 3 working days (non-consecutive) fully paid casual leave after the approval of his/her line manager (Level A or B). The Casual leave will not be considered annual leave. Casual leave must be pre-approved by the concerned Business Unit/Department Head (Level B).

## General Annual Leave Policies

- » The employee who has completed one continuous year in the service with the company shall be entitled to paid annual leave. This leave shall not be less than:
  - Three (3) weeks for the employee whose service is less than five (5) years
  - Four (4) weeks for the employee whose service is more than five (5) years.
- » The Company has the right to increase the number of annual leave days according to the employee's positions, service or tenure period.
- » The Employee's joining date of reporting to duty is considered as the basis to grant the leave allowance.
- » Calculation of the leave days can be based on Calendar or Working Days [ ]. Level A should make a clear decision and policy with regards to this.
- » On resignation, an Employee's asset of leaves shall be considered in his financial dues
- » Public Holidays during Annual Leaves shall not be counted as part of the Annual Leave Entitlement.
- » As per the industry best practices and in order to follow accrual basis, annual leave are accrued on a monthly basis in employees assets of leaves, but this may vary from company to company.
- » The Company shall not terminate the service of an employee during the Annual leave period.

## Scheduling Annual leave

- » At the beginning of every fiscal year, the Level B members will meet their Employees to discuss their leave plan of the year, combine all the leaves into one sheet, and submit the Annual Leave Requests to the Human Resources Department – (Document Ref: The Leave Planner).
- » Employees are required to submit the Leave Application Form to their Line Manager Level A/B for approval and forward it to the Human Resources Department for processing.
- » Line Manager(s) must ensure that the employee has handed over pending work prior to their departure
- » If the Employee fails to report to duty on time after the end of his leave he shall inform his Line Manager/ Supervisor or his in charge (Level A/B) in written with an explanation of reasons and specifying the expected date for his return.
- » Employees failing to notify their Line Manager (Level A/B) of the reason(s) of delay to return from the Annual Leave will be subject to Disciplinary Action which may reach to termination of contract .
- » Any extended number of leave days shall be deducted from the employee's annual leave balance (if the employee has sufficient balance) otherwise; this leave shall be considered as unpaid leave
- » If an Employee reports to duty prior to the fixed time due to his own wish the remaining days in his due leave shall be forwarded to his asset of leave of next year conditional on the approval of his Line Manager (Level A/B).
- » If an Employee reports to duty prior to the fixed time on work-related requirements the Company shall pay all the costs of return and any other costs resulting as a function of immature return and the remaining days in his due leave shall be forwarded to his asset of leave of the following year.

## Sickness during annual leave

- » An Employee is not entitled to sick leave during annual leave except if such illness necessitated staying at hospital. In such a case the Employee shall inform his Line Manager (Level A/B) and on return shall submit confirmation of his stay in the hospital for treatment on which basis those days shall be considered as sick leave.
- » Employees should report to duty immediately on returning back from his annual leave except if he is still under treatment or suffering from physical dysfunction. In such a case he should inform his Line Manager (Level A/B) and get approval for extension of leave.
- » On reporting back to duty the Employee should submit to the Human Resources Department a report on the illness he suffered from during his leave after having it signed and approved by his Line Manager (Level A/B).



### Leave Carry Over annual leave

- » All employees will be encouraged to avail their annual leaves in order to ensure adequate work life balance.
- » The [ ] may on a written application of the employee postpone not more than half of the annual leave to the year following the year of its entitlement.

### Sick Leave

Leave of absence granted because of illness. An employee who spent three continuous months of employment shall have the right to a paid sick leave, provided that his sickness is certified by a licensed physician approved by the (Company Name). Related Policies as follows:

#### General Sick Leave Policies

- » An employee is entitled to sick leave after at least three (3) months of work from his joining date. If an employee was not able to work due to illness he can apply for a sick leave. An employee is entitled to two (2) weeks as paid sick leave in a year against a sick report advising leave till recovery. In case if employee requires an extension of a sick leave the payment to him will be affected in following manners:
  - If the leave exceeds two (2) weeks and continues for other four (4) weeks or less, the employee shall be paid half the salary for the extra days he missed.
  - The extension of the sick leave thereafter shall be without pay until the employee resumes his work
- » Employment may only be terminated at the end of the twelfth (12) week of sick leave; An Employee will not be reimbursed for Sick Leave that is not utilized in any contract year. Additionally, Sick Leave cannot be carried over from one contract year to the next.
- » An employee who is suffering a contagious illness is not allowed to return to work except by a decision from the accredited doctor or official medical authority that the patient has recovered and been able to resume work without being affected or causing danger to his colleagues at work.

#### Scheduling Sick Leave

- » The Employee is required to fill the Sick Leave Request align with the medical report. In the absence of a medical report, the Human Resources Department may use discretion to treat the entire absence period as an unauthorised absence if there is no any exceptional request or note by any Level A/B member.
- » Absences of any kind without satisfactory explanation/medical report may result in Disciplinary Action.
- » An employee should inform the Company of his health case if having an illness in 24 hours of such a case.

## Sick Leave during Probation Period

- » If an Employee under probation period falls sick for more than one week (7) calendar days, the probationary period may be extended respectively, so long as the sickness period does not exceed the probationary period.

## Staff Quarantine Leave

- » Keeping in view of the recent pandemic the Company has introduced a staff quarantine leave. All the employees who have been instructed to enter into isolation, quarantine or treatment by a specialised medical team working under the supervision of the Supreme Committee for Crisis Management (within the Ministry of Public Health) are entitled to their basic salary and allowances irrespective of their contractual position. This needs to be supported by the evidence of the medical report.
- » Calculation of quarantine leave varies from one business sector to another.

## Maternity Leave

- » A female employee who has been employed by the Company for a complete year shall be entitled to maternity leave with full pay for a period of fifty (50) days. Such maternity leave shall include the period before and after the delivery provided that the period following the delivery shall not be less than thirty five (35) days.
- » If the remaining period of the leave after delivery is less than thirty (30) days the female employee may be granted a complementary leave from her annual leave. Otherwise the complementary period shall be deemed to be leave without pay.

## Extension of Maternity Leave:

If the health situation of a mother employee impedes reporting to work after delivery and because of delivery she shall be granted no pay leave conditional on non-exceeding sixty (60) successive or non-successive days. Such employee shall submit a medical report on her health situation from an approved medical authority.

- » Obtaining a delivery leave does not detract from the right of a female employee to get any of the other leaves.
- » A breast-feeding employee is entitled to one hour per day for breast-feeding for one year starting from the date of delivery. The employee shall determine the suitable feeding time for her.
- » The feeding hour is considered part of the working time and shall not detract from salary.
- » A female employee utilizing a motherhood leave may combine to it all or part of her annual leave.
- » The Company shall not terminate the service of an employee during her maternity leave.



## Hajj Leave

Hajj is a pilgrimage made to the Kaaba in Mecca in Saudi Arabia which is mandatory for Muslims and Qatar Law specifies and or facilitates Leaves for employees who will be performing the pilgrimage

- » The Muslim employee shall be entitled to leave without pay, not exceeding twenty (20) days to fulfil his obligation to go to pilgrimage once during the period of his service. The Company may give priority to some employees to get the hajj leave due to need and the interests of work.
- » The Company shall specify the number of the employees who may be granted such leave annually in accordance with the work requirements subject to giving priority to the employee who has been in continuous service for a longer period whenever the circumstances of the work permit.
- » Applicant for Hajj leave should provide the HR Department with the required documents for that.

### 8.2.2 Other Paid Leaves (Optional)

Other paid leaves which will be different from each business sector and business types. These types of leaves are optional which is not covered by the Qatar Labour Law and is subject to management decisions made internally and based on business type and their sectors.

Obtaining such leaves is conditional on the approval of the direct line manager (Level B) of the Employee.

Below are the types and guidelines that the Company can utilize (for example but not limited to):

- » **Leave on death of relatives:** In event of the death of an employee's direct relative (parent, spouse, children, and siblings) the employee will be entitled to a paid leave. The leave will start from the date of death. Death certificates must be submitted after return from the leave. If an employee asks for an extra number of days on the occasion of the death of a relative the extra days shall be deducted from his annual leave assets.
- » **Study leave:** An Employee is entitled to get a paid study leave for the purpose of study for maximum eligibility depends on the decisions made by Level A. The Company may or may not pay or compensate an Employee for costs of the study depending on decision made by Level A.
- » **Marriage leave:** Marriage leave is to enjoy leave of absence by an Employee due to him or her getting married without loss of wages. An Employee has to submit confirmation of marriage (Certificate of marriage).after return from the leave
- » **Half Day Leave:** Employees can avail a half day leave on a working day and what time the half day will be defined should be decided by the management of the company that is Level A / B. If this option is being utilized or not is up to the company or the business sector.

\*\* Theses below Leave days are as per the best practices, companies may choose different duration of leave days subject to their requirement.

Type of Leaves	Suggested Duration of Leave**
Leave on death of relatives	3 Calendar days
Study Leave	7-10 Calendar days
Marriage Leave	10 Calendar days
Half Day Leave	2 Times per Month

## 8.2.3 Leave calculation

The wage of the Employees during the annual or sick leave shall be calculated on the basis of his basic wage on the date of entitlement (It is Company's decision to choose either basic wage or full wage)

The Company shall pay the staff in advance of their leave for the leave period that the employee is planning to utilize.

Any pay after the leave period should be paid when the employee resumes work.

In case of an employee consume leave days more than his eligibility it will be unpaid leave upon Level B agreement and approval.

## 8.2.4 Leave Delegation

Delegation takes place when an employee entrusts some of his competencies to another employee; for him to exercise it without reference to him, while remaining responsible for those delegated powers.

- » The employee must ensure that the delivery of his work tasks is scheduled with the responsible persons who will replace him, before taking his annual leave, at least two days before leaving. Before taking his annual leave, the employee must prepare a statement that includes the following:
  - Brief background on each project or task that is being worked on.
  - The status of all the employee's projects, accompanied with their latest updates and notes.
  - A detailed list of the upcoming tasks and their deadlines.
- » The delegation must be approved by the delegated employee.
- » Discuss the delegated tasks with the assigned employee to provide him with additional information.

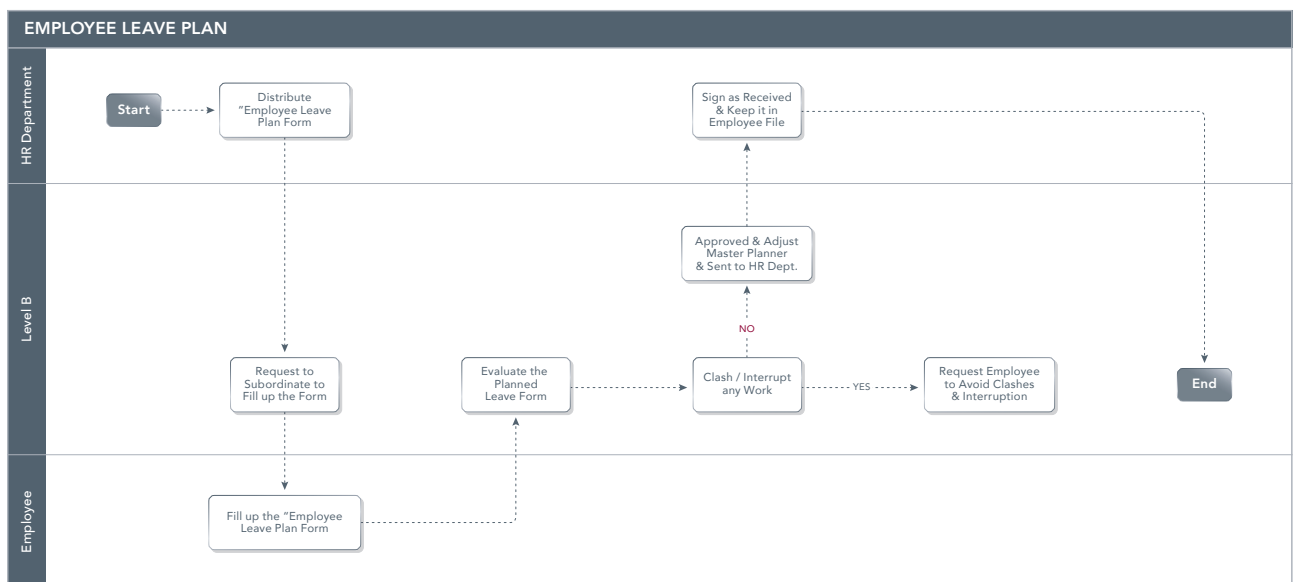
The delegation process must then be approved by the Line Manager.



## 8.3 Procedures

### Employee Leave Plan

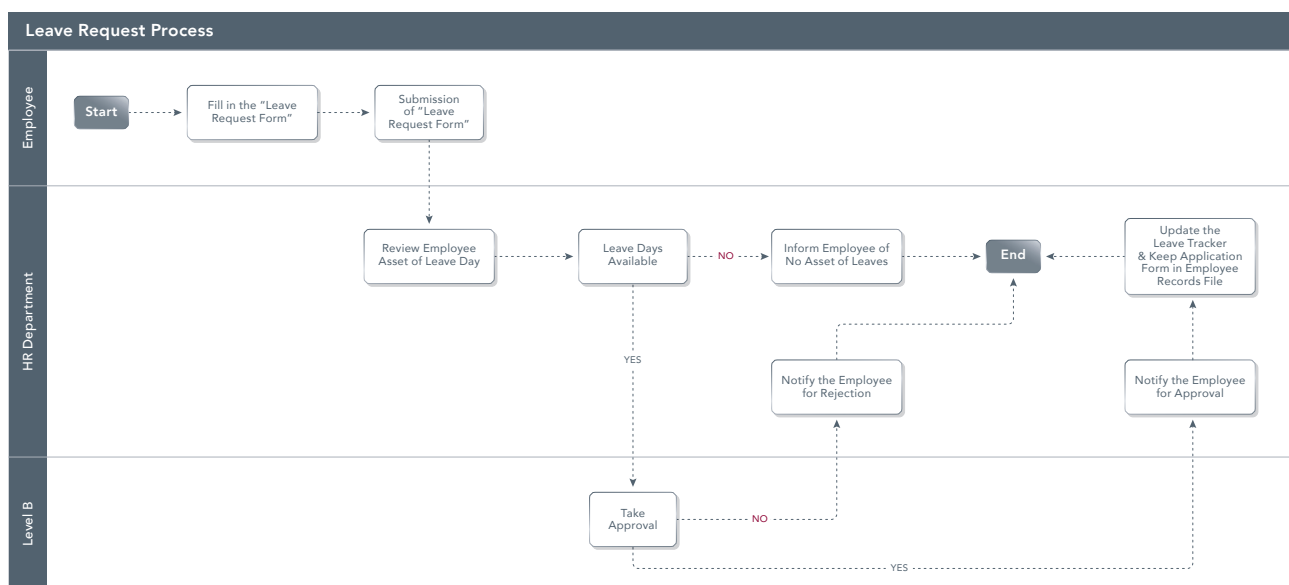
Steps No	Detailed Procedures	Process Owner	Template
1	At the beginning of every year, the HR Department is to distribute the form - «Employee Leave Plan» to all managers that is representing Level B of the Company and to request their subordinates to fill the form	HR Department	Leave Management: Template 1
2	Employee will fill up the Leave Plan form and discuss with their Line Manager / Level B	Employee	
3	Level B should evaluate if the planned leaves will clash or interrupt any work in the period by inputting the data in Master Leave Planner If yes; go to step 4.0 If not; go to step 5.0	Level B	Leave Management: Template 2
4	Request the staff to adjust to avoid any clashes or interruption	Level B	
5	Approve and adjust the master planner and send to HR department	Level B	
6	Sign it as checked and received and keep it in the employee file and the master planner in the leave management file	HR Department	





## Leave Request Process

Steps No:	Detailed Procedures	Process Owner	Template
1	Fill the Leave Request Form.	Employee	Leave Management: Template 3
2	Submit the Leave Request Form along with required documents that support the Employee's application (if any).	Employee	
3	Review the Employee's asset of leave days. In other words if he or she is having enough leave days as applied; If yes; go to step 4.0 If no; go to step 3.1.	HR Department	
3.1	Inform the Employee in the event no asset of leaves balance. Process Ends here.	HR Department	
4	Approve? If yes; go to step 5.0 If no; Process ends here.	Level B	
5	Notify the Employee of the Approval or Rejection of the leave request.	HR Department	
6	A leave clearance form should be filled and signed, by all relevant departments e.g.; IT, Operations and HR to make sure that the Employee will leave with all assets and work in hand is cleared and handed over.	Employee	Leave Management: Template 4
7	Update the Leave tracker and keep copy of the leave application in the Employee file.	HR Department	Leave Management: Template 5

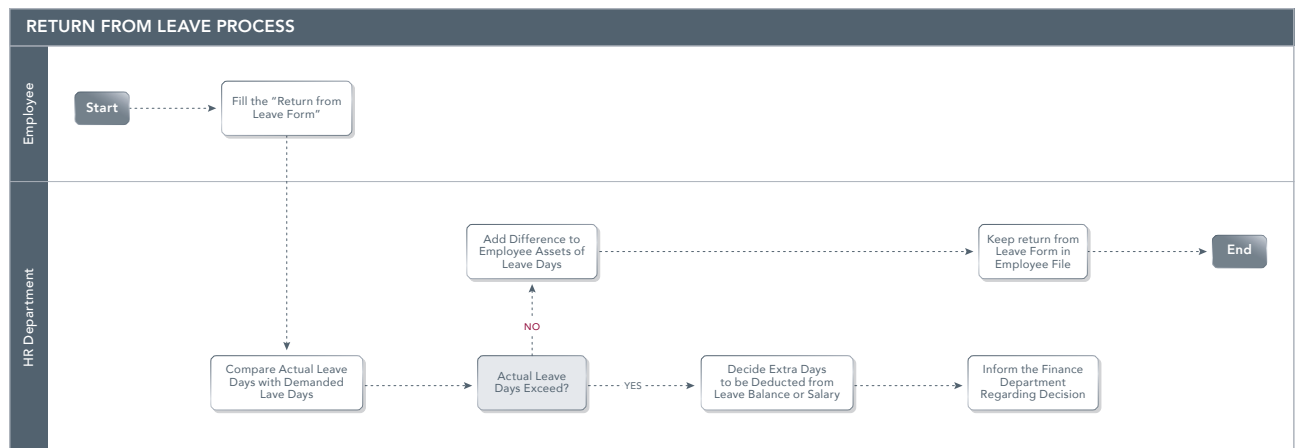






## Return from Leave Process

Steps No	Detailed Procedures	Process Owner	Template
1	Fill the form Return from Leave on resume work which form shall be handed to the Human Resources Department.	Employee	Leave Management: Template 6
2	Ascertain that the actual leave days do not exceed the demanded number of days as recorded in the form leave application which the Employee submitted prior to taking leave.	HR Department	
3	Review Assets of leave days?	HR Department	
	If Exceeds; go to step 4.0.		
	If Less; go to step 5.0.		
4	Decide whether to extra days will be deducted from the asset of leave days or from his salary. If yes go to Step 4.1 otherwise go to step 5	HR department	
4.1	Implement the decision collaboration with the Finance Division.	HR department	
5	Add the difference to the Employee's asset of leave days.	HR department	
6	Keep the Return from Leave Template Form in the Employee's file.	HR department	





9.

# PERFORMANCE MANAGEMENT



## 9.1 Purpose and Scope

### Purpose

The main purpose of this section is to implement a comprehensive performance management system, measure employee performance and identify high performers and under-performers. The output of the evaluations is meant to decide on rewards and recognition.

### Scope

The specific elements covered under this section are:

- » Performance and Performance Evaluation Planning
- » On-going Feedback
- » Employee Input and/or Self-Assessment
- » Performance Appraisal
- » Performance Evaluation after the probation period
- » Performance Review
- » Auditing and Evaluating the Performance Management Systems

## 9.2 Policies

### 9.2.1 Performance and Performance Evaluation Planning

- » At the beginning of the performance management cycle, it is important to review with employees their performance expectations, including both the behaviours employees are expected to exhibit and the results they are expected to achieve during the upcoming rating cycle.
- » Employees and their Line Manager(s) (Level B) will be jointly responsible for setting performance objectives and KPIs against which the employee performance will be assessed. They will do so considering the employee's role and responsibilities and any upcoming or present business projects. Performance objectives will need to be aligned with the Departmental and Company's Objectives.
- » An employee will define their goals and KPIs that they are responsible for and agree with their Line Managers (Level B) their support requirements in order to meet their KPIs. This information will be communicated by the Line Manager (Level B) to the Human Resources Department as an input into the Training Needs Analysis exercise.
- » Behavioural and results expectations should be tied to the organization's strategic direction and corporate objectives.
- » The company should also define the timeline of each Performance Evaluation type. Below shows a guideline company may follow on type of evaluation and timeline for each evaluation.



Type	Timeline
Probation Evaluation	Upon completion of the Probation Period
Annual Performance Evaluation	After completion of one year of service
Ongoing Evaluation	Daily/ Monthly/ Quarterly

### Behavioural Expectations

Effective performance management systems provide behavioural standards that describe what is expected of employees in key competency areas. During the performance planning process, managers (Level B) should review and discuss these behavioural standards with employees. It is important for managers to make sure employees understand how the behavioural standards relate to their specific jobs.

### Results Expectations

The results or goals to be achieved by employees should be tied to the company strategy and goals. The employee's development needs should also be taken into account in the goal setting process. Development goals can be targeted either to improving current job performance or preparing for career advancement. Example goals for an employee might be:

- Complete project "X" by time "Y."
- Increase sales by 10 percent.
- Successfully mentor employee "X" to develop skill "Y."

#### 9.2.2 On-going Feedback

During the performance planning process, both behavioural and results expectations should have been set. Performance in both of these areas should be discussed and feedback provided on an on-going basis throughout the rating period. In addition to providing feedback whenever exceptional or ineffective performance is observed, providing periodic feedback about day-to-day accomplishments and contributions is also very valuable.

This requires training both managers (Level A / B) and employees about their roles and responsibilities in the performance feedback process. Managers' (Level B or Level A) responsibilities include providing feedback in a constructive, candid and timely manner. Employees' responsibilities include seeking feedback to ensure they understand how they are performing and reacting well to the feedback they receive.

#### 9.2.3 Employee Input and or Self-Assessment

Employee input will be considered in the form of asking employees to provide self-ratings on performance standards, which are then compared with the manager's ratings and discussed. Employees will be encouraged to monitor and review their own performance and record their self-assessment during the performance appraisal.

## 9.2.4 Performance Evaluation after the Probation Period

From the first day of employment, all employees are required to serve a probation period prior to confirmation in order to assess the knowledge, skills, competencies and experience exhibited by the employee in the performance of his/ her duties during a specified period of time, with the objective of retaining the candidates of the preferred calibre within the company.

- » The employee's direct manager (Level A & B) will prepare the relevant objectives for the employee to achieve throughout the duration of the probation period.
- » The probation period provides a fair opportunity for the new employee to understand the organization; the standards of performance required; and receive the necessary guidance and support to be effective in his or her new post.
- » The probation will also allow time for the manager of newly appointed employee to make a realistic assessment of their overall performance and ensure their competence in the new post.
- » If the employee's performance is satisfactory, the Level A or Level B in liaison with the HR Department, will advise the individual of his confirmation in employment.
- » In the case of unacceptable behaviour or unsatisfactory performance, the employee may be dismissed within the probationary period without any warning, with a notice from either party as per the employment contract. The approval of the Level A must be obtained for cancellation of the notice period.

## 9.2.5 Performance Appraisal

Tasks and duties of employees are considered in appraisal; meaning that the job description is used as frame of reference for employee's performance appraisal. Any task or duty delegated by the immediate manager to the employee should be considered in evaluation. Performance appraisal system has been designed according to the nature of employee's work and position.

The Performance Appraisal should be defined in terms of important job behaviours and expectations that are associated with them. Defining competencies behaviourally provides a solid basis for differentiating between employees who are performing more or less effectively than others this will help employees understand what is expected of them and to provide uniform standards that managers can apply in evaluating employees, thereby increasing consistency, transparency and fairness.



## Appraisal Elements

Below is a guideline to develop a Performance appraisal system for different levels:

Levels	Criteria	Elements
Level A and Level B	Accomplishment of goals	Financial objectives
		Customer-related objectives
		Objectives that are related to development of processes and internal methods of work
		Objectives that are related to developing employees
Level B	Components of Performance	Understanding work
		Strategic planning
		Decision making
		Leadership
		Team working
		Quality implementation of work
		Communication
Level B and Level C	Administrative	Work skills
		Elegant and quality work
		Productivity and Efficiency
		General Appearance
		Response to orientations
		Taking initiative
		Team work
		Communication Skills

## Evaluating Results

Employees are evaluated using a point rating scale. A five- to seven-point scale is typically used because it provides a sufficient number of rating points to help differentiate between employees. If a rating scale is to be used, the rating points should be defined sufficiently so that Line Manager can apply them in a uniform and fair manner.

Below is a five-point example scale that could be used with the competency:

Rate	Criteria
Rating (5) Outstanding	Demonstrates excellent performance and always exceeds objectives set for the role being performed. Exceeds highest level of skills and job knowledge required to perform the current role. Any employee who receives a warning during the given year will not be eligible for this rating.
Rating (4) Satisfactory High	Frequently exceeds and always meets the objectives required to perform the role. From time to time, the employee shows high level of skills and job knowledge more than the job requires.
Rating (3) Satisfactory	Meets the objectives required to perform the role. Meets level of skills and job knowledge.
Rating (2) Satisfactory Low	Partially meets the objectives set for the role being performed. Partially demonstrates the level of technical skills and job knowledge required for the role.
Rating (1) Unsatisfactory	Unable to meet the objectives set for the role. Needs considerable development to meet the performance requirements of the job.

## Performance Improvement Plans

A performance improvement plan (PIP), also known as a performance action plan, is a tool to give an employee with performance deficiencies the opportunity to succeed. It may be used to address failures to meet specific job goals or to ameliorate behaviour-related concerns. Outcomes may vary, including improvement in overall performance; the recognition of a skills or training gap; or possible employment actions such as a transfer and termination.

In this HR's role includes:

- Determining whether a PIP is the appropriate action for the situation.
- Administering all PIPs in conjunction with the manager to prevent bias.
- Providing ongoing guidance to both the manager and employee throughout the plan.

By combining the two main aspects of coaching, feedback and goal setting, employees are presented a concrete roadmap of performance initiatives that they want to achieve, along with developmental training on how they can succeed throughout their role. Professional coaching isn't about dictating to employees what you want to see; instead, it's about working together to construct a performance improvement plan.





## Guidance and Counselling

The immediate manager (Level A / B) shall provide guidance and counselling to the employee during the year as part of the process of performance management process as that shall be an approach for professional development and as a result a basis for manager's performance appraisal.

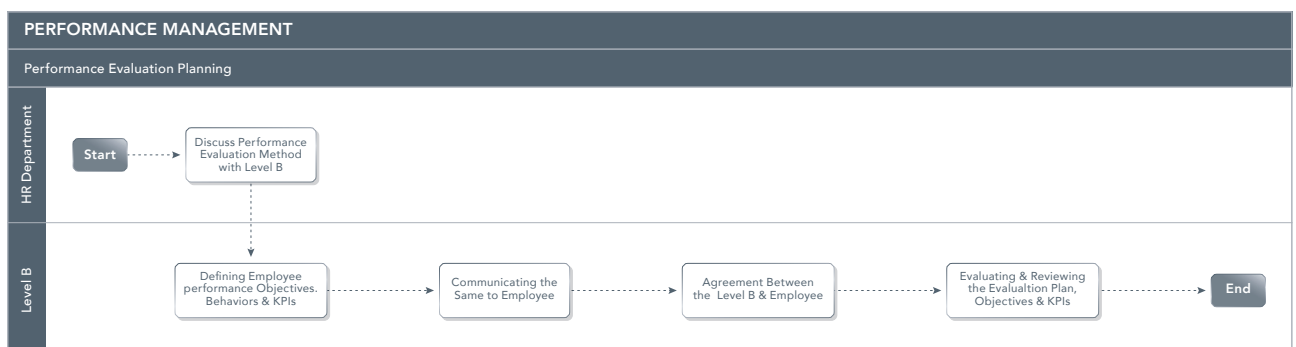
Performance management is an ongoing integrative process based on direct relationship between the Line Manager (Level A / B) and subordinates and is represented in the following:

- Decisions and protocols on what an employee shall accomplish during the next phase and the goals that should be accomplished
- Monitoring the orientation to accomplish agreed upon goals
- Providing guidance and support to employees during performing work with a view to accomplish the best results
- Motivation and rewards in return to efforts exerted to accomplish goals
- Specifying training needs for employees
- Developing employees' capabilities
- Career planning and promotion

## 9.3 Procedures

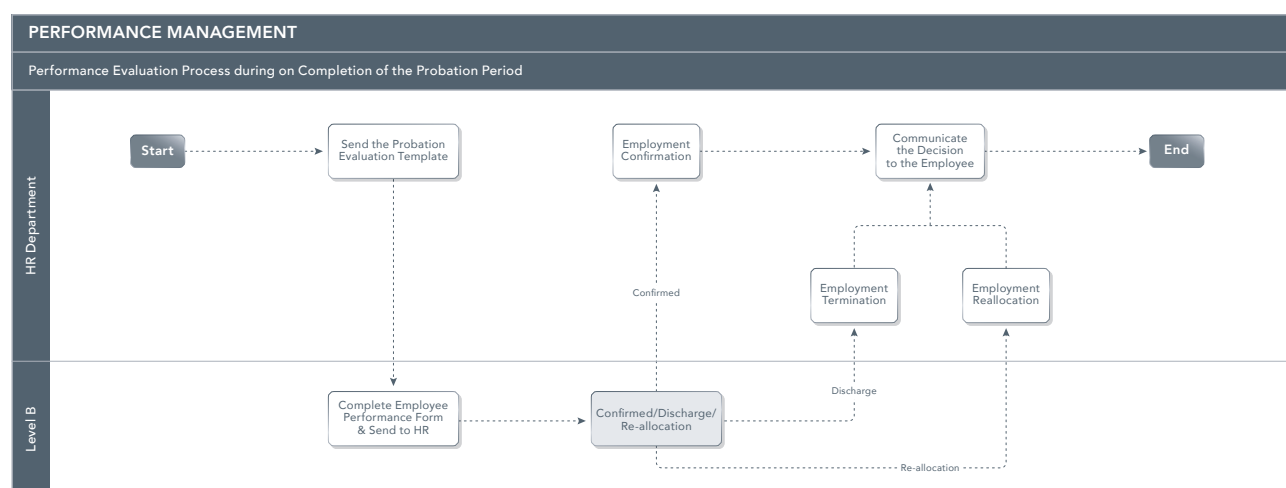
### Performance Evaluation Planning

Step No	Steps	Process Owner	Templates
1	Selecting the suitable Performance Evaluation method and timeline	Level B and HR	
2	Defining Employee performance Objectives, Behaviors and KPIs	Level B	
3	Communicating the above to the employee	Level B	
4	Agreement between the Level B and Employee and then submit it to the HR department	Level B	
5	Evaluating and reviewing the evaluation plan, Objectives and KPIs	Level B	



## Performance Evaluation Process during on completion of the probation period

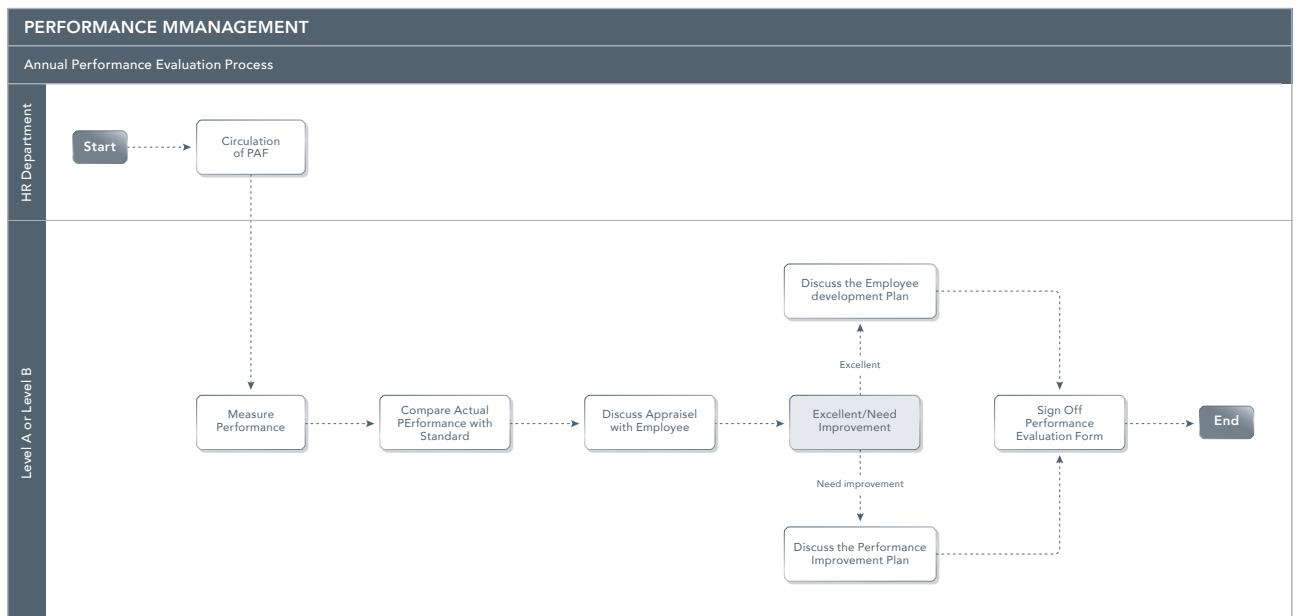
Step No	Steps	Process Owner	Templates
1	Send the Probation Evaluation Template to Level B once an Employee Completes the probation period	HR Officer	Performance Management: Template 01,02
2	Complete the form and send to HR with the recommendation If Confirmed ; go to step 3.0 If Discharge ; go to step 3.1 If re-allocation ; go to step 3.2	Level B	
3	Continue with employment Confirmation and related documents	HR Officer	
3.1	Continue with employment termination and related documents	HR Officer	
3.2	Continue with employment re- allocation procedures	HR Officer	
4	Communicate the decision to the employee	HR Officer	





## Annual Performance Evaluation Process

Step No	Steps	Process Owner	Templates
1	The HR Department initiates the Annual performance appraisal process by compiling the list of eligible employees for the year-end performance reviews and circulates the Performance Appraisal Form to the employees. The schedule for filling up and completion of the Annual appraisal process is also sent along with the form.	HR Department	Performance Management: Template 03
2	Measure actual performance.	Level A / B	
3	Compare actual performance with standards.	Level A / B	
4	Discuss the appraisal with employee. If Excellent or Very Good ; go to step 5.0 If need Improvement: go to step 6.0	Level A / B	
5	Discuss, Evaluate and Review the Employee Development Plan	Level A / B	Performance Management: Template 04
6	Discuss the performance Improvement Plan	Level A / B	Performance Management: Template 05
7	Sign off the performance evaluation form and discuss the recommendations action for the evaluated Employees.	Level A / B	





# 10.

## **TRAINING AND DEVELOPMENT**



## 10.1 Purpose and Scope

### Purpose

The purpose of this section is to detail policies related to the continuous development and training of company employees in order to ensure that the employees are skilled to optimally perform their roles. By planning to train and develop employees then lay out a general scheme for guiding and counselling employees.

And to ensure employees' competencies and skills meet company's current and future business needs by ensuring that Training and Development initiatives are accessible to all Employees in a cost effective, equitable and timely manner to enable higher levels of performance and achievement of business objectives and needs.

### Scope

- » General policies
- » Training Needs Analysis
- » Training and Development Strategy
- » Types of Training
- » Training Plan & Budget
- » Nominations and Cancellations
- » Preparing the Budget
- » Training Obligations

## 10.2 Policies

### 10.2.1 General Policies

- » All employees will be given equal opportunity to avail appropriate training to develop their skills and competencies relevant to their current position. The Human Resources Department will be responsible for providing suitable training opportunities for all employees.
- » It is Human Resources Department and Line Manager's responsibility to guide employees towards the most appropriate training and development activities that will enhance their capabilities for delivering against their role expectations and training needs.
- » It is the shared responsibility of the company and employee to ensure that any training and developments related to their license be maintained and record-keeping of it and of obtaining it; for instance, in the medical sector the doctors to be taken and to maintain their License and the teachers for schools to obtain their annual training.
- » Training courses should be selected with the recommendation of the employee's Line Manager based on the performance appraisal process. Approval of the Level A and Level B (Department Head) is required for an employee to participate in unbudgeted or international trainings.



- » It's upon company Level A Decision employees can be granted leave or time off for training purposes or to consider its part of their working days or hours.
- » The company shall impose upon the employee the responsibility of serving a minimum amount of time upon completion of the training program. This will be on a case-by-case basis depending upon the cost of the training program. If the employee fails to complete the stipulated time period, they will be liable to pay back a portion of their training costs, as determined by the senior management.(Level A)

### 10.2.2 Training Needs Analysis

- » Company's training needs analysis will be integrated with the overall annual Human Resources strategy and planning process.
- » Training needs analysis will be initiated at the beginning of the year based on the outcomes of annual performance appraisals.
- » The training needs analysis shall be conducted at the following three levels:

**Organizational level:** Training needs will be identified by the Human Resources Department in consultation with Department Heads or Line Managers (Level A and Level B). This will involve analysing the strategic plan/objectives considering external and internal influences that may affect overall performance;

**Department level:** Information will be gathered to identify the learning and development needs common to a group of employees in the same Department. The respective Line Manager(s) and Human Resources Department will be responsible for collecting this information and analysing knowledge and skill gaps and learning trends; and

**Individual level:** Identification of training needs, planning and implementation for individual employees will be based on the outcomes of the performance appraisals and their job descriptions. Line Manager(s) will be responsible for ensuring that individuals' training needs are assessed and developed as appropriate. In addition to recording it in the employee's individual development plans, Line Manager(s) will inform the Human Resources Department of any specific training needs identified for their employees.

- » The Line Manager(s) will be responsible for identifying the training needs of their respective employees. The documentation of these needs shall be conducted during the annual performance review cycle using the following criteria:
  - Requirements of the employees' present job;
  - Possible promotions and transfers and related training and development requirements; and
  - Skills gaps and/or development needs as identified through the employee's performance during the year.
- » Employees must be proactive in identifying training needs and seeking the support of their Line Manager(s) in fulfilling those needs.

## 10.2.3 Training and Development Strategy

- » The Human Resources Department is the ultimate custodian of developing and maintaining the training strategy document for entire Company.
- » The Human Resources Department will coordinate with Level A and Level B to gather key inputs for the training strategy.
- » The training strategy should outline the objectives, targets and guidelines for each stage of the training and development life cycle, including:
  - Training Needs Analysis;
  - Training Plan and Budget;
  - Training Program Delivery; and
  - Training Effectiveness Evaluation.
- » All training and development activities must be aligned to Company's job requirements, career/personal development plans and succession plans.

## 10.2.4 Types of Training

The type of Training includes, but is not limited to:

- » **Management/Leadership Training Courses:** The management/leadership Training Courses are designed to provide Level A and Level B with appropriate management and leadership skills and competencies.
- » **Competency Based Training and Development Courses (Technical & Behavioral Skills Training):** Training and Development courses aim at preparing Employees for current and potential future positions and/or promotions in particular.

## 10.2.5 Training Plan & Budget

- » The Human Resources Department should develop the training plan based on the training needs. Training budget shall be prepared during Company's budget preparation period based on the training plan.
- » The Training plan must contain the following information:
  - Training Type
  - Training course title;
  - Targeted audience;
  - Training course outline;
  - Duration;
  - Date and venue; and
  - Other related information.





- » The Training budget for each training should include cost estimations of the following:
  - Trainer costs;
  - Examinations cost for certain certification;
  - Licensing costs;
  - Other miscellaneous costs.
- » The Training plan and budget shall be reviewed and approved by Level A.
- » The Human Resources Department shall monitor the implementation of the training plan and the dedicated training funds.

#### 10.2.6 Nominations and Cancellations

Employees shall be nominated for trainings by their Line Manager(s) and the final approval will be provided by the Human Resources Department based on key considerations such as the criticality of the training to the business, the employee's overall performance, budget availability, urgency of the training requirements, number of seats available, etc. Employees nominated for training will be notified by the Human Resources Department prior to the actual courses regarding the training dates, duration, course outline and joining instructions.

Employees nominated to training programs are required to attend the program fully; absence or delays in attendance will not be tolerated. Employees will not be granted with any leaves during the period of training except in case of an emergency. Any violation will be reported by the Human Resources Department to the employees' Line manager.

Employees nominated to attend training programs normally will not be allowed to cancel any training program that they have been nominated to attend.

In exceptional circumstances, an employee may cancel their attendance from a training program on approval from Line Manager(s) and by notifying the Human Resources Department prior to the commencement of training.

In case of cancellation with less than the required notice period. The company shall decide who will be bear the employees' cost Employee or Department.

#### 10.2.7 Training Obligations

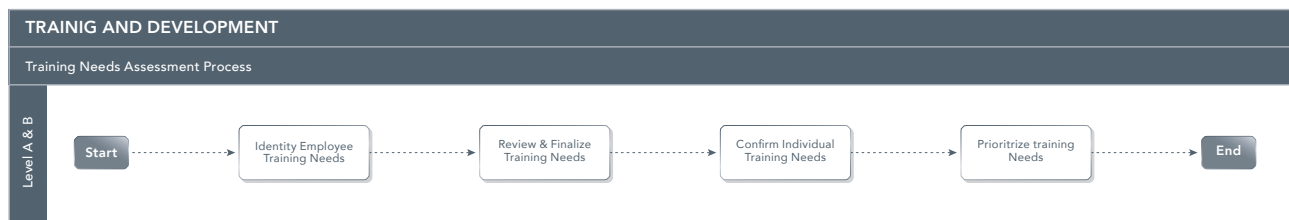
- » An Employee who is sent for a training course should undertake the following:
  - Report directly to work after training. Any delay in reporting to work without permission or acceptable reasons shall subject the Employee to Disciplinary Action.
  - Fulfill all the training requirements, attendance and active participation in the training activities.
- » The violations to company regulations and misconduct during the training period are governed by the Disciplinary procedures applicable by the Company.

# 10. TRAINING AND DEVELOPMENT

## 10.3 Procedures

### Training Needs Assessment Process

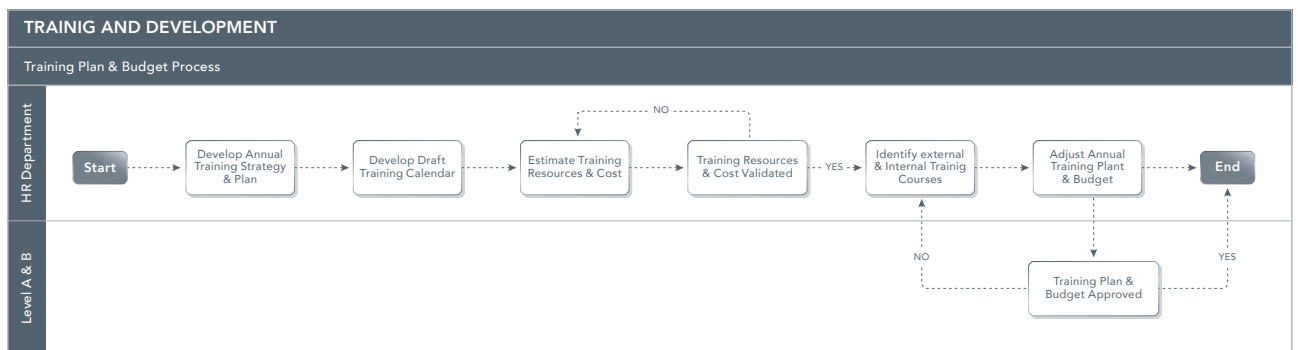
Step No	Detailed Procedures	Process Owner	Templates
1	Identify Employee Training needs based on Job Descriptions, Position Requirements, Performance Evaluation results, Development plan, and Manpower plan	Level A and Level B	
2	Review and Finalize Training Needs	Level A and Level B	
3	Confirm Individual Training Needs	Level A and Level B	
4	Prioritize Training Needs based on work stream requirements	Level A and Level B	





## Training Plan & Budget Process

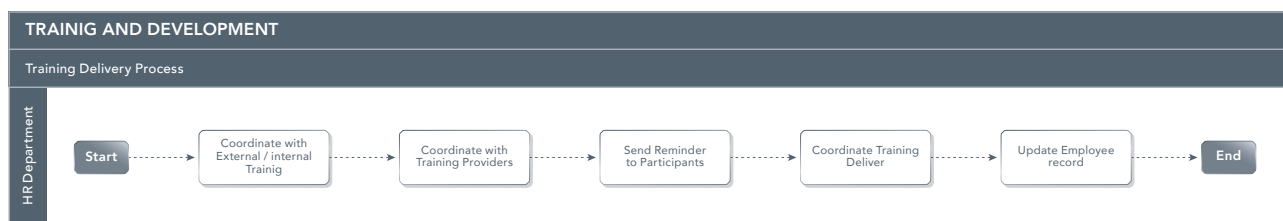
Step No	Detailed Procedures	Process Owner	Templates
1	Develop Annual Training Strategy and Plan	HR Department	
2	Analyze Training Plan and Develop a draft Training Calendar	HR Department	
3	Estimate Training Resources and Costs associated by obtaining Quotations from Training vendors	HR Department	
4	Training resources and costs validated?	HR Department	
	If yes; go to step 5.0		
	If not; go back to step 3.0		
5	Identify number of External and Internal Training Courses	HR Department	
6	Adjust Annual Training Plan and Budget	HR Department	
7	Training plan and budget approved?	Level A and B	
	If yes; go to step 8.0		
	If not; go back to step 6.0		
8	Formalize the Training Budget and include it in the overall budget. Follow Training Delivery Process.	HR Department	



# 10. TRAINING AND DEVELOPMENT

## Training Delivery Process

Step No	Detailed Procedures	Process Owner	Templates
1	Coordinate with External / Internal Training providers to customize and design Training Content and Agenda.	HR Department	
2	Coordinate with Training providers and obtain information	HR Department	
3	Send reminder to participant on agenda and other communication regarding the Training Course.	HR Department	
4	Coordinate Training Delivery.	HR Department	
5	Update Employee Record to indicate Training Courses taken.	HR Department	



# 11.

## **GRIEVANCES AND VIOLATION**



## 11.1 Purpose and Scope

### Purpose

The purpose of this section is to ensure the effective and transparent communication between the Management and its Employees by which Employees with grievances against the Company or grievances against any other employee within the company can be investigated and resolved. It is the only formal way of bringing grievances of individual Employees to the notice of Management.

This policy will help to achieve compliance with the law and to reduce the harm caused by minor offending; hold employees accountable for their actions and to promote a sense of responsibility; and to make employees aware about infringement and penalties.

### Scope

This policy and procedures apply to all employees of the Company. The specific elements covered under this section are:

- » General Policies
- » Internal Grievance Reporting
- » Reporting Disciplinary Action
- » Investigation
- » Letter of Reprimand
- » List of Policy Infringements & Penalties

## 11.2 Policies

### 11.2.1 General Policies

- » The Company should ensure of handling and resolving Employees' grievance to facilitate working environment of fairness and satisfaction to all Employees.
- » The Company shall recognize the Employee's right to express his/her views, grievance or complaint orally or in writing to his/her Line Manager, without prejudice to his/her standing or career.
- » An employee shall first try and settle the grievance within their reporting hierarchy, failing which the HR Department shall be approached for mediation.
- » No Employee shall suffer from any unfair treatment because of the fact that he/she has presented a grievance or complaint under the provisions of this policy.
- » The Human Resources Department will review all grievances and take the necessary action on a Case-by-Case Basis as per the policy.
- » Human resources will maintain records of the grievance process confidentially and securely.



If any dispute arises between the employer and some or all of his employees the two parties to the dispute shall try to settle it between themselves and before referring it to the relevant department in ADLSA for settlement.

### 11.2.2 Internal Grievance reporting

Informal discussion and written complaint to supervisor/ Line Manager

- » Employee shall first discuss with his immediate supervisor/ Line Manager. To review the concern and discuss options to address the issue.
- » If the employee is not satisfied with the results of the informal discussion above, the employee may submit a written complaint within (Number of days as per company policy) to his or her immediate supervisor or Line manager to include:
  - The nature of the grievance.
  - Detailed information including evidence of the issue, witnesses, related policies, etc.
  - The remedy or outcome desired.
- » The immediate supervisor will have (Number of days as per company policy) to respond to the employee in writing.
- » If the employee complaint is regarding illegal harassment, discrimination or retaliation, the employee should submit the written complaint directly to Human Resources.

A Written complaint to senior management (Level A)

- » If the employee is not satisfied with the response from the immediate supervisor/ Line Manager, the employee may submit a written complaint to senior management (Level A) for review. A copy should also be sent to Human Resources Department. The request for review should include:
  - An explanation of the grievance and details of all previous efforts to resolve the issue.
  - A copy of the written complaint submitted to the immediate supervisor/ Line Manager.
  - A copy of the immediate supervisor's written response to the employee's complaint.
  - Detailed information regarding the employee's dissatisfaction with the immediate supervisor's response.
- » Senior management will consult with the employee's immediate supervisor, Human Resources and any other relevant parties to evaluate the grievance and provide a written response to the employee within (Number of days as per company policy). The outcome of the review by senior management will be final unless new evidence or other circumstances warrant additional investigation for the complaint.

## 11.2.3 External Grievance reporting

Reporting the complaint to ADLSA

- » If the employee is not satisfied with the response from the company internally; he/she should report the complaint to ADLSA and the following policies should be applied:
- » The employees shall submit their complaint or claim in writing to the Company with a copy thereof to the ADLSA.
- » The company shall reply in writing to the complaint or claim of the employees within a week from his receiving the same and shall send a copy of the reply to the Ministry.
- » If the reply of the company does not lead to the settlement of the dispute the Ministry shall try to settle the dispute through its mediation.
- » If the mediation of the Ministry does not lead to the settlement of the dispute within fifteen days from the date of the employer's reply. The Ministry shall submit the dispute to a conciliation committee for its decision thereon.
- » The committee shall issue its decision on the dispute within a week from the date of its submission thereto.
- » The decision of the committee shall be binding on the two parties to the dispute if the parties had agreed in writing to referring the dispute to the committee before its meeting to decide on the dispute and if there is no such an agreement in this respect the dispute shall be referred to an arbitration committee within fifteen days and the arbitration shall be mandatory for the two parties.
- » The Company may not close the place where it is employing the employees or stop the work or refuse to continue to employ any employee by reason of a dispute that has not been decided on by the conciliation or arbitration committee.

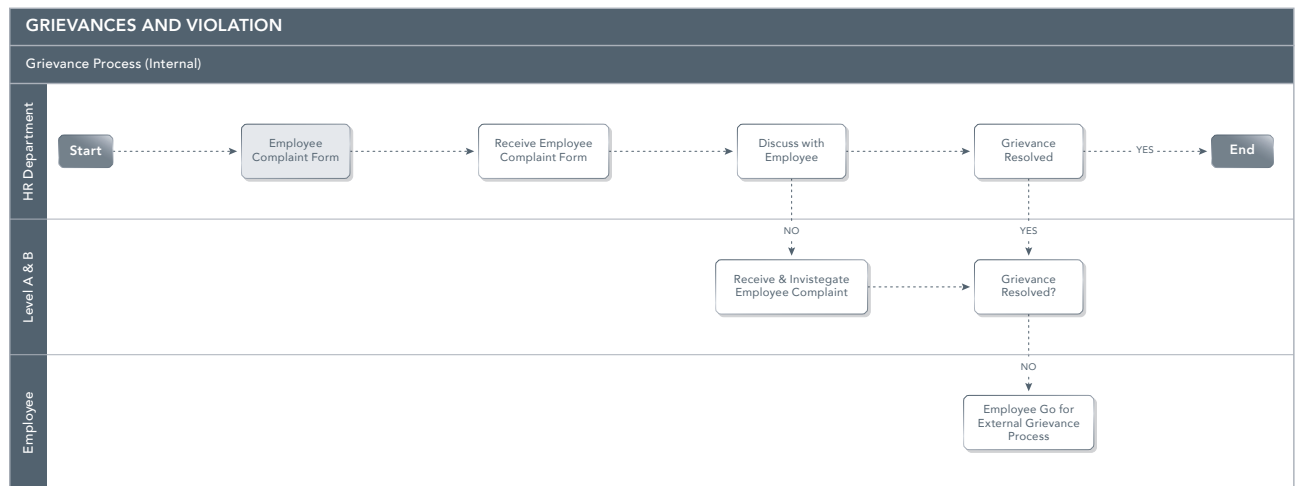




## 11.3 Procedures

### Grievance Process (Internal)

Step No	Detailed Procedures	Process Owner	Templates
1	Receive Complaint from Employee	HR Department	
2	Discuss and investigate complaint raised by the Employee and reply	HR Department	
3	Grievance resolved?	HR Department	
	If yes; process ends here		
	If not; go to step 4.0		
4	Receive and investigate complaint raised by the Employee	Level A and or Level B	
5	Grievance resolved?	Level A and or Level B	
	If yes; process ends here		
	If not; go to step 6.0		
6	Go to External Grievance Process	Employee	



## 11.4 Disciplinary actions:

### 11.4.1 Reporting Disciplinary action

Disciplinary action if it is to be effective must be carried out as soon as possible after the occurrence of the breach of discipline to which it relates.

Departments must give every priority to investigating and reporting such occurrences in order to achieve this aim.

Disciplinary breach shall be reported:

**To HR Department** - Every breach of discipline that is thought to require action by the HR Department - i.e.; those not dealt with departmentally - must be reported by the Department concerned to the HR Department immediately after it occurs, even though further investigation into its circumstances and final assessment of its gravity may still remain to be carried out.

This requirement is essential to enable the HR Department to take appropriate action as required, if the case is sufficiently serious, and to inform appropriate authorities, particularly where suspension may be involved

**To Security** -, If the case is considered to be one where Police action is necessary, (e.g. assault or theft), the Security Officer must be informed immediately by the HR Department.

### Investigation

All breaches of discipline must be immediately reported by the Department concerned to the HR Department. Where action is required the Department concerned must, at the earliest possible moment, collect full details of the case, which should include statements of witnesses where relevant, and submit the same to the HR Department or his team.

### Letter of Reprimand

Verbal reprimand may be given for minor offences and recorded in the employee personnel file by the HR Department as a note for file.

The steps to be followed in issuing a Letter of Reprimand are as follows:

- » The employee concerned must be brought to the office of his Reporting Manager immediately when the matter is known to the Reporting Manager and, if possible, before the damage has been repaired or the wrong action committed by him has been corrected.
- » The employee must be given the opportunity to state his case.
- » The investigation in the above could be verbal, but should be referred to the letter of reprimand and a witness if possible must be present.
- » It should be explained to the employee quite clearly what was his misconduct and what he should do to avoid such behavior in the future.



- » The employee must be told specifically that he is receiving a letter of reprimand, and it will be recorded in employee's personal file and a copy should be sent to the HR Department to be placed in his personnel file.

### 11.4.3 Warning Letter

A warning letter may be issued as follows:

- » For repeated minor offences in which the letter of reprimand has been ignored or was ineffective
- » Upon the first contravention when the offence is of a serious nature.
- » A warning letter should be removed after the lapse of (define a time period as per the company policy).
- » Note: The steps for issuing a warning letter shall be similar to section 'Letter of Reprimand'

### 11.4.4 List of Policy Infringements & Penalties

The disciplinary penalties which may be inflicted on the employees are:

- » Notification, which shall be deemed to have been achieved by a written letter (Warning Letter) to the employee containing a notification of the violation he has committed and requesting him not to repeat the commission thereof and warning him of the infliction of a severer penalty in case of repetition.
- » Deduction from the salary of the employee for a period not exceeding five days in respect of one violation.
- » Suspension from work together with non-payment of the wage for a period not exceeding five days in respect of one violation.
- » Suspension from work without payment or with reduced payment pending the adjudication upon the criminal charge attributed to the employee and if the employee is acquitted or if the charge against him has been dropped the suspension shall be deemed to have never taken place and the employee shall be paid his entitlements during the suspension period.
- » Postponement of the grant of annual increment for a period not exceeding six months or the non-payment therefrom in the establishments which maintain increments systems.
- » Postponement of promotion for a period not exceeding one year in the establishments which maintain promotion systems.
- » Dismissal from work with payment of the end of service gratuity.
- » Dismissal from work and non-payment of the end of service gratuity.

# 11. GRIEVANCES AND VIOLATION

One - Infringements Related to Working Hours				
Offence	1st time	2nd time	3rd time	4th time
1. Working hours 15- minutes without permission or acceptable reason.	Written notice	Deduction quarter day salary	Deduction half day salary	Deduction one full day salary
2. Working hours delay 15 minutes without permission or acceptable reason.	Deduction quarter day salary	Deduction one full day salary	Deduction two days salary	Deduction three days salary
3. Working hours delay for a period of 15 minutes and not more than 30 minutes without permission or acceptable reason.	Deduction quarter day salary	Deduction half day salary	Deduction one day salary	Deduction two days salary
4. Working hours delay for a period that exceeds 15 minutes and not more than 30 minutes without permission or acceptable reason.	Deduction half day salary	Deduction one day salary	Deduction two days salary	Deduction three days salary
5. Working hours delay for a period that exceeds 15 minutes and not more than 60 minutes without permission or acceptable reason.	Deduction half day salary	Deduction one day salary	Deduction two days salary	Deduction three days salary
6. Working hours delay for a period of 15 minutes and not more than 60 minutes without permission or acceptable reason.	Deduction one day salary	Deduction two day salary	Deduction three days salary	Deduction four days salary
7. Working hour attendance delay for a period that exceeds 60 minutes without any permission or acceptable absence reason.	The Employee shall be prevented permission to enter the work place and shall be considered absent without permission or he may be authorized to enter the work place provided that they shall be deprived of the salary from the working hours missed along with the deduction of salary related to the penalty for absence without permission for the first time.			
8. Absence without permission or acceptable reason.	Deduction quarter day salary	Deduction half day salary	Deduction one day salary	Deduction two day salary
9. Leaving work or leaving before the end of working day without permission or acceptable reason.	Deduction quarter day salary	Deduction half day salary	Deduction one day salary	Deduction two day salary
10. Staying at work or returning to work after the end of the working hours of the day without any permission or acceptable reason.	Deduction quarter day salary	Deduction half day salary	Deduction one day salary	Deduction two day salary



Two - Infringements Related to Working Status				
Offence	1st time	2nd time	3rd time	4th time
1. Leaving work place from another door than the one specified for exit according to the company's instructions.	Deduction quarter day salary	Deduction half day salary	Deduction one day salary	Deduction two day salary
2. Receiving of visitors at the office or work place without permission.	Deduction quarter day salary	Deduction half day salary	Deduction one day salary	Deduction two day salary
3. Reading and talking at the work place in all matters other than work issues if this impacts work activity.	Deduction quarter day salary	Deduction half day salary	Deduction one day salary	Deduction two day salary
4. Eating in other than the places specified by the company or out of designated meal break periods.	Deduction quarter day salary	Deduction half day salary	Deduction one day salary	Deduction two day salary
5. Sleeping during working hours.	Deduction quarter day salary	Deduction half day salary	Deduction one day salary	Deduction two day salary
6. Employees wandering or being in places other than the work place during working hours.	Deduction quarter day salary	Deduction half day salary	Deduction one day salary	Deduction two day salary
7. Introducing pamphlets or periodicals and distributing them without permission.	Deduction half day salary	Deduction one day salary	Deduction two day salary	Deduction three day salary
8. Collecting money or aid or signatures without permission.	Deduction half day salary	Deduction one day salary	Deduction two day salary	Deduction three day salary
9. Using the telephone of the company for personal purposes without permission.	Deduction half day salary	Deduction one day salary	Deduction two day salary	Deduction three day salary
10. Not informing the company of change of residential address without one week of change without offering acceptable reason.	Deduction quarter day salary	Deduction half day salary	Deduction one day salary	Deduction two day salary
11. Displaying text or images or posting advertisements on company walls or other areas of work place without permission.	Deduction half day salary	Deduction one day salary	Deduction two day salary	Deduction three day salary
12. Making false allegations towards supervisors or work colleagues that may lead to disruption of work activities.	Deduction half day salary	Deduction one day salary	Deduction two day salary	Deduction three day salary
13. Violating instructions related to time card and attendance management so as to falsify the records.	Deduction half day salary	Deduction one day salary	Deduction two day salary	Deduction three day salary
14. Violating and disobedience of work orders.	Deduction one day salary	Deduction two day salary	Deduction three day salary	Deduction four day salary

# 11. GRIEVANCES AND VIOLATION

Two - Infringements Related to Working Status				
Offence	1st time	2nd time	3rd time	4th time
15. Intent to decrease work productivity.	Deduction one day salary	Deduction two day salary	Deduction three day salary	Deduction four day salary
16. Wasting of office material without acceptable reason.	Deduction half day salary	Deduction two day salary	Deduction three day salary	Deduction four day salary
17. Sleeping during working hours in the cases that require continued vigilance and attention.	Deduction five days salary	Termination with EOSB entitlements		
18. Using work equipment for personal purposes.	Deduction five days salary	Termination with EOSB entitlements		
19. Interfering with or intentionally destroying the equipment or business opportunities of the company.	Deduction five days salary	Termination with EOSB entitlements		
20. The Employee refusing without acceptable reason to carry out their assigned work duties so long as it does not differ significantly from his original work duties for which he was employed and so long as it does not cause him to offend.	Deduction five days salary	Termination with EOSB entitlements		



Three – Infringements Related to Employee Conduct				
Offence	1st time	2nd time	3rd time	4th time
1. Introducing to the work place undeclared items or carrying out in the work place commercial transactions not related to the company.	Deduction one day salary	Deduction two day salary	Deduction three day salary	Deduction five day salary
2. Smoking during the working hours in non-smoking areas.	Deduction one day salary	Deduction two day salary	Deduction three day salary	Deduction five day salary
3. Arguing with colleagues or inciting riots in the work place.	Deduction one day salary	Deduction two day salary	Deduction three day salary	Deduction five day salary
4. Refusing to undertake medical examinations upon request of the company.	Deduction one day salary	Deduction two day salary	Deduction three day salary	Deduction five day salary
5. Pretending to be sick.	Deduction one day salary	Deduction two day salary	Deduction three day salary	Deduction five day salary
6. Not recording the collection of funds for the company within the approved timeframes and without having acceptable reasons.	Deduction of five days salary	Termination with EOSB entitlements		
7. Accepting bribes or gifts from 3rd parties which were offered with the purpose of influencing the Employee to allow them to perform work on behalf of the company or to decline another 3rd party the right to provide services to the company.	Termination with EOSB entitlements			





# 12.

## END OF SERVICES



### 12.1 Purpose and Scope

#### Purpose

- » This chapter covers all policies and standards related to employee separation. The purpose of this chapter is to ensure that every employee separation at   handled both proficiently, cordially and in full compliance with provisions of the applicable employment contract and relevant regulations throughout the process.

#### Scope

The specific elements covered by this section are:

- » General Policies
- » Termination of Services
- » Contract Termination by the Employee
- » Termination of Employee's Contract without Notice / End of Service Benefits
- » Termination During Probation Period
- » End of Contract and Renewal
- » Retirement
- » Resignation
- » Death of Employee
- » Final Pay and Clearance
- » Exit Interview
- » Service Certificate

### 12.2 Policies

#### 12.2.1 General Policies

- » After the end of the probation period, or if the contract does not include a probation period, either party (Company or Employee) may terminate the employment contract at any time without cause, in which case the party wishing to terminate the contract shall notify the other party in writing of their intent to terminate the employment contract in accordance with the notice period, as specified below:
  - During the first two years of employment, the notice period shall be a month.
  - After the first two years of employment, the notice period shall be two months.
- » Upon contract termination without observing such notice periods, the terminating party shall be under the obligation to pay the other party compensation in lieu of notice, equivalent to the employee's basic wage for the notice period or the remaining part of the notice period.



- » In all cases, if a foreign employee leaves the country without honoring the provisions set out in the present article, they shall not be granted a work permit in the country for one year as of the date of their departure.
- » The Human Resources Department will be involved throughout the termination process
- » The Legal Department may be consulted during the termination process if required.
- » A decision to terminate an employee's service should not be made unless investigation and warnings are given to employee in accordance with the warning schedule illustrated in the Disciplinary Action Process with a copy in his/her personal file.
- » Before a decision is made to terminate an employee's service, the concerned Department Head (Level B) should compose in detail the reasons and factual incidents, which led him/her to make that recommendation.
- » Employees shall be notified in writing after seven (7) calendar days of absence in the case of an employee not returning to work after fifteen (15) consecutive days and after fifteen (15) calendar days for all other cases of job abandonment.
- » If the service contract is terminated for any reason the (Company Name) shall pay the wages and other sums to which the employee is entitled before the end of the day following the day on which the contract terminates unless the employee has abandoned the work without giving the notification. In this case the (Company Name) shall pay the wage and other sums to which the employee is entitled within a period which shall not exceed seven (7) days from the date of the employee abandoning the work.

### 12.2.2 Termination of Services

Employment with the Company may be terminated under the following circumstances:

- » End of Contract: If any party notifies the other party of his / her intention not to renew the contract.
- » Contract Termination
- » Employee Resignation;
- » Dismissal due to a disciplinary decision;
- » Unsatisfactory performance during the probationary period;
- » Inability to perform required work for medical reasons;
- » Retirement: Attainment of normal retirement age, unless special exemption is granted;
- » Death of the employee;
- » Deportation of an employee, or withdrawal or non-renewal by government authorities of the work permit or residence permit.

### 12.2.3 Contract Termination by the Employee

The employee may terminate the service contract before its expiry date if the contract is of a definite duration and without giving reasons for the termination if the contract is of an indefinite duration and retains his full right to obtain the end of service gratuity in the following cases:

- » If the Company commits a breach of his obligations under the service contract or the provisions of this law.
- » If the Company or his responsible manager commits a physical assault or immoral act upon the employee or any of his family member.
- » If the Company or his representative has misled the employee at the time of entering into the service contract as to the terms and conditions of the work.
- » If continuance with the work endangers the safety and health of the employee provided that the Company is aware of the danger and does not take the necessary steps to remove it.
- » If a final decision is issued by one of the Labour Dispute Settlement Committees in favour of the Employee.

### 12.2.4 Termination of Employee's Contract without Notice / End of Service Benefits

The Company may dismiss the employee without notice and without payment of the end of service gratuity in the following instances

- » If the employee assumes a false identity or nationality or submits false certificates or documents.
- » If the employee commits an act which causes gross financial loss to the Company provided that the Company shall notify the Department of the incident within twenty four hours from the time of his being aware thereof.
- » If the employee violates more than once the written instructions of the Company concerning the safety of the employees and the establishment despite his being notified in writing of the violation provided that these instructions shall be written and posted up in a conspicuous place.
- » If the employee fails more than once to carry out his essential duties under the service contract or this law despite his having been notified in writing thereof.
- » If the employee discloses the secrets of the establishment where he is employed.
- » If the employee is found during the working hours in a state of drunkenness or under the influence of a drug.
- » If the employee commits an assault on the person of the Company, the manager or one of his supervisors in the work during the work or by reason thereof.
- » If the employee repeats his assault on his colleagues in work despite his being warned in writing thereof.



- » If the employee absents himself from work without legitimate cause for more than seven (7) consecutive days or fifteen (15) days in one year.
- » If the employee has been finally sentenced for a crime involving immorality or dishonesty.

#### 12.2.5 Termination during Probation Period

- » It may be stipulated in the employment contract that the employee shall be subject to a probation period that both parties agree upon, provided that the probation period does not exceed six months from the employment start date.
- » The employee shall not be subject to more than one probation period.
- » The Company may terminate the employment contract within the probation period if finds out that the employee is unfit to carry out his/her duties, provided that the Level B notifies the employee at least one month before the termination date of the contract.
- » The employee may terminate the employment contract within the probation period, provided he/she complies with the following:
  - If the employee wishes to work for a new Company, he/she must notify (Company Name) in writing of his/her intent to terminate the employment contract at least one (1) month before the date of termination. The new Company shall compensate the (Company Name) a portion of the recruitment fees and the air ticket, if any, provided that the amount does not exceed the equivalent of two (2) months of the employee's basic wage.
  - If the employee wants to terminate the contract and leave the country, he/she must notify his/her Manager (Level B) in writing of his/her intent to terminate the employment contract, in accordance with the notice period agreed between the two parties, provided that such notice period does not exceed two (2) months.
- » If either party terminates the contract without abiding by the notice periods stipulated in this article, they shall be required to pay to the other party a compensation equivalent to the employee's basic wage for the notice period or the remaining part of the notice period.

#### 12.2.6 End of Contract and Renewal

If the service contract is of a limited duration, the duration thereof shall not be more than five (5) years. This period may be renewed for a similar period or periods by agreement of the two parties.

If the contract has not been renewed and the parties thereto continue to abide by it after expiry of its duration without an explicit agreement, the contract shall be considered to have been renewed for unlimited duration on the same conditions provided for therein.

The renewed duration shall be considered to be an extension of the previous duration and the period of service of the Employee shall be calculated as starting from the date of his entering the service of the (Company Name) for the first time.

### 12.2.7 Retirement

- » The normal retiring age for all employees of the Company Name is the age of Sixty (60).
- » An individual can remain employed after this age with the Company) subject to the approval from the "Level A" and with employee's consent. Extension will be renewed on a yearly basis.

### 12.2.8 Resignation

- » A resignation of employment occurs when an employee submits a written notice of resignation to Level B or refers to an employee decision to leave a job on their own accord.
- » Employees who wish to resign from the Company must submit their decision in writing to their Line Managers (Level B).
- » All resignation letters must be submitted to Line Manager(s) (Level B) who shall forward it to the Human Resources Department.
- » Subject to the consent from the employee, the Line Managers may decide to postpone the employee's final day of work if it is required by the Company for up to one (1) month
- » If an employee is referred to a disciplinary questioning, their resignation shall not be accepted until a decision is made.
- » Resignation letters should contain the following details:
  - Employee details (name, Employee number, and QID);
  - Reason of resignation (optional);
  - Effective date of resignation; and
  - Date of submission and signature
- » The Human Resources Department will be responsible for identifying and computing the end of service indemnities and any other amounts due to/from the employee.
- » The employee's Line Manager(s), in coordination with the Human Resources Department, shall proactively attempt to retain employees with a strong performance record through a meeting or discussion with the employee, where applicable.
- » Once an employee submits his/her resignation, it is the responsibility of his/her Immediate Supervisor to do the following:
  - Transfer knowledge and information to the replacement of the resigning employee;
  - Stop assigning duties and new tasks to the resigning employee; and
  - Closely monitor progress of completion of tasks previously assigned to the resigning employee.



### 12.2.9 Death of Employee

- » A contract will be deemed terminated in case of death of the employee.
- » If the Employee dies during the employment for whatsoever causes, the Company shall within a period not exceeding fifteen (15) days from the date of employee death, deposit with the court any wages or entitlements due to the Employee in addition to the gratuity. The court will distribute the deposited sum amongst the heirs of the deceased Employee in accordance with the provision of the Islamic Sharia or the personal law applicable in the country of the deceased.
- » In case of expatriate employee, the Company shall bear the costs of preparing the corpse of the deceased Employee and the conveyance thereof to his country or place of residence upon the demand of his heirs.
- » Deceased employees' beneficiaries shall be entitled to a lump sum payment of the value of (...) month salary (Subject to Company's decision) plus the salary of the month in which the death occurred in addition to the deceased's End of Service Benefits.

### 12.2.10 Final Pay and Clearance

- » Employees must return all company property at the time of separation, including uniforms, cell phones, keys, laptops and identification cards.
- » Failure to return some items may result in deductions from the employee's final pay check. An employee may be required to sign a wage deduction authorization to deduct the costs of such items from the final paycheck. In some circumstances, The Company may pursue criminal charges for failure to return company property.
- » All related payments should go through the Wage protection System (WPS).
- » In addition to any sums to which the employee is entitled upon termination or expiry of their employment contract, the Company obliged to pay EOSB, subject to the employee having completed a minimum of one (1) year of continuous service. An employee is also entitled to be paid EOSB, pro-rata, for fractions of service, i.e. part years in employment.
- » EOSB can be agreed between the parties provided it is not less than three weeks of the employee's final basic salary for each completed year of service. EOSB is usually calculated using calendar days but may be calculated using working days if more appropriate given the particular working practices in a specific industry.
- » If the Company has in place a retirement scheme or any other similar system that guarantees the employee a gratuity or net privilege at the end of service which is more generous than the statutory compensation calculation for EOSB, the Company is not obliged to pay this compensation in addition to the EOSB.
- » If the overall net benefit accruing to the employee under the said system is less than EOSB, the Company is required to pay the employee EOSB and return to the employee any sums which the employee may have contributed towards the said



system. However, the key practical point is that the employee should be given the option of choosing between the scheme and the EOSB.

- » The Company is entitled to deduct from an employee's EOSB any amounts that the Company is owed by the employee. The Company will consult with the employee before any deductions are made, and where possible, reach an agreement with the employee regarding the proposed reductions in order to avoid disputes.
- » An employee loses the right to payment of EOSB if he/she is dismissed for reasons of gross misconduct.

### 12.2.11 Exit Interview

- » The Human Resources Department and Line Manager(s) shall conduct an 'exit interview' to seek feedback on the employee's service and reasons for leaving.
- » The objective of the exit interview will be to seek feedback, investigate and monitor the reasons for staff turnover in order to better understand reasons for leaving, thereby assisting the company in recruiting and retaining high quality staff in the future.
- » The confidentiality of information shared during exit interviews will be maintained at all levels and only the aggregated analysis of the exit interview outcomes will be shared with Level A.
- » The Human Resources Department will be responsible for maintaining a record of employees leaving the company and analyzing the reasons for their leaving.

### 12.2.12 Service Certificates

- » The Company will issue service certificates to employees upon ending their services.
- » Every exiting employee shall be provided with a service certificate indicating:•
  - Duration of employment with the Company;
  - Last position held;
  - Brief description of his/her roles and responsibilities;
  - Training courses (if any); and
  - Reason behind termination.
- » The service certificate is granted to the employee after all dues are settled and clearance certificate is signed.
- » The Company reserves the right to inform third parties, including clients or contractors, of the departure of an employee directly or through advertisements in newspapers.

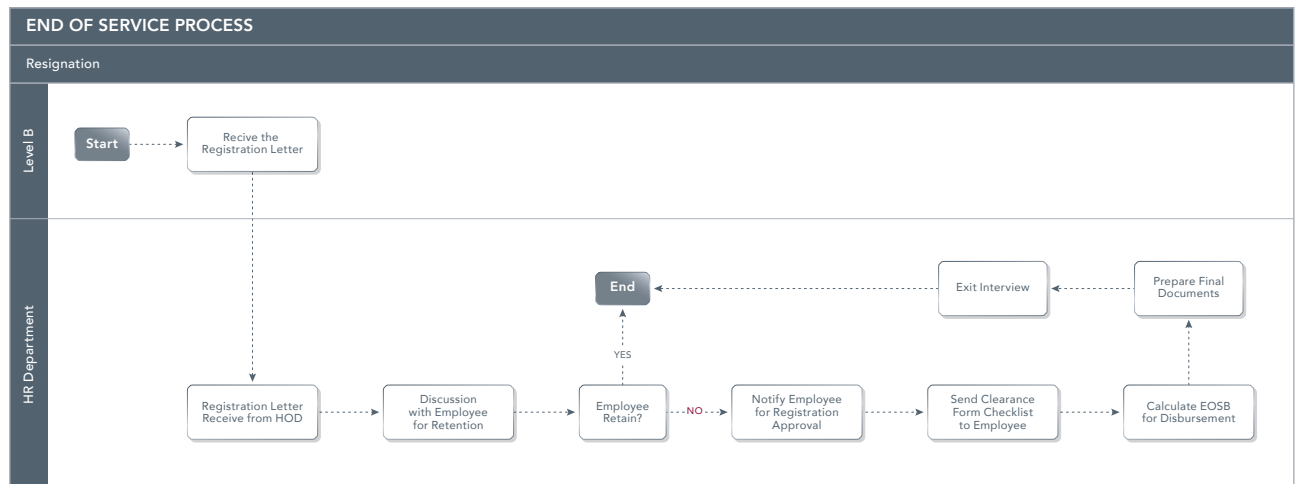




## 12.3 Procedures

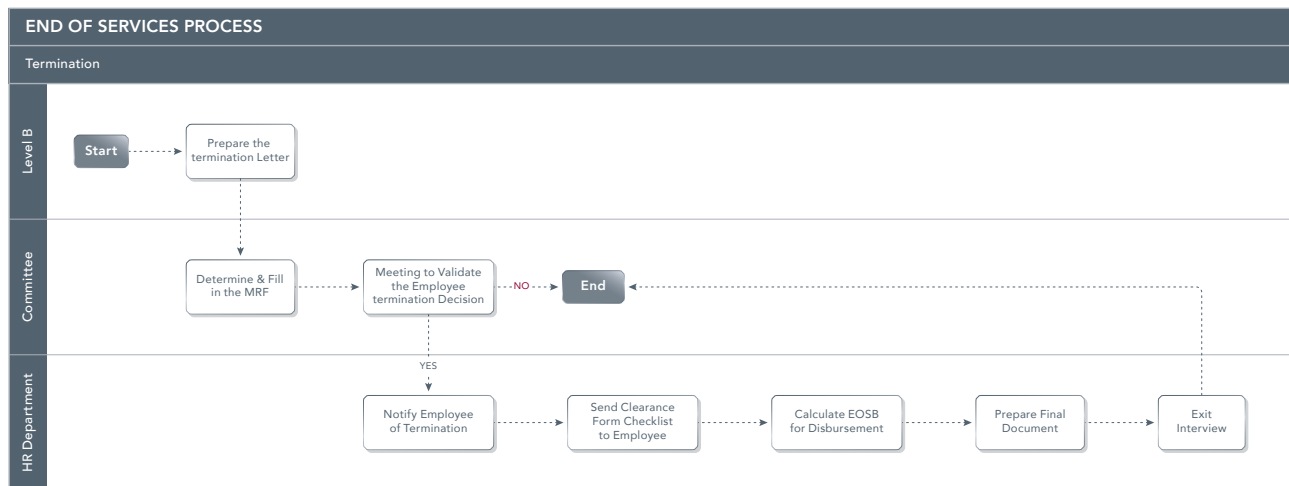
### End of Services Process - Resignation

Step No	Detailed Procedures	Process Owner	Templates
1	Receiving the Resignation Letter	Level B	End of Service - Template 1,2
2	Resignation letter received by the HR Department	HR Department	
3	Discuss with the employees try to retain	HR Department	
	If yes; and employee agreed to withdraw; Process will end		
	If No and resignation will proceed; go to step no. 4.0		
4	Notifying the employee the approval of the resignation	HR Department	
5	Send the clearance form to the employee	HR Department	End of Service - Template 3
6	Calculate the End of Services benefit and forward to finance for disbursement to Employee	HR Department	End of Service - Template 4
7	Prepare the Final Papers Experience Certificate, Quit Claim and the Resignation Acceptance Letter	HR Department	End of Service - Template 5,6,7,8
8	Exit Interview	HR Department	End of Service - Template 9



## End of Services Process - Termination

Step No	Detailed Procedures	Process Owner	Templates
1	Prepare the Termination Letter	Level B	End of Service - Template 1,2
2	Have a committee meeting to validate the decision of the termination	Committee	
	If validated; go to step 3.0		
	If No; Process Ends		
3	Notifying the employee the approval of the Termination	HR Department	
4	Send the clearance form to the employee (Check list)	HR Department	End of Service - Template 3
5	Calculate the End of Services benefit and forward to finance for disbursement to Employee	HR Department	End of Service - Template 4
6	Prepare the Final Papers Experience Certificate, Quit Claim and the Resignation Acceptance Letter	HR Department	End of Service - Template 5
7	Exit Interview	HR Department	End of Service - Template 6



# 13.

## CODE OF ETHICS



Employees of the company are expected to observe and foster the highest standards of conduct, consistent with company's values, guiding principles, duties and responsibilities, and in support of Company's Mission and Vision. All employees are expected to adhere to the following standards of conduct:

- Adopt at all times appropriate, reasonable and respectful dress, behavior and language that reflect the professional image of the company and the laws and customs of the State of Qatar;
- Treat colleagues, peers, Clients and public with dignity, respect and consideration;
- Conduct all employment responsibilities in an honest and diligent manner;
- Never use official roles to inappropriately obtain an advantage for yourself or to advantage or disadvantage others;
- Endeavor to ensure the proper, effective and efficient use of State of Qatar and Company money and resources;
- Do not engage in any activity of any nature which would conflict with your duty to the Company or which could reasonably be expected to be detrimental to the interest or reputation of the Company;
- Accept that there are differences in people, their ideas and their opinions and how they may be expressed;
- Show responsible care and regard for company property and the property of others;
- Speak and act with respect and dignity, and deal judiciously with others, always mindful of their rights and refrain from any use of physical or verbal abuse, loud or vulgar language and/or gestures at all times;
- Fulfill your duties with the highest standards (which includes being punctual and prepared);
- Take appropriate safety measures;
- Not be under the influence of alcohol or illegal or unauthorized drugs during the course of professional activities;
- Respect confidential and protected information at all times;
- Use good judgment when sharing information and opinions (including via the Internet and social media) so as not to affect the reputation of colleagues or Peers, the Company and the State of Qatar;
- Use the grievance systems in place to settle disputes;
- Do not post or engage in on-line activities that are illegal, that disrespect or insult colleagues, Peers, or the Company, or that promote false or discriminatory information;
- Respect and treat others fairly, regardless of, race, ancestry, place of origin, color, ethnic origin, citizenship, religion, gender, sexual orientation, age, or disability;
- Follow the appropriate line of authority and not bypass immediate authority to reach higher authority without first exhausting the appropriate channels of communication; and
- Protect Company property and assets from harm, theft, loss or misuse.



## 13.2 Gifts, Hospitality and Other Benefits

All employees at [ ] are expected to use their best judgment to avoid situations of real, apparent or potential conflict of interest by considering the following criteria on gifts, hospitality and other benefits, while keeping in mind the full context of this Code as well as the Policy on Conflict of Interest and their conditions of employment.

All offers or receipt of gifts must be reported to the employee's immediate supervisor. The acceptance of gifts, hospitality and other benefits may be permissible if they:

- Are infrequent and of minimal value (e.g. low-cost promotional items, simple meals, souvenirs with no cash value, etc.);
- Are within the normal standards of courtesy, hospitality or protocol;
- Arise out of activities or events related to the official duties of the employee concerned; and
- Do not compromise or appear to compromise the integrity of the employee or of the Company.
- Employees are not to accept any gifts, hospitality or other benefits: that may have a real, apparent or potential influence on their objectivity in carrying out their official duties; or
- That may place them under obligation to the donor.

Employees are to seek approval from Level A/B in situations where it is deemed impossible to decline gifts, hospitality or other benefits.

## 13.3 Avenues of Resolution

This code is not intended to respond to every possible issue that might arise in the course of an employee's daily duties and responsibilities. Employees at all levels are expected to resolve issues in a fair and respectful manner and to consider informal processes first, pursuant to the dispute resolution process outlined in their Employment Agreement.

## 13.4 Complaint and Inquiry Procedure

Any person who has reasonable grounds to believe that the provisions of the Code are not being complied with may file a complaint through the process outlined below.

### Complaints Involving company Employees

- Stakeholders or employees who are concerned that a Company employee is engaging or has been engaged in misconduct should first approach the person(s) displaying the questionable conduct and express their concern.
- If the client or employee is uncomfortable doing so, or if the behavior persists, the immediate supervisor Level B or relevant Level A should be consulted in a first attempt at resolving the issue.
- In order to determine the appropriate supervisor (and for advice as to what does or does not constitute misconduct) clients and employees may seek information from the HR Department without activating the complaint process.

- Only written signed complaints in which the complainant's identity is disclosed will proceed through the stages below.
- Signed complaints that an employee has committed misconduct will be made to the appropriate Company Level B member who will initiate a formal investigation. The Company or the management will be notified in writing by the Level A that an investigation has commenced.
- The investigation will be conducted following the process outlined in the Employee Discipline procedure.
- At the conclusion of the process, if the complaint is substantiated, a discipline decision or recommendation to the Level A will be made, consistent with any applicable Company policy or Terms of Employment.
- Employees are expected to adhere to the Code of Conduct at all times while on company premises or when acting as a delegate or designated representative of the (company name) and/or of a group in events held off Company premises.
- Where an employee perceives that an employee is engaging in misconduct the Discipline procedure should be adhered to.

## 13.5 Harassment and Sexual Harassment

- Employees of the company must not engage in behavior that constitutes personal harassment. Harassment means verbal, written or physical behavior or visual display that is abusive or is intended to persistently annoy others and which the instigator knows, or ought to know, creates an intimidating, hostile or offensive working, learning or living environment.
- Employees must not engage in behavior that constitutes sexual harassment. Sexual harassment means verbal, written or physical behavior that emphasizes gender sexuality or sexual orientation in a manner which the instigator knows, or ought to know, creates an intimidating, hostile or offensive working, learning or living environment.
- Employees should be familiar with the Company policies and disciplinary procedures in place for dealing with matters of personal harassment and sexual harassment.

## 13.6 Consequences

An employee who does not comply with the Code of Ethics and Professional Conduct may be subject to disciplinary measures up to and including termination of employment as detailed in Policy Chapter ( End of Service) and Chapter (Grievance and Violence) Employee Discipline.

## 13.7 Code of Ethics differentiated as per Industry

Below shows special points to consider in the Educational sector;

- Staff should aim to create a welcoming and open relationship with parents. All parental concerns should be treated seriously and dealt with promptly.



- Staff should avoid shouting at students unless there is a Health and Safety risk.
- Where a member of staff is having difficulties managing Student behavior, they should discuss this matter with the head teacher at the earliest opportunity.
- All staff should be aware of what physical contact with Students is appropriate
- Staff should only exercise physical restraint as a last resort to prevent injury.
- Staff is allowed to comfort a child who is hurt/ distressed in a manner appropriate to the age of the child.
- Adults should not initiate any physical contact unnecessarily, and there should be clear boundaries:
- Children should not be picked up. (unless medically necessary or being restrained)
- Adults should avoid being in a room alone with a child where the door is closed.
- If you need to talk to a child, either leave a door open and position yourself within sight of the door or ask another adult to be present.
- All staff has a responsibility to look after the resources of the school. This includes: not wasting resources unnecessarily (including physical resources and those such as heat/electricity); following the principles of 'reduce, re-use, recycle' where appropriate;
- Signing out for items taken from the school premises (school iPads and laptops) to Conduct Outside of Work
- Staff must not engage in conduct outside work which could seriously damage the reputation and standing of the school or the employee's own reputation or the reputation of other members of the school community.
- Any such conduct could lead to dismissal. In particular, criminal offences that involve violence or possession or use of illegal drugs or sexual misconduct are likely to be regarded as unacceptable and could lead to dismissal.
- Staff must exercise caution when using information technology and be aware of the risks to themselves and others. Staff must not use social media e.g. Facebook/ Twitter with Students or former Students unless the former Student is aged at least eighteen and has not been a Student at the school for over seven years.
- Staff must not engage in inappropriate use of social network sites which may bring themselves, the school, school community or employer into disrepute. Staff must only use their school email account or school learning platform account when communicating electronically with Students, parents and colleagues.

Below shows special points to consider in the **Medical sector**;

- Act in the best interest of your patients and the public.
- Respect your patient's privacy and maintain confidentiality of information.
- Working with patients with caring, honesty and integrity.
- Respect your patient's choice and right to refuse or choose their treatment and obtain informed consent to give treatment.

- Communicate effectively with your patient, caregivers and other professionals.
- Ensure that any advertising you do, or support is truthful, accurate and does not induce unnecessary demands for your services.
- Limit your work or stop practicing if your performance or judgment is affected by your health or other reasons.
- Act within the limits of your knowledge, skill and experience, and if necessary, refer to another professional.
- Keep accurate and adequate patient records.
- Engage in professional development and keep your professional skills and knowledge up-to-date.
- Maintain high standards of personal conduct and behavior.
- Effectively supervise tasks you have asked others to complete and undertake supervisory duties you have been assigned professionally.
- Employee must take responsibility for the safety and welfare of your patient and the public at all times.
- Employee must not allow personal biases and prejudices to affect the quality of services provided to your patient.
- Employee must take part in systems of quality improvement to promote patient safety.
- This includes:
  - Engaging in regular reviews and audits of their work and that of their team.
  - Responding constructively to the outcomes of the audit.
  - Taking steps to address any problems and carrying out further training where necessary.
  - Regularly reflecting on the standards of practice and the care they provide review patient feedback, where it is available.

### **To help keep patients safe Employee must:**

Report sentinel events that put or have the potential to put the safety of a patient, or another person at risk to the relevant accrediting body.

Report suspected adverse drug reactions eliminate any risk that would compromise patient safety.

If you suspect to or have any communicable disease that could be passed on to patients, or if your judgment or performance could be affected by a condition or its treatment, you must consult a suitably qualified professional. You must follow their advice about any changes to your practice or treatment they consider necessary. You must not rely on your own assessment of the risk to patients.









✉ Grand Hamad Street  
P.O. Box 22789, Doha, Qatar  
☎ +974 4430 0000  
🏠 +974 4430 0046  
📞 +974 5060 6013  
🌐 [www.qdb.qa](http://www.qdb.qa)

