



FUTURE METTLE
PRIVATE VOCATIONAL
TRAINING INSTITUTE

HUMAN RESOURCES POLICIES AND PROCEDURES 2021

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1. INTRODUCTION

This Human Resources (HR) Department Policies and Procedures Manual is a reference for faculty and staff of the Institute as a convenient guide for employees in their day-to-day activities. The handbook does not contain all policies and procedures of the Institute and may contain only excerpts from other manuals. This manual is subject to change as and when the HR Department and the Office of the ADCS deem it necessary.

Mission

To provide high quality education that prepares students in the areas of management for national and international markets through innovation and research.

Vision

To be an internationally recognized institution of higher and professional education, research and community engagement.

Values

Excellence. We will strive to surpass the ordinary and maintain high quality standards.

Integrity. We will adhere to moral and ethical principles.

Professionalism. We will clothe ourselves proper decorum.

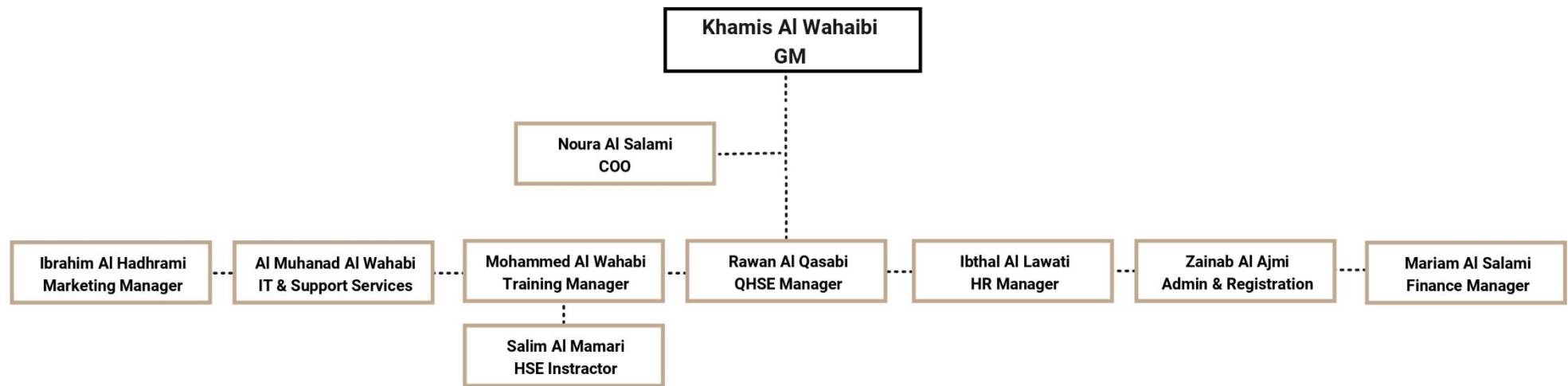
Equality. We will respect and protect individual rights.

Transparency. We will foster an environment that is open and free.

2. FMI ORGANIZATIONAL STRUCTURE



ORGANIZATION CHART



2.1 Organization Structure Establishment and Review

FMI Organizational Structure takes into consideration the strategic direction and the approved business plan. It is FMI policy to review current and future manpower requirements.

2.1.1 Job Analysis

During the establishment of new positions or the revision of the organizational structure, Line Managers/Head of Departments (HoDs) may propose changes in the organizational chart based on the department/unit requirements. The HR Department shall assist with the recruitment plans, manpower pooling, and seeking necessary approval for the budgetary requirements. The HR Department shall ensure that all positions at PRIVATE VOCATIONAL TRAINING INSTITUEI have specific job descriptions to optimize talent management.

New Positions: Based on department needs, and in line with the approved organizational structure, the HR Department may consult with the Line Managers regarding person specifications and job descriptions prior to job advertisement.

Existing Positions: The HoD-HR may ask Line Managers to review existing positions which may have been vacated in order to prepare revised job description to ensure that the right talent is recruited.

2.1.2 Job Approvals

HoDs shall coordinate with HR to obtain approval from General manager (GM) for recruitment of new staff. The HoD-HR shall coordinate with the GM in the preparation of the recruitment plan.

2.1.3 Job Descriptions

Each established position in the organization shall have a job description. The job description outlines the basic function, tasks and duties, responsibilities, authority level (job grade), supervisory level (reporting structure), with desired educational qualifications, competencies and experience to perform the job. Job Descriptions are filled using **(HR-Form-01-Job Description)**.

Manpower Requisition **(HR-Form-02)** shall be accomplished with the Job Description Form.

2.1.4 Job Evaluation and Grade

It is the responsibility of the HR Department to provide the necessary support for job identification and evaluation which can be defined as a method of determining the relative worth of a job to an organization.

Following the job description, salary grade shall be decided by the GM with the HR Committee.

3. FMI LEVELS OF RESPONSIBILITY

3.1 The General Manager

The GM is a representative of the shareholders. His/her responsibilities include:

- Facilitate the approval of the institute annual budget.
- Review for recommendation.
- Prepare Business Continuity Plan.

3.2 Staff (Vocational and non- Vocational)

Staff report to their respective HoDs. Their responsibilities include:

- Contribute to the OP of the department
- Membership in committees upon nomination
- Cooperation and contribution to teamwork
- Suggestions/proposals through the HoDs
- Community engagement
- Service to the institute

4. RECRUITMENT AND SELECTION POLICIES AND PROCEDURES

4.1 Purpose

FMI believes that the success of the Institute depends on its staff. Therefore, the processes for appointing staff are critical to the institute performance. The institute aims to recruit staff members who can contribute to the Vision of the institute and its objectives; as well as demonstrate the commitment to apply appropriate knowledge and skills for the achievement of the institute goals.

FMI aspires to create an organization that reflects the richness and diversity of different communities and as such the selection of applicants for positions shall be based on skills, qualifications, experience, and their ability to work as a team. In recruiting well-qualified, motivated, and committed staff, the institute operates within recognized employment legislative frameworks specified by the Oman Labor Law.

4.2 Scope

This policy and procedure cover all activities that form part of the recruitment and selection process. It is applicable to all staff recruited on regular or full-time appointment. FMI policy sets out the principles on which the recruitment process is based. It covers the following areas:

4.2.1 Access

Recruitment at FMI shall ensure that all job vacancies shall be advertised internally first to give chance for faculty and staff to apply for the position. Job advertisements shall then be made available through different media to reach wider audience.

4.2.2 Health

The selection process is entirely based on the applicant's suitability in relation to the job requirement, FMI shall not discuss applicant's medical records prior to job offer. However, following the job offer, applicants are expected to undergo medical checkup and may be asked to disclose any medical history or existing conditions that shall affect job performance. Appointment at FMI is subject to medical clearance.

4.2.3 Criminal Records

Reference checks are conducted to shortlisted candidates, and successful appointment at FMI shall be subject to criminal checks and police clearance.

4.2.4 Immigration

All non-Omani candidates shall be informed that successful appointment to FMI is subject to immigration clearance.

4.3 Document Confidentiality

Application data, information and related forms shall be kept confidential and shall not be used for any other purpose by the HR Department. Only the selection panel members or other authorized persons shall have access to such data. Copies of application forms shall be shredded as soon as successful appointment has been made. Original application forms shall be kept active and secured for a period of at one year.

4.3.1 Employment of Employees' Relatives

In the interest of the FMI business, employment of employees' first-degree relatives is strictly discouraged.

4.3.2 Hiring of People with Special Needs

FMI as part of corporate social responsibility, and in accordance with Oman Labor Law shall not discriminate on the basis of disability and shall allocate special conditions to meet the needs of hiring of People with Special Needs ("PWSN").

4.3.3 Omanization Policy

FMI shall always seek to employ native Omanis whenever possible, subject to them possessing the necessary qualifications, skills, and experience to meet the requirements of the post. Where possible, FMI shall seek to train Omani staff to improve individual employment opportunity in support of the Omanization Policy.

1 OBJECTIVES

1.1 *The main objectives of the Recruitment and Selection Policy are to:*

- Without prejudice, ensure that the right person is selected for the right job.
- Provide a systematic approach of recruitment process that shall enable FMI to recruit and select suitable person who has the required skills and motivation to contribute to PRIVATE VOCATIONAL TRAINING INSTITUTE's Vision
- Ensure clarification of roles and responsibilities of staff involved in the recruitment and selection process.
- Understand the legal framework that governs recruitment and employment

4.4 Guiding Principles

It is important that all FMI staff involved in the recruitment and selection process ensure that:

- Recruitment Panel be formed and involved in all types of appointments (Vocational /non-Vocational).
- Decisions to short-list and select candidates for potential recruitment are based on merit, job specification, know-how and job description.
- The candidates who do not meet essential criteria shall not be short-listed.
- The maximum number of short-listed candidates for one specific vacancy shall not be more than 8.
- Job advertisement (internal and external) must be designed, performed, and aimed at attracting qualified applicants and the advertising process is open, inclusive, and appropriate to the post.
- Selection procedures are fair and transparent, while preserving confidentiality of potential candidate's data and information
- Appointment of the right person for the right job without discrimination or bias
- Existing staff shall be given the chance to progress and improve within the Institute and shall be recognized and be considered for potential posts at all relevant levels.
- The nature of any vacant post shall be clear and related employment terms and conditions are known, to avoid misunderstandings and dissatisfaction at a later stage.
- Potential and recruited applicants are treated with courtesy and respect, in recognition of their consideration to be part of FMI staff.
- Unsuccessful applicants are provided with constructive feedback within one month of the final selection having been announced by the HoD-HR.
- Any Note made during the interview shall be submitted by the Chair of the recruitment panel to the HR Department for their records.

4.5 Procedures

4.5.1 Assessment and Requirements

Needs of recruitment must be based either as a replacement for a vacated position, or a new position as per approved organizational chart.

4.5.2 Job analysis

Job analysis involves the preparation of a job description for the position which in itself shall be the selection criteria.

4.5.3 Requests and Approval

1.2 *It is expected that all identified positions have pre-allocated budget, therefore requests and approval of approved positions shall be considered pre-approved. However, in cases where the position was urgent and no prior approval, no budget has been allocated, the GM shall justify such requirement. The HoD-HR, requesting unit/department shall ensure that Manpower Requisition(s) (HR-Form-02) is prepared with appropriate Job Description (HR-Form-01) to support the requirement.*

4.5.4 Job Advertisements and Search process:

The HoD-HR shall prepare the job advertisement internally and externally in line with the Job Description. The HR Department is responsible for arranging advertisement process and requirements as appropriate.

- **Internal Recruitment:** The HoD-HR shall place internal advertisements or announcements for the vacancies for FMI employees to apply for the post, or an internal appointee may be made as part of succession plan or career development plan.
- **External Recruitment:** The HoD-HR shall place an external advertisement through ideal local and international press and newspapers, recruiting websites, Head Hunting, and networking.

1.3 *The HR Department shall assure the following:*

- Vacancies for faculty staff shall be advertised three months prior to the vacancy arising or as soon as a new position is approved.
- Vacancies for administrative and support staff shall be advertised such that continuity of the post is achieved.

4.6 Setting-up a Recruitment Panel

The selection of the Recruitment Panel members shall ensure close affinity to the applicant and the Panel is limited if not avoided.

4.6.1 Declarations of “Conflict interest”

Members of the Recruitment Panel shall be asked to declare any perceived “Conflict of Interest” with an applicant by close affinity personally or professionally, stating the nature of such conflict. The Chairperson of the Panel shall decide whether the member shall withdraw.

In general, personal knowledge of a candidate shall not exclude a panel member unless the applicant is a close relation or partner. If a panel member wishes to withdraw from the process, however, they shall be allowed to do so, and a replacement nominated.

4.6.2 Rationale of Recruitment Panel

The Panel shall act as advisory to the GM. It is their responsibility to consider applications for appointment to FMI vacancies, shortlist, conduct interviews, consider referees’, report and recommend appointments to Chairperson.

1.4 Non- vocational Staff

- HoD of respective department
- HoD-HR
- A member of HR Committee

4.6.3 Selection Planning Meeting

The Chairperson shall meet with the Recruitment Panel. The meeting shall highlight the following areas:

- Specific questions based on selection criteria or Standardized document.
- Identify other selection techniques such as presentation, writing test, teaching presentation and publications and research.
- The selection timeline.
- Arrangement for candidates from distant locations

4.6.4 Short-listing

- *After the closing date for application has passed FMI Recruitment Panel shall assess and review applications and relevant information to short-listed candidates. The applications shall be assessed against the selection criteria and the Panel shall render their decision. If the Recruitment Panel has an external member, that person shall take part in the short-listing process wherever practicable.*
- The Recruitment Panel shall avoid dismissing an applicant who appears to be over-qualified in order not to eliminate very good candidates.

4.6.5 Communicating the outcomes of short listing to successful applicants

The HR Department shall be responsible for contacting successful candidates by letters or e-mails which shall include the following:

- Date, time, and place of interview
- Instructions on how to find their way to the interview venue.
- If appropriate, details of any test or presentation they shall be required to take or work sample to bring with them.

4.6.6 Setting-up interviews

- *Interview records, reasons and decisions shall be recorded in an Interview Evaluation Form (HR-Form-03) with as much details as possible. Interview(s) outcomes shall be communicated to applicants as soon as decision is made but not more than 1 month.*
- To ensure validity of selection process the merits of each candidate shall be evaluated immediately to minimize influence of one candidate on other candidates.

5 ACCEPTANCE AND JOINING

5.1 Offer Letter

Acceptance and joining formalities begin with the issuance of a formal offer letter signed by the GM, followed by the submission of required documents:

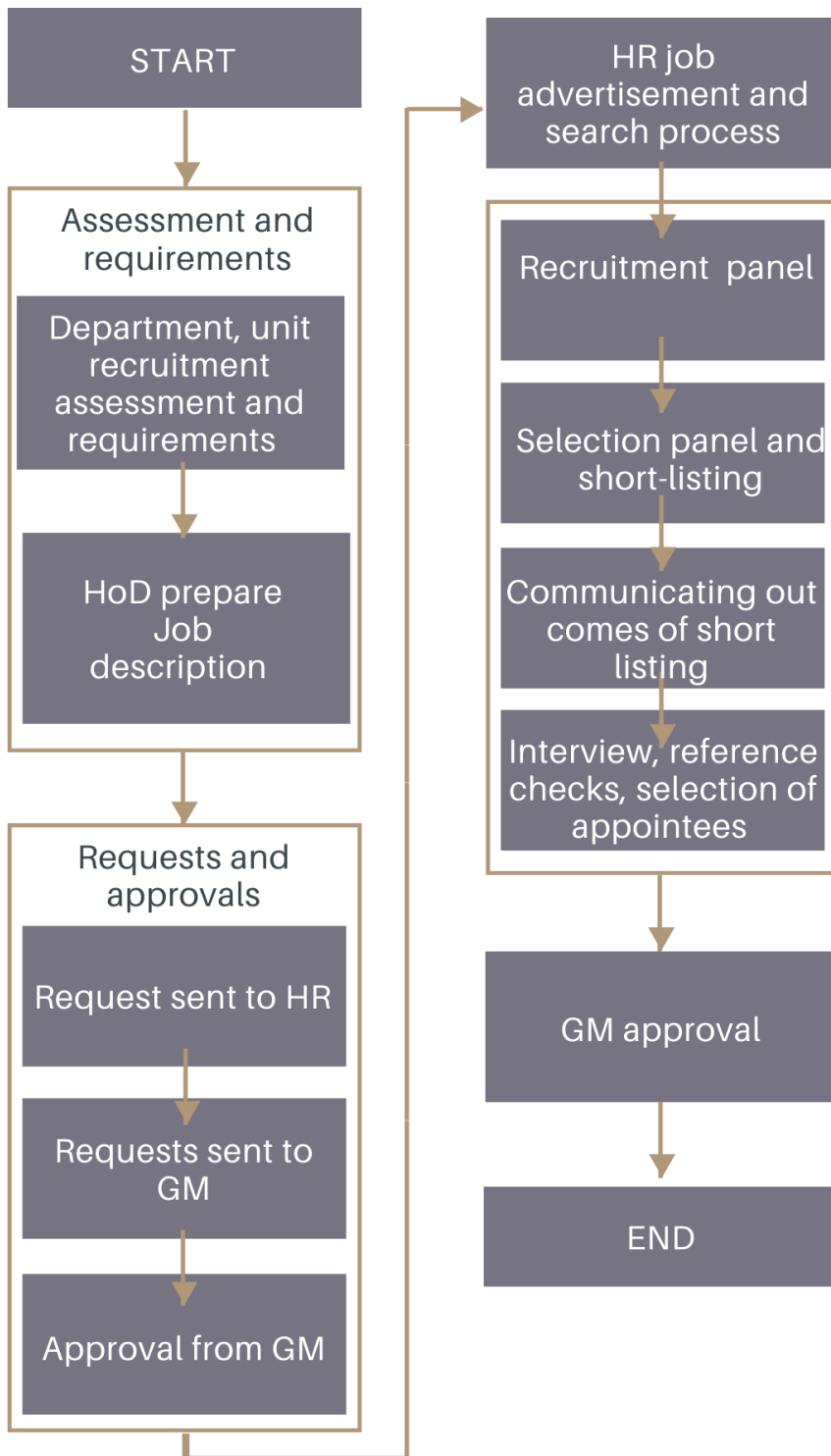
5.2 Contract of Employment (COE)

On acceptance of the offer letter and submission of all the required documents, Contract of Employment (CoE), signed by GM shall be issued with all applicable details of employment to the selected candidate in duplicate. The CoE shall be issued in two copies, one for each of the parties.

The duplicate of the CoE is to be signed by the selected candidate and returned to the Institute signifying acceptance of the terms and condition specified in the Contract. Normally, a new recruit shall have a contract for 1 year, which is renewable subject to mutual agreement. During the first year of contract, the Institute may terminate the period of service by providing 1 month notice period. It is assumed that the contract shall be in effect until the end of the contract period if notification of non-renewal of contract is not provided 6 months before the end period of the first contract.

1.5 Subsequent contracts after the first contract shall be subject to mutual agreement.

Recruitment Flow Chart



5.3 Administrative Arrangements

5.3.1 *On receipt of the acceptance of an offer of employment, the HR Department shall inform the Line Manager of the new recruit the expected date of joining and start processing the following:*

- Clearance and visa for expatriates
- Travel and reception arrangement for recruits outside Oman
- Permanent or temporary accommodation

5.3.2 *Subsequently all employees shall be advised to keep the HR Department informed of any change in the following areas:*

- Change in marital status
- Change in number of children/other dependents
- Renewal/expiry of passport and driving license
- Change in name
- Change in beneficiaries
- Change of address

5.4 Induction and Orientation Policy and Procedures

5.4.1 Purpose

FMI recognizes that staff is fundamental to its success. To enable all staff to become effective and efficient in their role as quickly as possible, it is essential that all staff new to the Institute, or the role, receive a timely induction. FMI places importance on thorough induction procedures which make new staff feel welcome, valued, and settled in their new role. Through proper induction, it is expected that new employees quickly get up to speed, perform their duties effectively and begin to make a contribution to their team, the department and the Institute.

Induction into the job for which the individual has been employed is an essential part of the induction process and complements the probation process. Job induction enables the employee to:

- To introduce the mission, vision & values of the Institute
- To stimulate interest
- To consolidate their understanding of the duties and responsibilities of the job
- To understand expectations of them in the form of standards, objectives or a work portfolio, set with their Line Manager
- To understand how their work performance shall be monitored including (probation and performance review processes)
- To determine the information and support available to them, including monitoring and key contacts
- To apply and demonstrate their skills and knowledge to perform their jobs and duties successfully and to meet all probation requirements

5.4.2 Scope

- The Induction Plan
- Responsibility of the Line Managers
- The Induction Coordinator
- The induction Checklist
- The Induction Process

5.4.3 Policy Statement

- All Vocational and non-vocational staff joining FMI shall be provided with an induction within the first two weeks of joining the Institute
- Induction process shall be carried out as per process indicated in the policy
- All Line Managers shall ensure that their respective staff are properly inducted into the Institute

5.4.4 Induction Plan

The Induction Plan is developed and designed by the HR Department. The HoD-HR shall hand over the Induction Checklist (**HR-Form-06**) and brief the employee on important information and rules and regulations of PRIVATE VOCATIONAL TRAINING INSTITUE. He/She shall coordinate with the Line Manager and oversee completion of implementation process of induction program. The HR Department shall request the new employee and the Line Manager to sign a check – list confirming that the induction plan is complete, and he/she understands and is fully aware of the regulations and rules of PRIVATE VOCATIONAL TRAINING INSTITUE.

5.4.5 Responsibility of Line Manager

The Line Manager shall explain the recognize and activities of the department, brief the employee on his/her responsibilities using the Job Description and shall introduce the new employee to other members of the department and various areas of the business. The Line Manager is responsible for making sure that the new staff have been furnished with and have received all information that is necessary to enable him/her to commence his/her job. A copy of the following shall be given and explained to them:

- The overall picture – FMI Vision, Mission, Value and FMI Structure.
- Employee position in FMI including the job description.
- FMI HR Manual.
- List of office phone contacts and emails of his/her colleagues.
- Health and Safety Induction.

1.6 Within in the first week of employment of a new staff member the Health & Safety Department shall complete the Health and Safety Induction. The supervisor shall:

- Introduce the new staff member to the Health and Safety Representative and local area First Aid officer.

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- Identify the local area emergency assembly points.
- Advise of any specific emergency procedures; and
- Advise of the process for reporting injuries or hazards.
- Any other matters may be discussed at this time and the new staff member shall be given an opportunity to ask questions.
- The completed Health and Safety Induction Checklist must be signed by the new staff member and their Line Manager and forwarded to HR Department within ten days of commencement.

5.4.6 Induction Coordinator

An Induction Coordinator shall be appointed to oversee the process, and this shall normally be an HR representative. The Induction Coordinator shall provide any assistance the employee might need. Responsibilities of the Induction Coordinator include:

- Welcoming the new employee and sending out email
- Coordinating with all parties to make sure the success of the induction program.
- Update the “new joiners” data on a data base with their photos & names & providing them with their ID Card.

5.4.7 Induction Checklist

The Induction Checklist outlines the basic stages in the Induction Process and can be adapted to meet the specific requirements for the new recruits. The Induction Coordinator along with the Line Manager shall check off each item as it is covered. Any outstanding items shall be discussed with the Line Manager so that arrangements can be made to ensure these are covered. The HR is to be the first to be contacted in any Induction Program related issue.

5.4.8 Induction Process

- A warm welcoming to the employee with a self-introduction.
- A presentation about (FMI Vision, Mission, Values, Recognize Structure, FMI Services, Different Departments Role)
- Touring the Institute Campus to show all the facilities available.
- A meeting with the Line Manager and meeting the team the employee shall be joining.
- Health & Safety Induction & Presentation on Health & Safety.
- Brief about institute regulations and general role in the company.
- Brief about general policies of the company.
- Brief about the Job responsibilities.

5.5 Appointment Approvals, Periods and Probation

- All appointments shall be subject to the satisfactory completion of a three-month probationary period.
- Probationary assessments must be made by the Line Manager two weeks prior to the end of the second and third months of the probationary period and passed to the HoD-HR for action. The HoD-HR shall trigger these assessments by reminders within one week before the assessment dates. Any negative reports shall be discussed in formal meetings between the probationary member staff and the Line Manager and HoD-HR. The meetings shall be documented and presented to the HR Committee for information.
- Probationary staff shall be advised of confirmation or termination of their probationary period prior to the completion of that probationary period by a notice period of at least seven days.
- The HR Department shall prepare an offer letter in duplicate for the signature of the Competent Authority on the terms to be applied based on approved.
- salary Scale. Once the offer letter is returned duly signed by the applicant, he/she shall then prepare a contract of employment in duplicate for signature.
- A staff member who is recruited locally shall produce the release letter from
- their current employer before they join the Institute. If they fail to do so within a period of two weeks, the Institute has the right not to offer employment immediately after the period of two weeks.
- The HR Department shall also immediately apply for Labor and visa clearances such that they are obtained prior to the employee taking up his or her appointment.

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- All appointment procedures, letters, renewal of Labor cards and visas and records associated with appointments shall be the responsibility of the HR Department who shall also ensure that the Finance Department is advised of new appointees for pay and allowances purposes.
- Appointment letters for Omani staff shall also be written in Arabic to enable their endorsement by the Labor Department of the Government of Oman.
- It is the responsibility of the employee to supply attested copies of all certificates as required by the relevant Ministries.

5.5.1 Remarks

Staff employment shall be carried-out in-line with the FMI approved recruitment and selection procedure. If the panel agrees that there are no suitable applicants that meet the requirements of the person specification to recommence the recruitment process.

5.5.2 Accommodation

The authorized representative of the Department shall, where possible, receive all recruits joining the Institute from outside Oman at the airport or point of disembarkation. New recruits shall be accompanied to the allotted flat/hotel and a maximum of one week stay at the flat/hotel shall be provided.

5.5.3 Medical Examination for Expatriate Employees

All expatriate employees joining the Institute shall be required to undergo a medical examination at the clinic/hospital designated by the Institute after they have reached the Sultanate and reported for duty to the Institute.

5.5.4 Introduction to the Institute

The GM, or HR Department shall welcome new employees to the Institute. A detailed induction program shall be coordinated which shall include the below-mentioned activities and shall be jointly conducted along with the Line Manager:

- Welcome to FMI
- Essential Health and Safety matters
- The Institute and its Organization structure (including Faculty/Department functions)
- Career prospects and options in the Institute
- General rules and terms and conditions of service of the employment
- Registration (Employee Number, ID Cards, Attendance Rules, Information on
- Personnel Records, Salary and Wage rules)
- Explanation of the laws of the Sultanate of Oman and prevalent practices
- Policies of the Institute, work schedules etc.
- Information about personnel procedures
- Expectations about appearance and tidiness of work area
- Other important information about Oman

5.5.5 Staff Number / Employee Number

All employees shall be allotted individual ID numbers and ID cards, which shall be a permanent identification that shall normally remain unchanged during the course of their employment with the Institute.

5.5.6 Welcome by the Line Manager

- The Line Manager shall welcome the employee at the unit and introduce him/her to the employee's colleagues.
- The new employee shall also be informed about his/her duties and responsibilities in greater detail.

5.5.7 Probation

All new employees who are paid a regular monthly salary shall be required to complete a probation period of three months. Other employees, whose wages or salary are paid otherwise, shall be required to complete a probation period of one month.

1. If the performance is found to be unsatisfactory during the informal assessment, the Line Manager shall counsel the employee and offer advice and scope for improvement.
2. During the probationary period, the performance of employees shall be reviewed by the Line Manager on the Probationary Performance Appraisal

Form (HR-Form-10)

3. If the performance is satisfactory, the services of the employee shall be confirmed. Overall unsatisfactory performance would normally result in termination of service with due notice being given in accordance with the terms of the employee's contract. An extension of the probation period of up to three months may be recommended in circumstances where the employee's performance requires additional time to be evaluated and determined to be satisfactory or unsatisfactory.

¹ This is in accordance with Oman Labor Law (Article 24), which states that: 'A worker shall not be placed on probation for a period exceeding three months if he receives his wage on a monthly basis or shall such period exceed one month if he receives his wage otherwise.'

5.5.8 Conflicts of Interest Statements

FMI cannot define every situation that may potentially create a conflict of interest. There are, however, certain situations, which shall amount to a conflict of interest, these are:

- If you or any immediate member of your family owns or obtains a significant financial interest in one of the suppliers, customers or competitors of PRIVATE VOCATIONAL TRAINING INSTITUTE;
- If you engage in a personal business or business transaction, which may include without limitation, freelance work for any third party, sale, and loan or giving away of PRIVATE VOCATIONAL TRAINING INSTITUTE's property for gain. Any freelance work for any third parties may be undertaken only with the prior written consent of PRIVATE VOCATIONAL TRAINING INSTITUTE;
- If the employee engages in a significant personal business transaction involving FMI for profit or gain unless such a transaction has been approved in writing by the Board of Directors;
- If you or any member of your family accepts money or gifts, other than those of nominal value e.g.: OMR 50, excessive hospitality, loans or any other form of special treatment or privilege from any supplier, customer or competitor of PRIVATE VOCATIONAL TRAINING INSTITUTE. This excludes obtaining any loans from licensed financial institutions at prevalent rates;
- If you learn of a business opportunity by virtue of your employment with FMI and invest in it without first offering the opportunity to FMI.

All employees are required to disclose any potential matters of Conflict of Interest at commencement of their employment and at any time thereafter. Any conflict of interest shall be reported to the General Manager for his review and consideration.

5.5.9 Employee's Personal Files

HR department shall conform to details of the employees based on the identity card for Omani employees and in the Passport of expatriate employees. Only Line Manager is allowed to view their employees' personal files. Employees are requested to immediately inform the HR Department of the following changes:

Home address, telephone number, etc.

Civil status (marriage / divorce / death of spouse);

Children information and birth dates

Changes in bank account (to submit no objection certificate from the current bank);

Renewal or expiry of passports/ ID cards or driving licenses;

Changes in citizenship or family tribe;

Any changes that have an impact on the employee's welfare or the FMI; Next of kin's contact details;

Beneficiary in the event of death.

5.5.10 Exclusivity Agreement

The employee agrees that his/her employment with the Institute is on an exclusive basis and that, while he/she is employed by the Institute, he/she shall not engage in any other business activity which is in conflict with his/her duties and obligations.

5.6 Work Regulations

The work schedules and attendance rules have been formulated in order to conduct as efficiently and effectively the activities of the Institute in accordance with FMI work regulations and the Oman Labor Law. As per Oman Labor Law, the maximum working hours of the Institute is eight (8) hours per day, not exceeding 40 hours a week with at least half an hour breaks for taking food and rest. An exception to this applies during Ramadan.

5.6.1 Working Hours

Administration

- Adhere to the framework of eight working hours
- Be punctual in attendance
- Maintain discipline at the work place
- Execute the task being assigned on time to ensure smooth flow of work *Assistant*
- Support colleagues when there is an urgency to complete a particular project/task

2 Heads of Departments

- Adhere to the framework of eight working hours
- Execute responsibilities as Head of Department
- A maximum of nine teaching hours per week
- Personal Tutoring

5.6.2 Work Schedule

- The working hours of the Institute are scheduled as per the schedules laid down by the Institute Management. These schedules may be altered/changes at the discretion of the management and in accordance with the rules and regulations of the Ministry of Labor.
- In accordance with the Oman Labor Law, female employees shall not be required to work between nine p.m. and six a.m. except in special cases specified by a decision by the Ministry of labor.
- Employees may be required to work in shifts based on the requirements of work as scheduled by the Line Manager
- In accordance with Oman Labor Law, each employee is entitled to not less than two consecutive days of rest per week after five continuous working days. Employees shall normally be entitled to their weekend days on Fridays and Saturdays. However, employees in

units who are scheduled for work on Fridays or Saturdays shall be provided with their day-off in lieu thereof.

- In special circumstances, employees may be required to work on holidays and beyond the legal daily or weekly schedules based on work requirements communicated by the Line Manager. In such cases, employees shall be provided with their day-off in lieu thereof as per direction of the General Manager.
- Employees are entitled to all holidays declared by the Ministry of Labor. The HR Department shall issue announcement informing employees of such holidays.
- In accordance with Oman Labor Law, working hours for Muslim employees during the holy month of Ramadan shall be not more than six (6) hours per day or 30 hours per week. A decision by the Ministry of Labor may determine schedule of the workhours.

5.6.3 Attendance

- Employees at certain grades may be required to record their attendance and reporting/departure time by recording their attendance on all working days through the biometrics system. Failing to record his/her attendance shall be subject to disciplinary action.
- Line Managers are responsible for monitoring attendance/tardiness and shall seek assistance from the HR Department in handling absenteeism/tardiness.
- The Line Manager shall endeavor to counsel employees who come late or are absent without leave of absence or a valid reason in the first instance. Persistent late comers and employees who are absent without permission or a valid reason shall be dealt with as per the Conduct and Discipline Rules of the Institute and the Ministerial Order No. 129/2005.
- **Comment & Justification:** All types of leaves must be applied by filling up a leave form (**HR-form-7**). However, for cases where the employee has obtained permission to come late, leave early, or attend business meetings outside the office, the employee must add his/her comments and justifications for those days that shall be sent to his/her Line Manager and reviewed by HR Department.
- Where an employee is required to go out of the work site for formal work during working hours, he/she shall obtain the permission of his/her Line Manager beforehand.

5.6.4 Overtime

Staff working hours beyond the above framework are considered as overtime. Staff must fill and sign the Overtime Form (**HR-Form-8**) and submit it to the respective Line Manager for recommendation and subsequently to the respective Assistant General Managers for approval. Prior approval has to be obtained from the Line Manager before any overtime is made.

Due to the nature of the business, there may be emergencies or operational requirements that necessitate additional hours to be worked, every effort shall be made to minimize the overtime work.

Staff on Non-Managerial position maybe required to work any hours in excess of 8 hours per day up to 45 hours per week,

Staff instructed to work overtime shall complete over time form, which must be verified and signed off by their Line Manager for recommendation and subsequently to the respective General Manager for approval.

FMI encourages staff to take compensation leave for working outside official working hours, rest days or public holidays.

5.6.5 Summary of Overtime entitlements and conditions

The additional hours or overtime for the purposes of this overtime policy shall be calculated as follows:

- Any hours worked in excess of 8 hours per day (or as per contract)
- Any hours worked during Friday-Saturday or an alternative weekend (rest days) or a public holiday; and
- Any Muslim staff who works in excess of six hours per day during the month of Ramadan
- Staff can avail 2 days Toil if he/she worked during public holidays or rest days for each day worked instead of overtime

2.1 Table 1: Summary Table of Overtime (Typical entitlements)

Hourly overtime pay shall be calculated based on the following formula:

Hours	Rate	Method of Calculation	Example for an Employee with Basic Salary of OMR 600
Hours worked (6.00pm To 9.00pm)	1.25% of basic	Step 1 Salary x 12months/365 days in a year = per day Salary	Step 1 600x 12/365 =19.72 OMR
		Step 2 Per day Salary/ normal working hours per day = Per hour Salary	Step 2 19.72/ 8 =2.465 OMR
		Step 3	Step 3 4x 2.465 x1.25 =12.325 OMR
		Total number of overtime hour x per hour salary x 1.25= Total amount to be paid for overtime	

Hours Worked during Rest days, Fri & Sat and public holidays	2.0% of basic	Step 1 Salary x 12months/365 days in a year = per day Salary	Step 1 600x 12/365 =19.72 OMR
		Step 2 Per day Salary/ normal working hours per day = Per hour Salary	Step 2 19.72/ 8 =2.465 OMR

5.6.6 Time off in Lieu (TOIL) entitlement and conditions

- The staff is entitled to claim TOIL leave if operational requirements dictate that he/she must work any hours in excess of the usual working hours which are contractually agreed.
- TOIL maybe claimed during special seasons, campaign, accidents, final year financial close of accounts. etc. (this is governed by article 72 in the Omani Labor Law.)
- TOIL cannot be claimed when the staff is assigned for training or special development opportunities
- TOIL will be granted as leave which is equivalent to the number of additional hours worked 4 hours (half day toil), or 8 hours (full day toil)
- Under circumstances when a staff has not been able to obtain prior approval within the time period specified in this policy (emergency situations), approval must be sought at the earliest opportunity following completion of the additional hours.
- TOIL leave must be taken at times agreed with the respective linemanager.
- Any TOIL accumulated in any one month, must be taken within calendar 60 days

5.6.7 Summary tables of Overtime and (“TOIL”) entitlements and condition Table 2: Non managerial

Type of days	TOIL	OVERTIME	Conditions
Rest days (Roster Employees)	Applicable	Applicable	Extra hrs. above 8 hrs* per day to be logged & Forms
Fridays & Saturdays Office Based Employees	Applicable	Applicable	Extra hrs. above 8 hrs*per day to be logged & forms
During Training	Not Applicable	Not Applicable	& International training

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Staff can avail 2 days Toil if he/she worked during public holidays or rest days for each day worked instead of overtime

* Or as per contract of employment

2.2 Table 3: Managerial

Type of days	TOIL	OVERTIME	Conditions
Rest days	Applicable	Not Applicable	Day to be logged & forms signed
Fridays & Saturdays	Applicable	Not Applicable	Day to be logged & forms signed
During Training	Not Applicable	Not Applicable	& International training

Note: Volunteering will not be compensated with TOIL.

6 Leaves and Holidays

6.1 Government Holidays

- Employees are entitled to all holidays declared by the MOL. The HR Department shall issue circulars informing employees of such holidays as announced by the MOL.
- Where exigencies of work require an employee to work on government holidays, the Line Manager shall be responsible for informing employees at least one day before the government holiday. An employee who works during a government holiday shall be allowed to take an equivalent number of days leave.
- Public holidays generally observed in Oman are listed in table below

3 Table 4: Government Holidays

No	Holiday
1	Eid Al Fitr (1st of Shawwal)
2	Eid Al Adha (9/10/11/12th of Dhu Al-Hajjah)
3	Islamic New Year (1st Muharram)
4	The Prophet's Birthday (12th day of Rabbia 1)
5	Oman National Day (HM Sultan's Official Birthday- 18-19th November)
6	Anniversary of Accession of the Prophet (27th Rajab)

- Taking into consideration that FMI employs non-Omani individual who embrace different religious faiths, arrangements may be made in agreement with the Line Manager to take a day off for religious holiday (outside of the Omani public holidays) such as Christmas Day, Easter, Diwali, etc., if that non- Muslim employee reports to work on an Omani public holiday instead
- The Line Manager is responsible for monitoring time-keeping and attendance, and any concerns in this regard shall be reported immediately to the HR Department who shall advise on the appropriate actions to be taken

6.2 Annual Vacation Leave

- Employees are entitled to paid annual vacation as per their contract, however, the time of leave shall be mutually agreed by the Line Manager and the employee.
- The employee shall deserve a paid annual leave of 30 working days. The employee shall not avail any leave unless he/she has completed 6 months of service and shall not be eligible for annual leave during the probationary period. No Leave Pay is allowed unless the employee completes 11 months of continuous service.
- The employee shall be responsible for planning for his/her vacation in advance (including any changes during the year), application for annual leave shall be submitted at least one month in advance (**HR-form-7**) and the direct manager shall approve the vacation request if it shall not affect the business continuity or the employee on job development (participating in training course or Vocational development).

Any gaps in biometric or leaves will be considered as ABSENT and in violation of HR Policy. The employee may transfer only 5 days from his/her annual leave to the following year, carried forward leave must be taken in the next holiday year or it shall be lost unless it is approved by his/her Line Manager and HR Department. In case of business needs, if the employee does not take the Annual Leave for the current year, he/she may carry forward the same up to a maximum of one year. Application for Leave (**HR-Form-7**) shall be duly signed prior to taking any leaves.

- Line Managers cannot approve leave, while he/she is on leave. Any extension of leave needs to be approved by the Line Manager on duty or the delegated In-charge in consultation with HR.
- Employees who wish to take leave abroad must settle outstanding loans and advances from FMI. Alternatively, the end of service entitlements as at the date of leave and other assets whose title are assigned to the Institute may be offered as security.
- Leave entitlement shall be calculated from the date the employee commenced service with the Institute. In the event that an employee is granted leave without salary (for any special reasons at the discretion of the Competent Authority), such periods of leave without salary shall be excluded from the leave computation and gratuity. Leave is calculated to commence on the first working day of absence and ends on the working day prior to the employee joining duty.
- As for the employee who takes vacation for 5 business days or more, he/she shall prepare a handover report for the employee who shall be in charge during his/her absence to follow up and execute his/her duties. Staff proceeding on leave need to clearly delegate their duties and responsibilities, before proceeding on leave and the delegated In-charge name to be informed to the HR.

6.3 Sick leave

- 6.3.1** All employees must notify their line Manager on the first day of absence prior to their work time commencing if they are unable to attend work due to illness or injury.
- 6.3.2** Employees must submit a duly completed sick leave form (**HR-form-13**) signed by the Line Manager and submit it to the HR Department along with a medical certificate from an FMI approved clinic or a government hospital. Appropriate disciplinary action shall be taken in the event of any unauthorized absence pursuant to the penalty procedures approved by the MOL.
- 6.3.3** If the employee fails to report to work due to an accident or an injury (non- work related), the Line Manager must report immediately in writing with full details to the HR Department. FMI has the right to evaluate the medical fitness of employee for continuing employment when any employee exhibits repeated occurrence of sick leave applications.
- 6.3.4** In accordance with Oman Labor Law and subject to the provisions of the Social Insurance Law, an employee whose illness is appropriately certified shall be entitled to sick leave, the total of which may not exceed ten weeks for one year irrespective of whether it is divided or continuous. Sick leave entitlement and payment during sick leave for all employees shall be on the basis shown in Table 5: below:

3.1 Table 5: Sick Leave Entitlement

No	Period	Salary payment
A	Weeks 1 and 2	of basic salary and full allowances
B	Weeks 3 and 4	75% of basic salary and full allowances
C	Weeks 5 and 6	50% of salary and full allowances
D	Weeks 7-10	25% of salary and full allowances

- 6.3.5** Thereafter the employee shall not be entitled to any further salary and FMI reserve the right to dispense with the service of the employee. The employee shall not be entitled to salary during sick leave if the illness is the direct result of the employee's misconduct (forexample, consumption of alcohol, narcotic drugs), or the deliberate or negligent disregard for the Institute's, or other organizations, or State's Health, Safety & Environmental regulations.

- 6.3.6** Any additional benefits to the employees over and above the minimum stipulations of the Oman Labor Law shall be recommended on a case-by-case basis by the Line Manager and approved by the Section Heads in consultation with HOD-HR & Administration.
- 6.3.7** If the sick leave stipulated in (D) expires without the employee recovering, the employee shall be examined by the competent medical board to decide whether he/she is fit to work and, if so, the type of work to be assigned to him/her.
- 6.3.8** A certificate from a Government/Private sector Hospital shall be required for an employee to take sick leave of more than two days, failing which the period of absence would be treated as unauthorized absence. If an employee takes sick leave while on business duty outside the Sultanate of Oman or in areas where there are no tie-ups with clinics, the employee shall obtain a certificate from a qualified medical practitioner.
- 6.3.9** Any sick leave exceeding ten weeks shall be treated as leave without pay and the Institute may review the employment of the concerned employee under the terms of employment.
- 6.3.10** In accordance with Oman Labor Law, the Institute shall not dismiss a woman worker for her absence due to illness attributable to the pregnancy or delivery and which is confirmed by a medical certificate stating that she cannot resume her work, provided that the total period of such absence shall not exceed six months.
- 6.3.11** Sick leave applications shall be forwarded by the Line Manager along with any relevant medical certificate to the HR Department for processing/approval.
- 6.3.12** Employees falling sick during vacation shall not be eligible for sick leave and the day shall be treated as annual vacation only.

6.1 Marriage Leave

All employees are entitled to take three days paid leave once throughout their period of their service with the Institute for their own marriage.

6.2 Pilgrimage (Haj) Leave

All Muslim employees are entitled to 15 days paid leave once throughout their period of service in order to carry out the pilgrimage of Haj provided that they have been in the service of the Institute for at least twelve months continuously.

6.3 Maternity Leave

- In accordance with Oman Labor Law, a female staff member is entitled to maternity leave with full pay for a period of fifty days before, during or after confinement for not more than three times during her service with the Institute.
- A female Omani employee, subject to the approval of the General Manager, may also apply for unpaid leave for a period not exceeding 50 days in order to nurse her baby. This leave may start directly upon expiry of the maternity leave or within sixty days thereof.
- In all cases, a doctor's certificate shall be produced along with the leave application
- On resuming duty after maternity leave, a female staff member is expected to resume normal work as per the Institute's working hours.

6.4 Compassionate Death Leave

- An employee shall be entitled to leave with pay in the unfortunate event of the death of a close relative. The entitlement and conditions are outlined in Table 3 below:

3.2 *Table 6: Mourning Leave*

Eligible Employee	Event	Number of Days of
All Employees (Other than in the case of death of husband of female)	Death of spouse, father, mother, son, daughter, brother, sister, grandfather or grandmother	3 days
All Employees	Death of uncle, aunt or cousin (Father's/Mother's brother, sister or their	3 days
Female Muslim employees	Death of husband	130 days (Iddat)

- An employee taking mourning leave shall inform the Line Manager directly (through telephone or email or through a note) and the General Manager shall inform the HR Department in writing.
- A Death Certificate from the appropriate authority or from the hospital shall be produced as early as possible. Expatriate employees applying to take this leave shall produce the certificate

from a hospital/local statutory office (e.g. Municipal Office/Registrar of Births and Deaths) as early as possible.

- If a certificate is not produced, the leave so taken shall be temporarily accounted for as annual leave for a period of one month from the date of reporting back after leave.

6.5 Child Birth (Paternity) Leave

Male employees are entitled to leave with pay for three day in the event that their child is born.

6.6 Study and Examination Leave

Omani employees are eligible for study and examination leave in order to appear for exams for Institute degree programs or for specified professional courses not exceeding the required days of the exam or a maximum of 15 days. The leave is granted at the sole discretion of the Institute Management.

6.7 Leave for Accompanying Patient

Omani employees are entitled to leave with full pay for a period of 15 days so as to accompany a close family member (spouse, children, dependent parents, brother or sister) for treatment locally or abroad. This leave may be extended to a maximum of thirty days. In order to accompany a patient in the Sultanate, the leave is subject to the recommendation of the competent medical authority. Shall treatment exceed the specified period, the general manager may extend the period for a further thirty days where necessary. If the period extends beyond that, the additional period shall be considered annual leave if there is a balance of such leave. Otherwise, it shall be considered leave without pay. To be eligible for this leave, the employee shall not have been appointed on the basis of a short-term (less than one year) contract.

6.8 Leave for Representing the Sultanate

Omani employees selected to represent the Sultanate in sports, cultural or academic competitions shall be entitled to leave with full pay for the period of the activity. Advance notice of such activities and an application for such leave must be given in writing to the Line Manager.

6.9 Leave without Pay

- Under exceptional circumstances such as the death or serious illness of an immediate family member in the employee's country of origin, the employee may put forward a request for unpaid leave. The maximum number of days allowed for leave without pay is 30 calendar days.
- Leave without pay shall be granted at the sole discretion of the Institute Management after an employee has served the Institute for at least one year and in exceptional circumstances when all admissible annual vacation has been exhausted.
- The employee is not entitled to a pay or allowances, benefits, medical expenses, vacation entitlement, government holiday, increments or bonus during the period of leave without pay and, in the case of Omani employees, shall need to bear the total amount of contribution (including employer's contribution) towards the Social Security Pension Fund.
- An employee who engages in employment while on leave without pay or who does not return from leave on the expiry of leave shall be considered to have resigned from the Institute from the last day of the Leave without Pay was authorized.
- An employee on leave without pay may be recalled to work at the discretion of the Institute Management if there are urgent business requirements.

6.10 Other Leaves

All other leaves are governed by the following conditions:

Emergency Leave: is limited to six days of paid leave per annum and in no circumstances be carried over to the following year. Emergency Leave can only be availed for any exigencies which cannot be planned in advance, which has to be approved by the Line Manager and sent to the HR for final approval with supporting documents thereof. Emergency Leaves can only be granted at the discretion of the HR where the supporting documents are presented.

Research, Sabbatical Leave, Seminar/Workshops or Thesis Discussion: all are granted to the employee at the discretion of the General Manager.

Examination Leave: in accordance with Oman Labor Law, Omani employees are entitled to up to fifteen days of leave to take examinations if those employees are registered as students at approved institutions of further or higher education. For non-Omani employees, any such leave shall be granted to the employee at the discretion of the General Manager.

6.11 Absence without approved Leave

If an employee remains absent from duty for more than 10 days without reasonable cause during one year or more than 7 consecutive days without properly authorized leave, the Line Manager shall inform the HOD-HR who shall issue a written warning letter to the employee. Article No 40 of the Oman Labor Law enables the Company to terminate the services of an employee who remains absent without approved leave for 10 days a year. Absence without approved leave for seven consecutive days may also lead to dismissal from service.

6.12 Over Stay on Leave

All employees who over-stay their leave without satisfactory explanation shall be subject to appropriate disciplinary action. The overstayed period without satisfactory explanation shall be treated as “absent”.

HODs are required to inform HR Department immediately if they notice that their employee has not resumed work. Such action, could lead to disciplinary action and in extreme cases may lead to termination of contract.

6.13 Recall from Leave

- An employee may be recalled from leave in case of exceptional circumstances requiring his or her urgent services. The approval for recall from leave shall be given by the General Manager. When an employee is recalled from leave, the leave shall be deemed to end on the date prior to joining duty.
- Where the employee is recalled prior to completion of leave he or she shall be entitled to complete his or her leave at the next earliest convenient date.
- Where the employee is recalled from leave when on vacation abroad prior to completion of 14 calendar days of leave he/she shall be entitled to additional return air passage.

6.14 Leave Encashment

FMI does not support the practice of leave encashment. It is always encouraged that annual leave is to be taken to ensure work/life balance practice. Leave encashment for hardship is discouraged, however, exceptional circumstances and subject to approval of the GM, leave encashment may be granted

6.15 Leave Carry Forward

At the end of any calendar year, leave not taken may be carried forward to the following year. Such a carry over, however, must be limited to a maximum one (1) year annual leave entitlement. Any outstanding leave over this maximum shall be lost whether accumulated with or without “operational reasons”.

7 COMPENSATION AND BENEFITS

7.1 Salary Structure and Principles

The basic salary of employees shall be as specified in the COE. The minimum of basic salary and annual increment for different grades and salary scales shall be as specified.

FMI shall have a job grading system which corresponds to the salary structure. It is the intention of FMI that each job grade has a salary range with a minimum, mid and maximum salary. The purpose of the range is to allow an Employee’s basic salary to progress over the years, in recognition of his/her work performance, competency development and his/her increased value to the PRIVATE VOCATIONAL TRAINING INSTITUTE, even while remaining in the same position. The employee has the opportunity through good work performance to progress through a salary range and job grades pursuant to the Oman Labor Law and Ministerial Decision No. 222/2013.

The salary scales are constructed to provide a meaningful salary progression from one job grade to the next grade and the salary range for each job grade provides a reasonable spread from the minimum to the maximum within that job grade. The basic salary progression is designed to give adequate recognition to the relative differences in job skills and responsibilities reflected in each job.

7.1.1 Salary Basic Principles:

The following policies and guidelines are adopted with respect to salary administration. They are the industry norms and practices and they apply to all employees:

- Salary structure is composed of job grades and pay ranges; A grade represents a grouping of jobs that has similar value characteristics (External value, internal value or combination of both);
- The salary range of any job grade represents the market value associated with positions in that grade;
- The midpoint of the salary range is closely linked with the market. It usually reflects the competitive position relevant to market pay objectives for fully or highly experienced and proficient employees;
- The salary range exists to support career paths, promotions and other systems.

3.3 Table 7: Salary Range

[Range – Min] Lower Third	[Mid- Point] Within Market	[Range –Max] Upper Third
Employees who are still developing/do not possess the competencies and capabilities or not able to fully perform in their job (first years of occupying the job)	Fully proficient employees in their job and consistently meet or exceed performance expectations and possess proper training and experience	Highly skilled and consistently high performing employees and have the ability to transfer knowledge, teach and mentor others and regarded as rare or specialist [any pay in this range is treated as exceptional and requires special approval]
Required Qualification and Standard Competencies and Skills		Higher Qualification, Higher Competencies and Unique Skills

7.1.2 Starting Salary

The starting salary shall not be lower than the minimum salary of the job grade for which the candidate has been recruited. In some cases where the combination of the employee's qualifications and experience substantially exceed the minimum requirements of the job and particularly where the individual's professional expertise is in short supply, the recruitment may be made at a salary higher than the starting salary.

The starting salary of a new recruit may not be at a salary that exceeds the grade's midpoint unless proper justification is made to reflect such increase.

Recruitment at the maximum salary ceiling or in excess of the salary range for that job grade is not the norm therefore any deviations must be treated as an exception and must be justified and approved by the GM.

7.1.3 Salary Reviews

Performance reviews shall be conducted once a year throughout FMI. They shall be based on the FMI, team and individual performance. FMI shall propose annual salary increments based on the performance results of the annual objectives review. Such annual increase shall be effective upon approval for the year following the year under review in accordance with the criteria set and approved by the management.

7.1.4 Salary and Allowances

The employee's basic salary, housing and transport allowances shall be determined according to the job grade and the relevant salary grade and the allowances attached to that grade.

FMI has a policy of additional allowances depending upon job grades. Allowances to be provided to the employee by the FMI can take the form of additional cash payments under certain heads or in kind or to cover temporary assignment or to cover certain job functions. Allowances shall not form part of the basic salary of the employee or End of Service benefits or accrued leave to which any employee may be entitled.

All salaries shall be paid directly into the employees' bank account with a local bank in Omani Rials by the last working day of each month in arrears. Pay slips shall be issued electronically to all employees detailing payments and deductions. Any deductions in accordance with Oman Labor Law shall be made without notification (e.g. PASI). Any deductions as a result of overpayment, salary advances etc., shall be made in accordance with a signed agreement between the employees and FMI subject to the applicable laws and regulations.

In the event of any overpayment to an employee, the HR department shall contact the employee personally to advise of the overpayment and discuss the manner and the period in which the sum must be repaid. Any overpayment to the employee shall be deemed to be a salary advance for recovery purposes. This arrangement shall be recorded in writing in an Internal Office Memorandum (IOM).

In the event of any underpayment being made to an employee then arrangements shall be made pay the shortfall to the employee with the next salary payment. In cases where this would cause undue hardship to the employee, then the HR Department shall make arrangements for a cash cheque to be raised by Finance Department as a matter of urgency.

7.1.5 Salary Advance

FMI may advance a maximum of one-month gross salary to the employee. A salary advance is usually requested due to the employee proceeding on long training, or leave, or any other similar situation, and must be approved by the Line Manager & HR Department.

7.1.6 Annual Increments to Basic Salary

7.1.6.1 Annual increments to basic salary shall be finalized for each grade and are to be added, if and when received by the employee, to the current basic salary. Such increments shall depend on the performance of the employee as determined by the Institute's Performance Appraisal System.

7.1.6.1 The minimum limit of the annual salary increment is three percent (3%) of the basic salary and whose performance evaluation result in the annual appraisal is satisfactory pursuant to Ministerial Decision No. 541/2013.

7.2 Housing Allowance

7.2.1 The Institute shall provide a housing allowance to all employees as per their salary scale. In some cases, expatriate employees may be provided with accommodation. Employees who have been provided with accommodation shall not be eligible for a housing allowance.

7.2.2 If the housing allowance is less than the actual cost of the accommodation that the employee chooses to occupy, the employee shall be personally responsible for covering the difference.

7.2.3 The housing allowance shall be disbursed to employees on a monthly basis and shall be paid as part of the total salary

7.3 Accommodation for Expatriates

7.3.1 Employees are encouraged to avail themselves of the housing allowance.

However, in exceptional cases, where an expatriate employee has been provided with accommodation, the housing allowance shall no longer be given.

7.3.2 Employees who were provided with accommodations who later decide to take the housing allowance may request the HR Department for such change of status. The HR Department shall agree to such change provided there are no incurred charges/fines due to termination of the housing contract/lease.

7.4 Transport Allowance

The transport allowance of employees shall be disbursed on a monthly basis and shall be paid as part of the total salary.

7.5 Utilities

The Institute shall provide employees with a fixed allowance as per their salary scale to cover the expenses incurred for electricity, water and telephone charges.

7.6 Air Tickets for Expatriate Employees

- The Institute shall provide such tickets to full-time expatriate employees and their eligible family members in accordance with the employee's contract of employment. The Institute shall provide such tickets from Muscat to the nearest major international airport to the employee's home as specified in the COE, and shall be defined as the determined by the Institute's travel agency.
- Ticket entitlements may be rolled to a maximum of one year.
- If the employee wishes to travel to any other location other than his/her point of origin, the Institute shall bear only the air fare to which the employee is entitled to.
- Air fare tickets may be en-cashed after completion of one year of services and the cost shall be obtained by FMI from its travel agents in the month it falls due.
- If an employee resigns prior to the completion of his/her contract, air passage on repatriation shall be borne by the employee.
- If an employee avails of the airfare prior to the completion of the year for which the airfare applies, the cost of airfare shall be recovered from the employee if he/she later resigns without completing the year.
- Air passage shall be booked, after approval, through Institute's travel agency and the Institute shall pay the travel agency directly.

7.7 Travel on Institute Business (Local and International)

- 7.7.1 Employees may be required to travel outside the work location, within the Sultanate or abroad. The Institute shall ensure that the travel does not unduly inconvenience the employee and that appropriate facilities for board and lodging are provided at the Institute's cost.
- 7.7.2 Employees on business travel shall reflect at all times an appropriate image of the Institute.
- 7.7.3 If the trip is cancelled/postponed indefinitely, any amounts advanced shall be returned to the Finance Department as soon as information to the effect is received.

7.8 General Business Travel Rules

- 7.8.1 Travel must be undertaken only with the prior approval of the Line Manager and the Institute General Manager except for pre-approved training within Oman for which the HR Department shall give approval.
- 7.8.2 If employees purchase a ticket due to an emergency as approved by the Line Manager, the reasons for the direct purchase shall be noted while submitting the claim.
- 7.8.3 Travel to places such as Al Ain and Buraimi shall be considered as Inland Travel even though employees are required to cross the border with the UAE.
- 7.8.4 All employees are requested to book an economy ticket for travel less than 4 hours. Business class tickets can be booked for senior employees subject to the approval of the GM.

7.9 Hotel Accommodation

- 791 Hotel accommodation shall be booked by FMI travel desk on single occupancy when an employee travels on a business trip. However, in cases where the hotel accommodation cannot be booked by FMI for any reason, employees shall be allowed to book their own accommodation.
- 792 Hotel allowances are based on the Table 5. However, indicative costs and can be more or less depending on the actual cost owing to peak season or other factors. Any exception to the specified limits shall have to be approved by the HR Department Employees shall stay only in the hotels approved and notified by the HR Department.
- 793 If a junior employee travels with a senior employee for the same business purpose, they both shall be allowed to stay in the same hotel as that of the senior employee.
- 794 Employee shall stay only in the hotels approved and notified by the HR Department.

4 Table 8: Hotel Allowances

	Zone 1	Zone 2	Zone 3
	Within Oman (More than 100km)	Countries + GCC	Europe & America
General	70	80	120
Manager	55	70	100
Assistant	35	45	65

7.10 Daily Allowance within the Sultanate of Oman

- 7.10.1 The daily allowance is intended to cover the cost of food and other incidental expenses of a personal nature including personal telephone calls, airport transfers (at the place of posting and the destination) tips, intra-city conveyance, magazines, portage, laundry etc. that employees may incur while on outstation assignments.
- 7.10.2 Wherever daily allowance is provided for overnight trips, the period starts from the time of departure from Muscat until return to Muscat. In order to claim daily allowance for overnight trips, the employee shall have been away for a period of eight hours and beyond a distance of 150 km.
- 7.10.3 Employees may choose to claim actual for boarding and other expenses in which case the daily allowance mentioned above is not applicable. However, all such claims must be reasonable and, unless there are exceptional circumstances which must be explained in writing, the limits of the allowances shown above in Table 6 must not be exceeded.
- 7.10.4 For employees travelling on official work, OMR 15 shall be paid as an allowance for the same day return.

7.11 Local Transport

Employees shall, where possible, use their own vehicle for commuting on Institute business within a radius of 50 km from Muscat. The Transport Allowance that is given as part of the salary is intended to cover expenses. Employees in appropriate grades shall be provided with leased vehicles or allowance as set out in their CoE. Staff provided with a special transport allowance must ensure that they have a vehicle available for their business use at all times.

7.12 Institute/Leased Vehicles vs Personal Vehicles

- 7.12.1 The control of Institute vehicles remains with the HR/Department who may direct that such vehicles shall from time to time be required for Institute business.
- 7.12.2 The employee shall leave the vehicle in the FMI premises and handover the key to the HR & Administration Department when they are proceeding on leave.
- 7.12.3 If employees are required to drive out of Oman on business, they must have the approval of the Line Manager and the Head of HR/Department.
- 7.12.4 Employees driving provided cars shall at all times observe Omani traffic laws, particularly speed limits, and any infringement resulting in a fine or other penalty shall be the sole responsibility of the employee. Any such infringement or any accident involving Company vehicle shall be reported to the HoD-HR & Administration immediately in writing and repeated infringement may result in disciplinary action. Employees and any others driving

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Company vehicles must appreciate that the FMI is concerned with safety and any breach of traffic laws could impact adversely on the Company's business and its reputation.

7.12.5 FMI shall always try to rent a vehicle for business trip if advanced notice is given. However, if a rental vehicle is not available at that point of time, compensation of 0.75 Bz/km shall be paid to cover fuel charges and use of personal vehicle as per example in Table 7:

4.1 Table 10: Fuel Charges Coverage

Location	Distance Going To	Distance Coming	Internal commute	Allowance paid
Sohar	200km	200km	10km (max)	410km*0.75bz = 30.700
Sur	214km	214km	10km (max)	428km*0.75bz =32.100

7.13 Training/Conference/Seminar

The above entitlements of business travel are also applied for any Institute-approved training activities such as conferences, seminars, and any other events similar to those in or outside Oman.

7.14 Settlement of Expenses

6.14.1 The travel expenses claim shall be submitted within seven (7) days of return from the tour on the Business Travel Claim Form (**HR-Form-12**). The balance in cash, if any, shall be returned with the report. All original counterfoils, tickets, and bills must be submitted along with the claim.

6.14.2 While on international travel, employees may claim their expenses in the local currency in which they were incurred. The amount must be converted to Omani Rials using the applicable conversion rate on the date of incurring the expenditure. Sufficient proof of exchange rates must be provided while claiming such expenses

6.14.3 Employees shall be responsible for the authenticity of bill, counterfoils and other documents produced and accompanying expenses claims. In case any discrepancy is noted during internal inspection/audits, the employee shall be questioned and subject to the disciplinary rules of the Institute if required.

7.15 Medical Insurance

- The Institute shall require Omani employees and their dependents to make use where possible of the Government Health Service.
- Expatriate employees who are not eligible to make use of the Government Health Service shall be covered by the Institute's Medical Insurance Policy.
- MRI scans and Physiotherapy shall require prior approval of the Insurance Company. The following are not covered by the health insurance:
 - Dental
 - Eye and Aids to vision
 - Gynecology
- The management reserves its rights to decide, request for each employee for treatment of special case and request for treatment outside of Oman in case it is cost effective

7.16 Medical Insurance Plan

Expatriate employees shall be covered by the Insurance agency against death, injury from accidents and other illness and Omanis shall be covered by the Insurance agency for medical and Workmen's Compensation in compliance with the Social Security regulations governing compensation for occupational injuries.

Employees over 65 years of age are compulsory required to obtain their own Insurance coverage.

7.17 Illness Overseas

Staff on business travel overseas are entitled for emergency medical re-imburement and while on leave is entitled to reimbursement of reasonable medical expenses provided the illness is certified by a qualified medical practitioner from a medical clinic or hospital. The Institute may refer the case to its own approved practitioner to determine the justification of the claim. Decisions on reimbursement are at the discretion of the HoD-HR.

Bills for medicine shall always be supported by original prescriptions from the clinics, consultation charges and doctor's report approved by the Institute or Government hospitals. Dependent family members of staff entitled to family medical benefits must obtain treatment from approved clinics or Government hospitals. Staff members who wish to accompany dependent family members during office hours must have approval from their Line Manager. Reimbursement in cases other than official duty shall be subject to provisions of the Policy.

7.18 Social Security Law of 1991

All employees shall be entitled to compensation or social security for occupational injury in accordance with the provisions of the Social Security Law 1991 for Omani Staff and Company's Insurance coverage for expatriates.

7.19 Rewards and Incentives

- 7.19.1 The FMI have defined Rewards as something that is given in return for employees' achievements in their main role as reflected through their Performance Appraisal result. It can be classified into monetary and non- monetary rewards. Monetary rewards include performance bonus and annual increment and non- monetary can include different categories that are defined and set by Head of the departments and subject to the reward budget.
- 7.19.2 Each year the Board of Directors shall identify the financial amount which shall be allocated. This is normally done once the annual company profits have been finalized and it based on economic situation of organization. Sector Heads shall then be given the financial Value of their **individual staff Reward Budget**. The BoD through the GM shall define the reward budget for Finance, Administration and marketing departments.
- 7.19.3 All performance bonus payments shall require the prior approval of the Board of Directors

8 PERFORMANCE APPRAISAL

The staff appraisal process shall be conducted to identify priority areas for professional growth, and to form basis for promotion and incentives, salary increment and/or contract termination and renewal.

Performance Appraisal is a process by which supervisors and employees work together to establish a shared performance agreement outlining goals, tasks and targets that employees shall work on to fulfill the objectives of their roles.

Performance Appraisal is an important HR practice that is designed to achieve the following objectives:

- To establish clarity between employees and Line Manager on the goals and tasks that employees are expected to deliver and the targets that would be used to appraise such delivery.
- It forms the basis of individual rewards
- It outlines individual strengths and areas of development.
- It highlights high performing individuals within FMI and those who require performance improvement.
- It creates the basis of working towards and enhancing performance-based culture and performance-based rewards.

8.1 Performance Appraisal Policies and Procedure

8.1.1 Purpose

The staff appraisal process shall be conducted to identify priority areas for professional growth, and to form basis for promotion and incentives, salary increment and/or contract termination and renewal.

8.1.2 Scope

- Areas covered by the performance appraisal
- Instruments used
- Reporting of the results
- Schedule

8.1.3 Policy Statement

1. Line Managers are required to start having discussions with their department employees about their Task and Targets by the beginning of every year. Tasks and Targets are determined by the departments overall goals which in turn are linked to FMI yearly strategic goals.
2. Line Managers are required to fill in the Performance Appraisal Form for every employee in which SMART objects are to be listed down and measured by the end of the year.
 - **Specific** - Goals shall be clear and concise and shall relate to one specific issue only. There shall be no ambiguity at all as to what the goal implies and shall be challenging enough.
 - **Measurable** - Measurable goals shall help avoid subjective assessments and factual disagreements. It provides the employee the scope of self- corrections wherever differences are observed.
 - **Achievable** - The goals fixed shall be in such a manner that the same is achievable, given flexibility to a reasonable amount of “stretch” in achieving the same. Unachievable goals only increase the frustration of the employee and may de-motivate him.
 - **Relevant** - The goal fixed shall be relevant to the type of job the employee is supposed to perform. Irrelevant goals which would not relate to the employee’s role shall be avoided.
 - **Time-bound** - The time frame in which the goal must be achieved is very important. This helps the employee to plan properly in achieving the goal.
3. The schedule of performance review shall start November of every year and completed by January

4. Line Managers' performance shall be evaluated on the following areas unless specifically excluded in their CoE:

- a. Job-related functions as per job description (60%)
- b. Service to the Institute (5%)
- c. Professional Development (5%)
- d. Peer Evaluation (10%)
- e. Line Manager Evaluation (10%)*e*

5. Instructor other staff performance shall be evaluated on the following areas unless specifically excluded in their CoE:
 - a. Job-related functions as per Job description (40%)
 - b. Contribution to the department's operational and action plans(20%)
 - c. Service to the Institute (5%)
 - d. Professional Development (5%)
 - e. Peer Evaluation (10%)
 - f. Line Manager Evaluation (10%)
 - g. Customer Evaluation (10%)

8.2 Criteria for Activities and Community Services

8.2.1 Community Services

All staff are expected to fully utilize their knowledge, expertise, and professional skills to the benefit the Institute, the students, the discipline, and the community at large in a manner consistent with the Institute's mission. Community services may include:

- Service to the Institute
- Service to the profession and discipline
- Service to the community at large

8.2.1.1 Service to the Institute

All staff are expected to employ their skills and talents to contribute to the Institute's efficiency and effectiveness. The following are examples of service to the Institute:

- Consistent, effective and constructive involvement in various committees of the Institute
- Taking an active role in the development of the field of specialization in the institute
- Initiating, developing and introducing new institute initiatives, projects or programs
- Taking a proactive role in resolving challenges and problem solving issues faced by the Institute or community;
- Representing the Institute in public forums

8.2.2 Consulting with private and public organizations

- Collaborate and/ or providing consultancy services based on research outcomes involving local and international policy makers or effecting the public
- Participating or initiating media communication channels such as newsletters, newspapers, radio, and television on issues pertinent to the public
- Developing and conducting, online learning, workshops, short courses for the benefit of fellow professionals, public or government bodies;
- Providing review and analysis on programs or policies for external agencies
- Engaging the youth by participating in informational visits to schools or career fairs for career guidance, etc.

It is incumbent on the individual staff member to provide the relevant evidence to support their service activities. Review of service activities is done as a holistic appreciation of the staff member's overall effectiveness, ethics, impact and pro activeness. The score must be in the range of 1 to 5

9 Promotion and Incentives

Following the performance appraisal, the HR Committee shall convene to reward excellent performance through promotion and incentives.

Promotions shall only be considered during the designated period or as a result of a new or vacant position being posted, or on the basis of merit performance, staffing requirements, resources availability, and evidence of significant increase in job responsibilities.

FMI aims to fill vacancies internally by way of either internal transfer or promotions. Wherever possible, positions shall be advertised internally and priority shall be given to the Omanization plan and provide the opportunities to the internal candidates to gain experience and progress thus ensuring the Omanization cycle continues.

9.1 The HR Committee

The HR Committee in FMI shall review the list of highly potential and performing employees to determine the employees with the required capabilities and excellent performance in order to undertake a development plan for them. The HR Committee shall consider candidates for promotion as follows:

- **Administrative promotion:** transferring the employee from their current job grade to a higher job grade with more responsibilities, specialism and benefits and it is regarded as a *Promotion*.
- **Financial promotion:** increase in the basic salary but the employee shall continue working in the same position or grade and it is regarded as a *Progression*.
- **Exceptional promotion:** to review the possibility of the progression and the promotion.

4.2 *The Employee shall deserve a promotion to a higher administrative position as per the following conditions:*

- There being a vacant position in the higher job grade;
- Possess the required qualifications;
- Obtain regular reports during a period of at least two years stating that the employee has achieved excellent or very good performance;
- Being competent, skilled and possess the related practical experiences for the current position or the grade the employee shall be promoted to;

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- Not accused of any criminal activity related to breach of honor or trust at the workplace or while performing the work;
- Completion of one year of service in the current position;
- No any other warnings in the employee's file during the last 6 months (his/her behavior and attitude shall be exemplary or very good)

4.3 If there is no vacant position in the administrative higher level, the employee shall be progressed through financial promotion in his/her current position.

9.2 Promotion of more than one employee

If one or more employees satisfy the promotion requirements, the comparison between the employees shall be made as follows:

1. Getting regular high grade in evaluation
2. Getting higher academic certificates
3. Practical experiences and personal skills acquired from training courses
4. Seniority
5. Longer service employee

If more than one employee has the same comparison conditions, a selection process shall be done and the employee who shall get the higher score shall be promoted.

The HR Committee may promote any employee after checking that they satisfy the necessary requirements for a new position. This shall be valid after the employee's approval. All the internal transfers or promotions are ways used to develop employees and provide them with new challenges and opportunities for obtaining new skills. This shall be agreed between the employee and the Management.

The direct manager shall provide support for employees who have not met the standards for promotion and employees who are considered unfit for the new position through providing them with constructive feedback.

The employee shall be entitled to the wage, allowances, benefits or the financial level he/she shall be promoted to starting from the date the decision to promote the employee is made. This is without prejudice to his/her acquiring of regular allowances as prescribed according to the Oman Labor Law.

9.3 Award of Increase on Promotion

Employee on promotion shall be given an increase of 12% of their current basic salary as from the date of their confirmation. Employees who receive a salary adjustment on promotion shall not be deprived of his annual increment.

10 Staff Training and Development Guidelines

FMI believes that human resources are the most valuable asset of any organization. It is the people individually and collectively who contribute to the achievement of the Institute's objectives and that professional development is a core strategic initiative. FMI invests in professional development of its employees as part of its Human Resource Strategy in order to improve their job performance as well as to aid in their overall development.

Professional development needs shall be identified as an integral part of the performance appraisal process.

Professional development needs shall pertain to the specific job needs, as well as general management skills.

Training of Omani employees shall be taken up as an important initiative to aid sustainable development of the Institute.

Appropriate records of training shall be maintained in the respective Personnel Files.

FMI is committed to the training and development of all employees to enable them to improve their skills, gain competencies and reach their full potential. This can be in the form of on the job development, potential exposure opportunities, in-house or external courses or professional qualifications and long-term educational programs. Training is an expensive part of the business therefore priority in training shall be on job-training, in-house training, and local opportunities in Oman, followed by overseas. Priority for external staff development programs including deputation to higher education shall only be given to Omani staff.

Employees are encouraged to develop themselves on the basis of their Job Description, and annual Task & Targets and Personal Continues professional Development (CPD)

(HR-form-14). The employee must be proactive in identifying training needs and seeking the support of their immediate Line Manager.

Staff Training & Development shall be have two components: (1) as an outcome of the performance appraisal after identifying opportunities for improvement of the staff performance; and (2) as an on-going professional development to enhance faculty and staff performance.

10.1 Purpose

Training and development is designed to improve the quality of faculty and staff performance in the identified improvement areas as well as in support of continuing professional development.

10.2 Objectives

- To develop employees' skills in alignment with the PRIVATE VOCATIONAL TRAINING INSTITUE's strategic objectives and operational requirements
- To encourage employees to obtain and develop the relevant knowledge, skills and competencies for enhanced performance in current role and to meet the external demand
- To create an appropriate balance, the employees' desires to maximize their potential and PRIVATE VOCATIONAL TRAINING INSTITUE's return on its investment from staff development.
- To retain staff by increasing job satisfaction through enhancing their abilities
- Enhance organizational effectiveness and efficiency.

10.3 Procedures

10.3.1 Recognition of Needs

Line Managers are expected to discuss with their staff the development needs as part of the Performance Appraisal Policy at least once a year.

Line managers may also propose staff development programs based on training needs analysis.

10.3.2 Training and Development Budget

The Training and Development budget shall be defined based on Departmental Training Analysis Needs, financial situation and on FMI strategic needs. The budget shall be approved by the HoD for submission to the Institute General Manager, and for approval of the BoD at the beginning of each Calendar Year.

10.3.3 Attending Conferences, Seminars, CME, Workshop

10.3.3.1 **Short Term Faculty: Definition:** Those who are on short term contract for 3 to 6. Short term faculty is not eligible for duty leave/expenses/for attending conferences/seminars/workshops. However, they shall be eligible for duty leave if they are delegated by the Institute to attend conferences/seminars/workshops within the country. They are eligible for earned leave in case they are invited by any other recognizes/agencies/boards within the country.

10.3.3.2 **Designated Faculty: Definition:** Those who teach at FMI on contract basis for a period of more than one year. Designated Faculty are eligible for 10 days of leave in a year. They are entitled to receive the registration, travel and accommodation expenses for two conferences in a year within the country. Faculty shall be allowed to attend an international conference once in 2 years for presentation of a paper/poster/lecture on invitation. Institutional support may cover registration, travel and accommodation subject to the availability of the funds. It is limited to OR 300.

4.4 Application must be made 1 month in advance for national conference and 2 months for international conference

- 10.3.3.3 **Convocation: Definition:** The faculty who completes an academic course during their stay at FMI shall be eligible for leave on other duty to attend the convocation. It does not entitle him to claim the financial assistance.
- 10.3.3.4 The administrative staff are eligible to participate in the workshop/skill enhancement training/seminar organized by the Ministry or any other higher education agencies in the country. They shall be eligible for leave on other duty subject to a maximum of 10 days per year, travel fare reimbursement and registration fee if any to attend the event. The claim for reimbursement in this regard shall not exceed RO 100 (One Hundred Omani Rials Only) per year. The request for the assistance shall be submitted to the General Manager in the prescribed form at least 15 days before.
- 10.3.3.5 The Omani administrative staff are eligible to receive assistance for undergoing part time academic program without prejudice to their official duties at the Institute. They are eligible to receive financial support subject to maximum of RO 200 (Two Hundred Omani Rials Only) once in 2 years to undergo the courses in the line. The request in the prescribed form shall be submitted to the General Manager.

10.4 Scholarship Award

The Institute defines the Scholarship Award as a financial aid offered to consistently high performing employees to gain a higher qualification that shall contribute to the employees' personal development, career aspirations and to support the Omanization Policy and FMI business needs.

10.4.1 Scope of Application

All Omani staff of FMI are eligible for domestic and international scholarship to acquire a Bachelor, Master or PhD only. The number and type of available scholarship does not exceed more than two scholarships in each academic year and shall be decided by the General Manager in consultation with the department Line Manager and based on an annual budget for staff development.

10.4.2 Criteria for Scholarship Award

The scholarship award shall be selected based on the following criteria:

- Seniority/Service in the Institute.
- The employee must be seeking a degree that shall meet FMI long term business need and in line with employee career path within FMI
- The employee shall not have discontinued a previous scholarship
- Exhibited potential to occupy higher positions in the Institute.
- Omani employees recommended and selected for long-term full-time education shall have been rated excellent during the last 2 years.
- The employee shall be between 25-40 years old
- The employee must possess IELTS 6
- The employee shall fulfil the entry requirements of the preferred university
- The performance of employees selected for long-term full-time education shall be reviewed by the HR Department every year/semester (based on progress reports from the institutions concerned).

10.4.3 Financial Expenses

The employee shall have to pay RO 500/- as fees for every year of study

FMI shall pay the employees' salary for the duration of the scholarship plus continue the contribution towards Social Security (Pension) shall be deducted regularly from the monthly salary.

10.4.4 Terms & Conditions

- No extension shall be allowed to the original duration.
- The employee undertaken the study scholarship whether part-time or full-time shall agree beforehand with the Line Manager to ensure that his current roles and responsibilities with FMI are not affected. Failure to complete can result in termination of the scholarship
- The employee has to continue service within the Institute for a period of at least **FOUR** years after completion of your course.
- The successful employee must sign a legally binding contract with FMI before starting the scholarship.
- In the event that the employee fails to complete, does not pass or is found using unfair methods during any of the modules for the duration of the scholarships award, s/he shall not be eligible

for any further scholarship or development rewards for a period not less than 2 years and only after a panel review confirmation

11. Discipline and Code of Conduct

11.1 Code of Conduct

- Employees are expected to perform their work to the best of their ability and to conduct themselves in a manner that reflects and enhances the PRIVATE VOCATIONAL TRAINING INSTITUTE's image and reputation.
- Employees are required to abide by the legal and statutory regulations of the Sultanate of Oman and the rules and regulations of the PRIVATE VOCATIONAL TRAINING INSTITUTE.
- Employees must behave within boundaries of the accepted norms of public decency or morals of the Sultanate.
- Employees shall not discriminate on the basis of race, color, religion, national origin, ancestry or place of birth, sex, gender identity or expression, sexual orientation, disability, marital status, familial status, veteran status, age.
- Employees are required to be honest in all their dealings and not claim any personal benefits in cash or kind for their service.
- Any employee convicted by a Court of Law or arrested on any charge must report at once to the HoD-HR the facts in writing.
- Employees must maintain confidentiality in matters relating to the Institute's business performance.
- The Institute's management must be informed at all times on matters which might be considered sensitive in preserving the Institute's reputation.
- Any issue involving policy interpretation etc. shall be referred to the HoD-HR or Line Manager.
- Employees must not interrupt their work to attend to personal matters during working hours without the permission of their Line Manager.
- Employees must use office stationery, office computers (including the Internet) and other equipment for official purposes only.
- Expatriate employees are required to carry their Labor card at all times and respect the culture of the country.
- Employees must not participate in any political activities, political expressions and acts

In cases where a disciplinary case arises from an apparent breach of the Code of Conduct, these cases shall be dealt with in accordance with the Institute's Disciplinary Procedures. As prescribed by Oman Labor Law, all such cases must be dealt with in a timely manner².

² 'A worker cannot be accused of a violation after the expiry of fifteen days from the discovery thereof, and no disciplinary penalty shall be imposed on a worker after more than thirty days from the date of proving the violation in the case of workers who receive their wages on a monthly basis, and more than fifteen days in the case of other workers.' (Oman Labour Law, Article 30).

11.2 Alcohol, Illegal Drugs and Smoking

- Employees are strictly prohibited from consuming narcotic drugs, alcohol or other intoxicants on Institute premises or during working hours.
- Smoking is strictly prohibited in all parts of the Institute premises

11.3 Time Keeping

FMI policy is that all employees shall report to work on time and adhere to the work schedule. Punctuality and disciplinary is key for the success of PRIVATE VOCATIONAL TRAINING INSTITUTE. Employees who frequently report late to work shall be subject to disciplinary action.

Line Managers are urged to ensure that any employee's absence from work is accurately recorded, including scheduled absences such as annual leave, business trips and training courses. Any concerns in this regard shall be highlighted immediately to the HR Department who shall advise on the appropriate actions to be taken.

Moreover, all employees are required to wear their ID at all times within the FMI premises for identification purposes and security reasons

11.4 Local Culture and Dress Code

FMI objective in to establish a formal work dress code where employees project the professional image that is in keeping with the needs of our clients and students.

Because our industry requires the appearance of trusted business professionals and we serve students at our FMI campus on a daily basis, a more formal dress code is necessary for our employees.

- Employees must project the image of a trustworthy, knowledgeable business professional for students who seek our guidance, input, and professional services.
- The standard of dressing for expert men are a suit, a jacket, and pants and for Omanis: the official dishdasha (Clothes such as shorts, jeans, t-shirts are not allowed).
- As for women working in FMI, appropriate clothing that does not reveal too much skin is required i.e. abaya, pants, blouses (not see through), tops shall cover the Shaler and midriff & appropriate length skirts. No traditional outfits are permitted.
- Dress shoes, boots, flats, heels, and backless shoes are acceptable for work.
- Athletic shoes, tennis shoes, flip-flops, slippers, and any casual shoe with an open toe are not acceptable in the office.
- During the month of Ramadhan, Muslims observe an obligatory fast from dawn till dusk. All employees shall respect Ramadhan by refraining from eating, drinking or smoking in public. All employees are also required to wear appropriate attire during Ramadhan.
- Pursuant to Article 23 of the Oman Labor Law, all employees must respect the Islamic religion, the laws, Omani customs and traditions.

11.5 Equal Opportunities

4.5 FMI welcomes diversity amongst its students, staff and visitors, recognizing particular contributions to the achievement of its mission that can be made by individuals from a wide range of backgrounds and experiences.

FMI shall treat all employees with dignity and respect and recognizes all legal obligations towards its employees and ensuring that all employees are given equal opportunities.

FMI is committed to give all employees equal opportunity and encouragement to progress within the organization. Every employee must understand his or her responsibilities; any alleged behavior or breach of this policy shall be seriously investigated and disciplinary action shall be taken if necessary.

FMI shall undertake to review periodically its selection criteria and procedures to maintain a system where individuals are selected, promoted and treated solely on the basis of their merits and abilities. In all cases, ability to perform the job is the primary consideration.

Subject to statutory provisions, no applicant or member of staff shall be treated less favorably than another because of his or her sex, marital status, sexual orientation, racial group, or disability and shall exercise care to protect an existing employee who becomes disabled.

Any employee who feels that he/she may have been subjected to treatment which breaches this policy may raise the matter through the FMI grievance procedure.

11.6 Discrimination

The Institute conforms to all applicable International and local laws and regulations relating to equal employment. The Institute does not discriminate based upon race, color, religion, national origin, ancestry or place of birth, sex, gender identity or expression, sexual orientation, disability, marital status, familial status, veteran status, age. The Institute shall promote and enforce equal employment practices at all levels of employment. Discrimination means treating someone differently based on the above and;

- Behavior which may be threatening or humiliating to others;
- Offensive, abusive or intimidating behavior;
- Unwanted physical contact;
- Offensive remarks, language or comments;
- Intrusion by pestering, spying and stalking;
- Conduct that could be considered to denigrate, ridicule, intimidate or involve physical abuse

Any employee who believes that there has been a violation of the Institute's Equal Employment Opportunity regulations or who otherwise is concerned about an incident of inequality in the workplace shall speak with HR Department.

11.7 Harassment

FMI does not tolerate under any circumstances conduct that may constitute harassment or sexual harassment. Any employee found to be guilty of having committed such an offence shall be subject to disciplinary action which may include dismissal pursuant to Article 40 of the Oman Labor Law.

Sexual harassment means any conduct that is unwanted, threatening, unwelcome or offensive to an individual. It may include, but is not limited to the following:

- Unwanted physical contact ranging from touching, patting, pinching or brushing against another employee's body to assault, or coerce, or actions such as leering, whistling or making sexually suggestive gestures;
- Any unwelcome sexual advances, propositioning or pressure for sexual activity, including suggestions that sexual favors may further hinder an employee's career;
- Offensive flirting, suggestive remarks, offensive language or comments.

An employee who feels they have been sexually harassed by another employee may first try to resolve the problem informally. It is suggested that the employee tries to explain to the other person that their behavior is unwelcome and offensive and that they want the behavior to cease immediately.

Any and all complaints of harassment shall be immediately reported to the immediate Supervisor/Line Manager or to the HR Department without fear of reprisal.

The employee or student can bypass anyone involved in the harassment in reporting it. All complaints and related information shall be thoroughly investigated and kept strictly confidential. The results of the investigation shall be promptly reported to the person(s) making the complaint(s).

11.8 Confidentiality Agreement

On appointment, employees shall be required to sign a “Confidentiality” undertaking for the purposes of employment. Employees may gain access to, or be entrusted with sensitive information. Some or all of this information may be confidential information. Confidential information may include, but is not limited to, trade secrets, pricing, sales and marketing plans, production methods and plans, research and development information, product specifications, corporate plans, employee salaries, personal information and any internal issues related to the employees or students FMI.

To protect the confidentiality of such information, it is a fundamental term of all employment contracts that during the employment and at any time after termination, each employee:

- Shall not disclose any confidential information to any third parties, unless required by law;
- Shall not make use of any confidential information other than in the proper performance of their duties;
- Shall not disclose their own or the salaries of other employees, work related issues or performance to any other person and that such information shall be treated as personal and confidential information.

Every reasonable precaution must be taken to ensure the protection of confidential information. The level and type of access to confidential information shall be based upon the information required by an employee to perform their duties.

Confidential documents must not be left unattended by employees on printers, photocopy machines or desks. Any confidential information found unattended shall be immediately submitted to the Line Manager.

11.9 Reporting of Illegal Practices

The purpose of this procedure is to provide an independent channel for employees to raise concerns, provide information or lodge complaints where behavior or practices of employees or third parties dealing with FMI are believed to be in contravention with the principles or ethics of FMI (e.g. fraud, breach of copyright, undisclosed conflict of interests, etc.).

It is the duty of every employee to report any observed or suspected behavior or practices, inconsistent with FMI business principles or ethics immediately to their Line Manager, the HR Department or to the General Manager.

FMI shall undertake an investigation into any complaint whilst maintaining the confidentiality of the complainant to the extent possible. The identity of the reporting employee shall be kept confidential, unless otherwise agreed.

11.10 Intellectual Property Protection

In the course of employment, employees may have access to, acquire or gain, intellectual property rights, confidential knowledge or otherwise sensitive information. They understand that all intellectual properties and information relating to FMI and its activities are the sole property of FMI or its customer or suppliers, as the case may be. All employees must treat this information in the strictest confidence. This obligation applies during and after the employment ends with FMI.

Any invention, formula, process, product, program, idea, discovery or patent applications and patents thereon, improvement conceived or developed by the employee during the course of employment, relating to any activity engaged in by FMI, shall be the sole and exclusive property and intellectual property of FMI.

Any use of software or copyright material can only be used strictly in accordance with the copyright or software license agreement. No copies of any software or other licensed or copyright documentation shall be made. Any employee who is uncertain as to the extent that any software or other copyright documentation can be utilized shall obtain the advice and consent of their Line Manager.

11.11 FMI Email/ Internet Use/ Internal Network

You may have access to the email and Internet system and d documentations on the internal network during the course of employment with PRIVATE VOCATIONAL TRAINING INSTITUTE. It is important that the employee understands that this is a tool to enable employees to be more effective at their job and in all cases must not to be misused. The use of the Internet and email for personal reasons, if any, shall be reserved for break times and not during working hours pursuant to Article 27 of the Oman Labor Law.

Face-to-face communication is the preferred mode of communication at work, unless the context requires the communication to be in writing. Employees must strictly refrain from the following;

- Sending, downloading or uploading, storing offensive, obscene or inflammatory materials;
- Obtaining unauthorized access to any computer or IT system or program;
- Using other employees' equipment or accessing their e-mail accounts;
- Accessing websites which are considered inappropriate in a public or business environment;
- Transmission of obscene, unethical or harassing messages, be it political, religious or non-job related;
- Inappropriate use of social media, which would cause damage to the reputation of FMI, colleagues, business acquaintance or others. Social media is not limited to LinkedIn, Facebook, Twitter, Instagram and others.

11.12 Use of FMI Property

Employees are required to safeguard FMI property at all times and take all necessary measures to avoid damage, loss or misuse of such property including, but not limited to, phone handsets, laptops, computers, machinery, tools, equipment and intellectual property such as written materials or data. The employee is responsible for any misuse or damage or loss and shall be required to provide a replacement or cover the cost of any FMI property. Unless otherwise permitted email, telephones, fax, couriers and postal services are for business use only.

11.13 FMI Mobile Phones

An employee may be issued with a mobile phone and SIM card for business use only. The employee shall be responsible for all personal calls from the FMI mobile phones. The employee shall be required to highlight personal calls in the itemized bill on a monthly basis. The cost of those calls shall be calculated and deducted from the next salary payment with a maximum percentage of 25% of his/her monthly salary pursuant to Article 35 of the Oman Labor Law.

11.14 Internal and External Communication

FMI regularly communicates to employees using various methods. The most common method is Face to Face “Courtesy in oral communication and respect for the individual are values that need to be nurtured and treasured within the organization at all levels”. All employees are encouraged to follow the best telephone and email etiquette when communicating with each other.

Good communication is the key to good governance and hence FMI focuses on creating a working environment where the management and the employees know their roles and understand when and what to communicate. It creates a greater sense of purpose and a more creative approach to organizational activities. When all parts of an organization feel their ideas and contributions are taken seriously, conflicts can be dealt with quickly and directly, everyone remains fully engaged in their work and their potential contribution is maximized.

Business cards are meant to be a direct reflection of the FMI and they shall be as per the standard format, in both look and feel.

All employees shall always be conscious of the fact that in all external business communication, Facebook, Linked In, Twitter (be it formal or informal) FMI image, credibility and marketability shall be properly exposed.

Employees are prohibited from making media statements with regard to PRIVATE VOCATIONAL TRAINING INSTITUTE’s affairs or any issues that may be construed to reflect the PRIVATE VOCATIONAL TRAINING INSTITUTE’s viewpoint on any issue. Media enquiries seeking any statement or opinion must be authorized by management prior to its publication.

11.15 Use of Personal Property

FMI advises all employees to take necessary steps to protect their personal valuables and belongings such as mobile phones, wallets etc. FMI does not reimburse or take any responsibility in case of loss or theft of any articles of personal effect whilst in employment with PRIVATE VOCATIONAL TRAINING INSTITUTE.

12 COMPLAINTS, GRIEVANCE AND CONFLICT RESOLUTION

12.1 Complaints Procedure

1. A formal complaint may be filed in writing to the Line Manager which shall institute a formal complaint procedure, which is clear and consistent and also seeks to address and resolve the complaint promptly and in a manner that is satisfies all parties.
2. The Institute shall provide employees with a fair hearing concerning any complaint arising out of their employment with the Institute and employees shall be entitled to appeal to higher levels of management if they feel that their complaint has not been resolved fairly.

12.2 Remediation

The complaint and remedial process of the Institute consists of the following steps:

12.2.1 Informal Talk

An employee with a complaint must endeavor to resolve the complaint through informal talks with his/her Line Manager and both parties shall aim to resolve the issue.

12.2.2 Formal Remedial

If the complaint has not been resolved through an informal talk, the employee may present the complaint in writing to the Line Manager if it is a work-related issue and to the HoD-HR if it is an employment/administrative issue.

12.2.3 Resolutions

The Line Manager/HoD-HR shall provide a reply to the employee within 2 working days each on receipt of the complaint. If the complaint cannot be resolves within a period of 2 working days each for Line Manager and HoD-HR, a reason for the delay shal be communicated to the employee.

12.2.4 Discipline Committee

If the employee is dissatisfied with the resolution at that stage, the Line Manager/HoD- HR who heard the complaint shall forward all relevant papers to the Discipline Committee for the committee's consideration. The Committee shall, after hearing the views of all concerned, submit its results to the General Manager within 3 working days of the complaint being referred to it.

After the expiry of the grievance period of 7 days as specified by the Oman Labor Law, the employee has the right to resort to Ministry of Labor.

12.3 Grievance

FMI always seeks to have good relationship with all its employees. It encourages the employees to solve any problems they might face among them and their direct managers firstly. Since it is common that some problems cannot be solved unofficially, in this case, procedures shall be followed (individually or collectively) by the individuals or the management.

The matter shall remain confidential at all stages and it shall not be discussed publically unless it is required so. As part of the procedures, all memoranda, information and results shall be written and saved in the employee's personal file.

Every employee has the right to initiate the questions or inquiries regarding their employment. They also have the right to expect a reply or clarification from FMI within a reasonable time.

12.3.1 Grievance Issues

Grievance shall only be considered if they relate to one of the following:

- Job related management practices, for example, job specification, transfers, promotions, training opportunities, salaries and other staff benefits.
- The work environment, for example, the place of work, lighting, ventilation or air conditioning, drinking water, hygiene and cleanliness or equipment.
- Inter personal relationships with other employees, for example, hostile or aggressive behavior, harassment of any kind, inconvenience and disturbance or disruption of work due to undisciplined behavior.

12.3.2 Grievance Procedure

To solve the grievance efficiently these procedures shall be followed:

A. Informal Process

1. Where an employee genuinely believes they have a grievance they shall:
2. Discuss the grievance with the individual(s) concerned. People may not be aware that their behavior or actions are causing offences.
3. Seek advice from their Line Manager (or the next authority if their Line Manager is the cause of the complaint) or human resources.

B. Formal steps to be followed in case of grievance

1. The aggrieved employee has to raise his/her grievance to his/her Line Manager who in most of the times shall be the proper person to respond to his/her grievance. It is expected from the employee to raise his/her grievance verbally firstly. In case of failure, he raises it in writing and the Line Manager has to try to deal with the grievance within 2 working days from the date of receipt of the grievance.
2. If the problem is not settled during the period determined in steps (1) above, the employee may carry it to the HR Department who shall try to address it within 2 working days. The results of settlement shall be referred to the employee in writing by the HoD-HR.
3. If the problem is not settled during the period determined in steps (1) & (2) above, the employee may raise it to the General Manager who shall make the final decision I consultation with the GM within 3 working days. The General Manager's decision shall be final in all the individual or collective grievances.
4. All employees are requested to try solving their issues through the internal procedures. In case of grievance still pending without settlement, the employee shall have the right to raise it to Ministry of Manpower after expiry of the grievance period of 7 days and s/he shall be given time to attend meeting and sessions of his/her claim in Ministry of Manpower.

12.3.3 Disciplinary Procedures

1. Employees represent PRIVATE VOCATIONAL TRAINING INSTITUE, it is therefore essential that their behavior, conduct and appearance reflect the highest professional standards at all times.
2. Employees are expected to observe the highest standards of professional ethics, behavior, discipline conduct and appearance. Such standards shall be applicable to all employees who shall also be aware of the penalties which may be imposed in the event of any breach of these standards.

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3. Each line Manager is responsible for maintaining discipline within their respective departments. They must ensure that the employees are punctual and perform their assigned duties in a satisfactory, professional, and proper manner.
4. Subject to the outcome of a full investigation, disciplinary measures shall be adopted in case of failure to meet the specified standards, job performance, conduct and attendance or for any breach by an employee of their terms and conditions of employment.
5. As mentioned earlier before any disciplinary action is taken, an investigation shall be carried out to establish the facts. All investigations shall be initiated by issuing the employee with a notice stating the alleged breach and a written statement of the allegations. The employee shall be afforded an opportunity to defend himself in the investigation before any disciplinary action is imposed. Any disciplinary action must be initiated within 15 days of the discovery or notice of the violation or from the date of sending the notice to the employee.
6. The findings of the investigations and the penalties of suspension of employment that exceed three days or termination of services must be approved by the General Manager. No more than one penalty shall be imposed for a single violation. In all cases the penalties, if any, must be imposed within 30 days of the date of the findings of the investigation pursuant to Article 30 of the Oman Labor Law.

12.3.4 Disciplinary Measures (Actions) Verbal Warning

Where appropriate, an employee shall be warned verbally concerning any unacceptable conduct.

4.6 First Written Warning

When the matter is of a serious nature, or if the employee has failed to meet the required standards after receiving a verbal warning, a first written warning shall be issued and a copy of the same shall be placed on the employee's personnel file. A note to that effect shall be prepared by the Manager and shall be placed on the employee's personnel file.

4.7 Second Written Warning

In case of constant delinquency or subsequent conduct warranting a warning letter within six months of the first delinquency, a second written warning shall be issued and a copy of the same shall be placed on the employee's personnel file.

4.8 Fines

Where appropriate, fines or deductions from the salary of an employee may be made, up to a maximum of 5 days salary for a single violation. A notice of deduction shall be issued to the employee and a copy of the same shall be placed on the employee's personnel file.

4.9 Suspension

Where appropriate an employee may be suspended with or without pay up to a maximum period of 5 days for a single violation pursuant to Article 31 of the Oman Labor Law. A notice of suspension shall be issued to the employee and a copy of the same shall be placed on the employee's personnel file.

4.10 Dismissal

In the event of gross misconduct, the employee may be terminated from the employment either with or without notice and payment of any compensation or end of service benefits, subject to following the due process set out in the FMI grievance procedure and pursuant to Article 40 of the Oman Labor Law.

12.3.5 Guidelines on Disciplinary Actions

- No disciplinary action shall be commenced without first obtaining the advice and support of the HoD-HR & Administration who shall where appropriate, obtain legal advice.
- All allegations are intended to be put to the employee within no later than 15 days of the allegations coming to the attention of the Management. The employee shall be given the opportunity to answer any points put to them in the statement of allegations and the line Manager shall consider what action, if any, must be taken.
- All warnings, whether verbal or written and all notices of suspension, where possible, must state the nature of the misconduct, the required standards that must be met, and where appropriate the time scale for improvement and other relevant details.
- The employee shall be required to sign a copy of the warning or notice to acknowledge receipt. In the event that an employee refuses to acknowledge receipt, this shall be noted on the warning or notice by those who witnessed the refusal. A record of the warning or the notice and any relevant notes shall be placed on the employee's personnel file.
- Written confirmation at all stages shall be given to the employee (a verbal warning shall be confirmed in writing for the records). All warnings and action shall remain on the employee

personnel record. Serious infringements of any health and safety policy may be permanently kept on the personnel file.

- The employee shall have the opportunity to appeal any disciplinary action taken against them to the senior management. The employee would be required to notify the HoD-HR & Administration within one week if they wish to appeal any action taken. The penalties shall not be considered confirmed and may not be imposed until the time for filing of any appeal has elapsed.

12.4 Violations and Penalties Pursuant to Article 40 of the Oman Labor Law

The employee shall be considered in breach of the FMI regulations if he commits any of the following acts. Please note, however, that this list is not exhaustive and is only an indication of some of the breaches that may occur. Any violation/breach shall be fully investigated under the FMI disciplinary procedures and considered before any disciplinary penalty is imposed.

FMI shall not apply any of the penalties, if more than 15 days have elapsed from the discovery of the breach and no notice to show cause has been served on the employee. FMI shall also not apply any penalty if more than 30 days have elapsed since the breach has been proved against the employee.

Pursuant to Article 40 of the Omani Labor Law, the following instances may merit undertaking of disciplinary action against an employee:

- If the employee resorts to forgery to obtain work by submitting false information or documents.
- If the employee commits a mistake, any fault which may result in causing heavy losses to the FMI. Subject to reporting the incident within 3 days from the incident taking place.
- If the employee fails to comply with Health and Safety Procedures. Despite first warning, subject that such instructions are in writing and displayed properly and has caused serious damage to workplace and its employees
- If the employee absents himself from work without permission for 10 days during a year or for 7 consecutive days. Subject pre – termination the employee has been served with a written warning following his/her first absence of 5 days.

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- If the employee discloses confidential FMI information without due authorization.
- If the employee is convicted by a court of law for committing a crime at the workplace or during the work.
- If the employee is, found under the influence or is otherwise intoxicated or incapacitated during working hours as a result of using alcohol or illegal drugs.
- If the employee uses force “physical assault” against the employer, his/her direct manager, or to any other employee at the workplace during working hours, that resulted to sickness or to work stoppage for more than 10 days
- If the employee fails to follow a reasonable management instruction or willfully disregards any instructions as per his/her employment contract.

We shall attach the penalties list approved by the Labor pursuant to Ministerial Decision No. 129/2005.

12.4.1 General Rules

Employer has the right to add any violations not included in the regulation sample to the penalties list applied by them.

The authority of applying the penalties shall be for employer or his legal representative.

4.11 Penalties which may be applied on the employees are:

- **Written Warning** - Written letter to be sent to the employee to warn him about the violation s/he made and not to repeat it.
- **Penalty or Salary Deduction** -Deduct part from his/her salary which is not more than 5 days for each penalty.
- **Stop working**- Prevent the employee from working for a period not more than 5 days for each penalty and deduct the all or half their salary.
- **Termination of Services and payment of the benefits**- Terminate the employee’s services according to regulations pursuant to the law and paying any benefits due
- **Termination of Service without notification or benefit**- Terminate the employee's service without notification or benefit.

12.4.2 Provisions of the Rules

- The General Manager is the person authorized to apply any penalty on the employee that imposes a fine, stop the employee from working for 3 days or more or terminate the services of the employee.
- Penalty shall not be applied on the employee before notifying him of his/her violations and hearing his/her defense and shall be retained in his/her personal file.
- The penalty may be a determined amount or an amount equal to the salary against a determined period.
- Stopping the employee from working may be replaced with deduction in salary.
- The basic salary is the base of any deduction.
- If a violation is made after 6 months of the previous violation, it shall be considered the first violation.
- The employer has the right to increase the penalty if the violation is repeated more than 4 times during 6 months after the first violation after giving notice of the maximum applicable penalty.
- The regulation shall determine the violation made by the employee and penalty. The employer shall not have the right to punish an employee as a result of violation not included in the regulation.
- The list shall contain ascending values for penalties.
- The employee shall not be punished as a result of violation made outside the workplace unless it is related to the work.
- The employee shall be notified in writing about penalties applied on the employee and the penalty shall be shown in an overt location in the workplace.
- The penalty shall not be applied before three days from the date of notifying the employee except Clauses 3 to 7 of Article 40 of the Oman Labor Law.
- The employee has the right to appeal against the punishment decision during three days after notifying the employee with the punishment decision and the claim shall be settled within 7 days of the appeal date.
- The penalties and punishment mentioned in this list are the maximum and may be replaced or modified by the employer in imposing a lesser penalty.
- This regulation is subject to the Oman Labor Law issued by the Royal Decree No. 35/2003 and its executive decisions.

13 SUSPENSION, RENEWAL, TERMINATION AND RETIREMENT

An employee may cease his/her service with the Institute due to the following causes:

- Expiration of Contract
- Resignation
- Termination by PRIVATE VOCATIONAL TRAINING INSTITUE
- Retirement
- Abandonment
- Death

13.1 Expiration of Contract

The employee and employer shall inform the employee 3-6 month notice for the intent not to renew the contract.

13.2 Resignation

- All employees are required to provide a notice period of 1 month to the Institute before resigning from the service.
- Failure to provide notice shall require the employee to pay to the Institute an equivalent amount of salary for the amount of notice falling short of the required notice period. Salary, in this case, shall consist of gross salary less transport allowance.
- If an employee asks to be relieved from service earlier than the expiry of the notice period, the Institute may, if business requires, waive the required notice period by directing the employee to pay the salary for the period of shortfall ((monthly basic salary plus allowances divided by 30) times number of days of shortfall)) or permit him/her to surrender the equivalent number of days of eligible annual vacation in lieu of the notice period or part of it, depending on the number of days of annual vacation available.
- If the Institute requires the employee concerned to leave before completion of
- the notice period due to business or other reasons, then the Institute shall pay the equivalent salary on a pro-rata basis as above for the remaining notice period.
- The Institute may, at its discretion, sanction annual leave for the employee during the notice period, provided the employee has a balance of such leave to his/her credit.
- The employee must submit his/her resignation letter to the HR Department through his/her designated Line Manager.
- The employee who resigns shall be entitled to receive compensation up to the date of resignation plus any accrued and unused leave and, in the case of expatriate employees, End of Service Benefits (ESB).

13.3 Termination of COE by FMI

13.3.1 Employees may be terminated on account of unsatisfactory performance during the probationary period without any notice and they shall not be entitled to any ESB (if applicable). The employee shall be entitled to receive compensation up to the date of termination plus any accrued and unused leave and, for expatriate staff, repatriation costs.

13.3.2 The Institute may terminate an employee at any other time on account of unsatisfactory performance by giving two months' notice or two months' gross salary in lieu of notice. The employee shall be entitled to receive compensation up to the date of termination plus any accrued and unused leave, ESB (if applicable) and, for expatriate staff, repatriation costs.

13.4 Authority for Termination of COE

- The General Manager in consultation with the GM
- Other Line Managers in consultation with the General Manager

13.5 Grounds for Termination

Major Misconduct: An employee may be terminated by the Institute due to major misconduct or repeated instances of minor misconduct.

Permanent Total Disability: An employee who is assessed by a Institute- approved physician to be permanently and totally disabled (i.e. 100% disability), in the course of employment, shall receive a benefit under the group life insurance policy of the Institute.

Permanent Partial Disability: An employee who is assessed by a Institute- approved physician to have permanent partial disability shall receive a percentage of the permanent total disability award as stipulated under the group life insurance policy of

PRIVATE VOCATIONAL TRAINING INSTITUTE. **Redundancy:** An employee whose current role is deemed surplus to

Institute needs and who is unable to be re-deployed in a role where the employee is able to successfully contribute to the Institute's operations.

13.6 Retirement

- 13.6.1 The default retirement age from the Institute is sixty years as per the Gregorian calendar. Any exceptions to this policy shall require the written approval of the General Manager.
- 13.6.3 The HR Department shall communicate the formalities of retirement to the employee at least three months before the date of retirement.

13.7 Abandonment

- 13.7.1 If an employee fails to report for duty without leave of absence for more than 3 days, he/she may be struck off the payroll on grounds of abandonment of employment and advised accordingly, provided that the employee has been warned three times in writing for any previous absence of two days or more in any one year.
- 12.7.2 The authority for this action is the ADCS subject to the approval of the General Manager.

13.8 Death

- The service of an employee ends automatically on the employee's death as certified by the hospital while in service. The date of death shall be considered to be the employee's last working day.
- The HR Department shall announce the death to all employees through a notice and shall directly represent the Institute in offering condolences to the family members.
- The Institute shall release an immediate donation of RO 1000 to the nearest kin of the deceased employee.
- In addition, for expatriate employees, the Institute shall make necessary arrangements at its expense for embalming the body, police clearance and repatriation of the body and air travel for the entire family consisting of the spouse and all eligible dependent children to the employee's hometown at the Institute's expense.
- The Institute shall also arrange to repatriate the personal effects of the employee at the request of the family. At the discretion of the Institute and if circumstances warrant, the travel

expenses of a next of kin or Institute employee may be reimbursed for assisting the family members in distress.

- A death grant shall be payable to the survivors of a deceased employee irrespective of whether the employee dies while on duty or not, including employees on probationary period. The grant payable shall be in addition to the amounts due to the deceased (i.e. earned salary and allowances, pro-rata payment for accrued leave, ESB (if applicable) etc.).

4.12 The following are the components of the death grant:

Three months basic salary

For a deceased Omani employee, the Institute shall pay for transportation of the remains of from the site where death occurred to the hometown or place of burial within the Sultanate. If the death occurred while the employee was on an official trip overseas, the Institute shall pay for two of the deceased employee's relatives to accompany the remains of the dead.

For a deceased expatriate employee, the Institute shall pay for the transportation of the employee's remains to his/her point of origin. In the case of an expatriate employee, the ESB shall be paid to the next of kin as per the nomination made by the expatriate employee.

13.9 Approval

End of service shall be approved by the General Manager.

On approval of end of employment, intimation shall be given to the concerned employee along with a Final Clearance Form (**HR-Form-9**) to be completed prior to the date of leaving.

13.10 End of Service Certificate

- The HoD-HR shall issue a service and last drawn salary certificate at the employee's request, only after the full and final settlement has been completed.
- Line Managers may provide personal reference letters (with a copy marked to the HR Department) only in their personal capacity without use of the Institute's letterhead. Any employer reference sought shall be referred to the HRDepartment.

13.11 End-of-Service Gratuity

- The end-of-service gratuity is given by the Institute to expatriate employees because such employees are not eligible to benefit from the Social Insurance Scheme, which is available to Omani employees only. The aim of the end-of-service gratuity is to compensate expatriate employees for the fact that they are ineligible to join the Social Insurance Scheme.
- This policy shall be applicable to all expatriate (non-Omani) employees in the Institute and is not applicable to Omani employees.

In accordance with Oman Labor Law, the Institute shall pay expatriate employees an end-of-service gratuity on the following basis:

- Fifteen days' basic pay for each year of service for the first three years
- One month's basic pay for each of the following years (after the initial three years)

For a fraction of a year, the employee shall be entitled on a pro-rata basis to the gratuity proportionate to that period of his/her service. The last basic salary of the worker shall be considered the basis for the calculation of the gratuity

13.12 Restitution of FMI Properties upon Termination of Service

Employees, upon termination of service from FMI is expected to provide to their respective Line Manager a comprehensive work handover related to his/her job, tasks and deliverables up to the last day of work. The employee is required to prepare and deliver appraisal reports to direct subordinates. All FMI materials (including but not restricted to keys, mobile phones, laptops, credit cards, PRIVATE VOCATIONAL TRAINING INSTITUTE's materials such as files, records, and all other proprietary items) must be returned in good condition before the last day of employment with FMI.

13.13 Exceptions

Any exceptions to the policies specified above relating to employees' renewal of contract, termination or retirement (such as increasing retirement age or extending the employee's service) may be allowed only by special approval of the General Manager in consultation and approval of the BoD depending on the grade of the employee and level of authority.

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4.13 Applicable Forms

No	REFERENCE	FORM DESCRIPTION
1	HR-Form-01	Job description
2	HR-Form-02	Manpower requisition
3	HR-Form-03	Interview evaluation
4	HR-Form-04	Employment data form
5	HR-Form-05	Employee emergency record
6	HR-Form-06	Induction checklist
7	HR-Form-07	Application for leave
8	HR-Form-08	Application for overtime
9	HR-Form-09	Final settlement form
10	HR-Form-10	Training evaluation
11	HR-Form-11	CPD
12	HR-Form-12	Requisition for travelling expenses
13	HR-Form-14	Leave plan

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