

HCM Employee Guide

Introduction

The main objective of this guide is to increase the transparency around the Policies and Practices in our organization, facilitating fair and just application. It aims to eliminate selective discretionary interpretations. Organizational Unit Leaders are therefore responsible for referring to this Employee Guide when dealing with Human Capital Management policies or practices.

Needless to say, this guide cannot answer all questions and it should not restrict the normal interaction and discussion around policies and practices. It is not possible to anticipate all people's potential circumstances or situations; therefore, we encourage continuous interactions between to facilitate a high employees' engagement.

The information in this guide may change from time to time to reflect governmental legislation, market and organizational changes. Any changes will be communicated as they happen.

This guide was designed taking into account an employee's cycle. Starting from the joining policies till leaving [Fakeeh,care](#). it's in 7 sections:

- Joining.
- Working conditions.
- Pay & benefits.
- Career management.
- Business travel.
- Leaving.
- Others policies that don't fall under any of the above sections.
- Accreditation policies.

Where there is any variance, the Company will always honour first the minimum requirements of the Saudi Labor Law, followed by the signed employment contract and finally this Employee Guide.

Policies may only be changed or modified by the Group Executive Direct – Human Capital Management.

This document is strictly confidential and meant for internal use only. It is not to be printed. Please ensure that it is kept this way at all times.

Sincerely yours.

Group Executive Director – Human Capital Management

Signature Page

Titles & Acronyms

| | |
|-------------------------------------|--|
| Organizational Unit Leader (OUL) | Division Chief, Department Director, Section Heads and Unit Managers |
| Departmental Director / Chairperson | The highest position in your department's chain of command |
| President Direct Report | Senior Members of the Organization Administrative staff who report directly to the President |
| Hiring Manager | The person who has a vacancy and is eligible to decide on hiring |
| Expat Employee | Any Employee with a nationality other than Saudi |
| Wafed | Expat Employee with a Saudi mother, spouse, son or daughter |
| Dependents | Spouse and children less than 18 years old unless stated differently |
| EOSB | End of Service Benefits |
| ETA | Expat Ticket Allowance |
| SCFHS | Saudi Counsel for Health Specialist |
| KAUST | King Abdullah University of Science and Technology |
| KAEC | King Abdullah Economical City |
| Org Chart | The departmental organization chart that explains its hierarchy |
| HCM | Human Capital Management Division |
| BLS | Basic Life Support |
| CMO | Chief Medical Officer |
| CNO | Chief Nursing Officer |
| COO | Chief Operation Officer |
| IATA | International Air Transport Association |
| CCHI | Council of Cooperative Health Insurance |
| MoH | Ministry of Health |
| AJEER | Governmental institute that legalize outsourcing staff process |
| EPMO | Enterprise Project Management Office |
| GOSI | General Organization for Social Insurance |
| WPS | Wage Protection System |
| FCMS | Fakeeh College for Medical Science |

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Employment Contracts

The Recruitment Department prepares the employment offer based on the Remuneration policy. If needed, the Recruitment Department discusses it with the Hiring Manager and communicates the offer to the selected Candidate.

Candidates should review, discuss and sign the offer/contract prior to their date of joining. All offers/contracts are dually signed by one of the Company's approved signatories and the Candidate.

The Company approved signatories are:

- The President
- Human Capital Management - Executive Director
- Human Capital Management - Operations Director
- Human Capital Management - Organizational Development Director

The Terms and Conditions of the offer/contract may change based on Labor Law changes and business needs. The Company will give employees a fair notice of any change with an explanation of how the change will affect them. This will be agreed in writing as an addendum to the original contract.

Contracts / Service Agreements Types

There are different types of contractual agreements (contracts). These contracts are designed to address the demanding and complex business needs and are in line with the Labor Law regulations:

- Fixed Duration Contract
- Non-Medical Training and Qualification Contract
- Part Time Contract
- Task Bounded Contract
- Locum Service Agreement
- External Affiliate Service Agreement
- Resident in Training

Changing contract type may require conclusion of the current contract and its entitlements, and initiating a new contract.

Fixed Duration Contract

All fulltime employees have a 1-year fixed duration employment contract. Renewable for similar durations.

However, the following should be noted:

- In special circumstances and limited cases, with strong Line Management justification, and approval by the Departmental Director / Chairperson it could be extended for a maximum of 3 months and not the full duration.
- For Saudi fulltime employees only, the duration may become indefinite term in 2 cases:
 - The Employee has served for four years or more continuously.
 - If the contract is renewed 3 times in addition to the original term.
 - 60 days' notice is required from both parties regardless of the level.
 -
- Contract termination should be submitted within the proper notice period as mentioned in the Notice Period section. The Employee must give and respect the notice period and deliver a thorough handover.
- If the company terminates the contract, at its own discretion, an indemnity of one-month wage salary will be paid to the Employee.
- Regardless of the reason, if the Expat Employee initiates termination of the contract within the first year, the following indemnity should be paid by the Employee whether the Employee was hired locally or internationally:
 - Executive / Consultant Levels: SR 10,000
 - Other Levels: SR 5,000
 - Wafed: Not applicable

Non-Medical Training & Qualification Contract

This type of contract is to address the growing business needs of attracting developing young Saudi talent. It covers all business functions except the Medical one.

- This contract commits the Company to train and qualify a person for a specific profession.
- The contract should indicate:
 - The profession for which the training is contracted.
 - The duration of training and successive stages where each stage requires a OUL appraisal.
 - The training award of this contract to be paid to the trainee in each stage.
- Terminating the Training contract:
 - Company initiated: Two-week notice. The Company may only terminate the training or qualification contract if the trainee is not amenable to or is incapable of completing the training program
 - Trainee initiated: One-month award
- The training and qualification contract shall be subject to Labor Law provisions on:
 - Public holidays: Eligible
 - Annual leave: Eligible
 - EOSB: Not eligible
- The Company may offer the trainee a full-time position upon successful completion of the training period if the trainee completes:
 - Minimum one year
 - Double the training period duration, whichever is longer.
- If the Company decides to hire the trainee, a fixed duration employment contract will be signed with a separate hiring date not linked to the date of starting the training.

Internship / Vocational Training

Fakeeh.care is fully committed to the contribution and development of young Saudis. Under this program we will support internship and vocational training that provides growth and learning opportunities to undergraduate students studying for a Diploma, Bachelor's Degree or during summer.

This program will combine practical work with structured learning experiences. It presents an opportunity for the company to make use of Interns and Vocational Trainees to help in work and departmental projects.

Intern candidates should be:

- Only Saudi (from another institute).
- Fakeeh College Graduate.
- Aged 20 – 30.
- Enrolled in a University, or equivalent tertiary institution.
- Duration will be minimum one month and maximum six months.
- Minimum of 40 hours weekly should be covered.

Locum / Frequent Locum Service Agreement

- Applies to physicians that are appointed and are expected to be working at [Fakeeh.care](#) for a specific period of time.
- Fee is mutually agreed on the Locum service agreement.
- Other than the fee, and what is included in the service agreement, there are no further entitlements.

External Affiliate Physicians / Part-time Physicians Service Agreement

- Applies to external physicians that are governed by a service agreement. Those physicians are not a formal employees of [Fakeeh.care](#).
- Fee is mutually agreed on the service agreement.
- Other than the fee, and what is included in the service agreement, there are no further entitlements.

Resident in Training

- Residents or fellows that join [Fakeeh.care](#) under the Saudi Council for Health Specialty (SCFHS) residency/fellowship programs.
- Entitled only for one of the two Eid public holidays.
- Entitled for annual leave equal to 20 working days.
- Leave balance cannot be carried over to next year.
- If the contract is terminated, no encashment will be applicable with valid justification.
- Residents in Training may be eligible a leave due to maternity, sickness and exceptional leave up to 64 working days during the entire training period, subject to a pre-approval by the Program Director.
- Medical insurance provided to Saudi and Special Wafed trainees only.
- Saudi Council for Health Specialty (SCFHS) residency/fellowship programs regulations apply for this contract.
- Other than the monthly reward, no further entitlements.
- If the Company decides to hire the trainee, a fixed duration employment contract will be signed with separate hiring date not linked to the date of starting the training.

Non-Medical Part-time Contracts

The Labor Law defines part-time work as less than half the Company's usual daily working hours worked.

- Whether the Employee works on a daily basis or on certain days of the week.
- The Part-time contract shall be subject to Labor Law provisions on:
 - Public holidays: Not eligible
 - Annual leave: Not eligible
 - Overtime: Not eligible
 - EOSB: Not eligible

Task Bounded Contracts

The Company under this contract type can sign an agreement with an Employee to complete a specific task. The contract can be timed or can end by completing the agreed task.

- Saudis or Expats can be hired under this contract.
- Expats must be under the sponsorship of [Fakeeh.care](#).
- The Task Bounded contract shall be subject to Labor Law provisions on:
 - Public holidays: Not eligible
 - Annual Leave: Not eligible
 - Overtime: Not eligible

Recruitment Principles

Fakeeh.care operates on an equal opportunity basis. Hired candidates must go through the same selection process without prejudice or favoritism. If the selection process yields equally qualified candidates, preference will be given to Saudi nationals, as mandated by government regulations.

Below are some guidelines for an effective selection process:

- Recruitment should be against vacant positions on the approved Org Chart.
- A Job Description must be drawn up for each position.
- For Medical, Clinical and Nursing jobs, Data Flow / Primary source verification is mandatory for educational, experience certificates and references prior to hiring.
- No candidates can start without a signed offer/contract and complete Onboarding documentation.
- Locally hired expatriates cannot start without a complete Sponsorship transfer process.
- Minimum age is 18 years as of the joining date.
- High School certification is the minimum requirement for acceptance.

Internal Job Posting

As required, vacancies are posted internally to all employees. Priority will be given to any internal applicants who meet the job requirements. The Company encourages promotion from within. Therefore:

- After a minimum of one year in the current position, employees are entitled to apply for internal vacancies where their skills and experience match the role that is being advertised.
- OULs must support the development of their employees by encouraging and enabling such internal applications and moves. In principle, criteria for promotion must be met.

Should an internal applicant be successfully selected, a transition period is to be agreed between the current OUL and the future one.

Conditions for Internal Hire:

- Alignment, not approval, from current OUL to apply for the posted vacancy. Applicants are strongly encouraged to discuss work interests, career progression, challenges and individual development with the OUL.
- The applicant:
 - Must have completed one year in the current role.
 - Meets the job requirements.
 - Has a performance rating of Good or above.
- Internal applicants will be notified by HCM Recruitment Team and advised of the outcome of the selection process.
- If an applicant is selected to interview for a position, the applicant must notify his/her current OUL before the interview takes place and confirm this discussion to the HCM Recruitment Team.

External Recruitment

When a vacancy arises, the HCM and Hiring Manager should coordinate and develop the job description and send the request to the Recruitment Department which needs to review and advise the Hiring Manager to update and edit the job description to reflect the actual need.

In the event that a vacancy cannot be successfully filled by an internal Candidate, the Recruitment Department initiates an external search and works closely with the Hiring Manager to place the right Candidate.

To ensure the appointment of the right people within the Company the following must be applied:

- Application Form must be filled.
- No interview or appointment should be initiated without full alignment and involvement of a member of the Recruitment Department.
- Applicants must be interviewed by the Hiring Manager and the OUL of the Hiring Manager.
- A reference check is mandatory for Director level and above. At least two reference checks are required.
- The Candidate should meet the requirements of the role.
- OULs must objectively assess their applicants and educate the candidates on the opportunities, challenges, working conditions, working hours etc.
- Medical / Clinical / Nursing applicants should submit valid SCFHS registration, accreditation and BLS, if applicable.

International Expats Hired from Outside Saudi Arabia

This policy applies to newly hired Expatriates coming to work for the Company from outside Saudi Arabia.

Dataflow Verification:

As per Saudi Commission for Health Specialties (SCFHS), Medical / Clinical / Nursing applicants should apply for the Dataflow as primary source verification prior to employment and a copy must be sent to the Recruitment Department.

Ticket:

- One way to the assigned destination (class is based on grade).
- For self and family (spouse plus 2 children below 18 years old if the Employee is eligible based on the Employee grade).

Temporary Accommodation

The Company will accommodate the new Employee in one of our facilities until the probationary period is successfully completed. Then the Employee will receive the Housing Allowance for nine months in advance if eligible for housing allowance as per the grading benefits.

Relocation Allowance:

- SAR 8,000 for those who do not have a provided accommodation.
- This Allowance is to be paid upon Employee joining.
- This Allowance is to cover the relocation of personal belongings, food, transportation, furniture and any other expenses incurred during the initial period.
- This allowance is also applicable for transfers within [Fakeeh.care](#) from Dubai to Jeddah or vice versa.
- The Relocation Allowance paid to the Employee will be apportioned over 24 months.
- Should the Employee decide to resign; the Company will claim the remaining amount.
- Should the Company decide to terminate the Employee's contract, no refund will be required.

Visiting Candidates Management

It may be required during the interview process to invite candidates who are located outside our work locations for face to face interviews. This could happen for regional or international candidates.

- The invitation should take into account the criticality and seniority of the role the Candidate is being interviewed for.
- The Recruitment Department should handle the Candidate's travel arrangements (i.e. flight tickets based on the class of the grade the Candidate is being interviewed for, hotel, transportations etc.).
- For candidates staying overnight, the hotel accommodation will include a reasonable amount to cover meals, laundry, incidental expenses etc.).

Onboarding

Onboarding new employees is a crucial part of integrating them successfully into [Fakeeh.care](#). It minimizes the time taken for the new employee to become a productive member of the Company, the process covers:

- Completed files.
- Readiness of tools, equipment and means for productivity from day one.
- Induction program.

To run an effective Onboarding, we are differentiating our approach between locally hired and internationally hired employees.

Locally Hired Employees

- Pre-joining:
 - Receive required documents.
 - Medical check-up.
- On joining day:
 - Complete file documentation.
 - Sign and receive job description.
 - Receive [Fakeeh.care](#) ID.
 - Receive medical insurance cards.
 - HCM orientation.
 - Meet the OUL.
 - New Employee will be scheduled for hospital orientation program.

Externally Hired Employees

- Pre-joining:
 - Receive documents required.
 - Candidate will receive a one-way ticket to work location.
 - Arrange for accommodation.
- First time arrival to work location:
 - A [Fakeeh.care](#) representative will meet the Candidate at the Airport. The representative at the meeting point will give the arriving employee:
 - A Welcome Kit that includes a welcoming letter with orientation guidelines.

- A Welcome Allowance of 500 SAR. This allowance is to cover incidentals during the initial period for those relocating from outside Jeddah.
- On joining day:
 - Medical check-up.
 - Complete file documentation.
 - Sign and receive job description.
 - Government Relations team will start the Iqama issuance process.
 - Employee Relations team will medically cover the staff in the system until the Insurance card is printed.
 - Receive [Fakeeh.care](#) ID.
 - HCM orientation.
 - Meet the OUL.
 - New employee will be scheduled for hospital orientation program.

Note: We will ideally channel our new hire intake, where possible, to the first and third Sunday of each month.

This streamlining will ensure that new hires are effectively managed during their first day with [Fakeeh.care](#) where they can complete their Onboarding documentations and attend the General Orientation program as a group.

Probationary Period

- All new employees shall undergo an initial 90-day probationary period, which can be extended to an additional 90 days with a written notification to the Employee. The total period cannot exceed 180 days.
- Both parties have the right to terminate the contract during the probationary period.
- Termination by the Company during the probationary period does not entail EOSB or any other indemnity.
- Employee's leaves and public holidays do not form part of the probationary period.
- OULs are responsible for managing the performance of their employees on probation in order to identify acceptable levels of performance. The concerned OUL shall conduct an objective assessment of the Employee prior the end of the probationary period.
- If the performance of the new Employee is satisfactory during the probation period, employment will continue. In the event that the performance is not satisfactory, the employment contract can be terminated, in which case OULs must justify termination during the probationary period.
- Regardless of the reason, if the Expat Employee initiates termination of the contract within the probationary period, the following indemnity should be paid by the Employee whether the Employee was hired locally or internationally:
 - Executive / Consultant Levels: SR 10,000
 - Other Levels: SR 5,000

As a Hospital group, we are heavily regulated, and regulation mandates that all employees regardless of their function and level must attend the General Induction session. The probationary period will not be considered confirmed before attending this session during the first 90 days. Not attending will result in automatic termination.

Re-Hiring

A re-hire of former employees is not encouraged as talented employees should not have left the Company in the first place.

A minimum gap of 6-months between last working day and the expected date of hiring a former Employee is required. A re-hired Candidate must meet the following criteria:

- He/she resigned voluntarily
 - He/she had a performance evaluation of Good or above or at least completed successfully the probationary period
- Candidates who accepted a job offer but did not show up on their first day won't be considered for rehire.
- Re-hired employees will undergo the hiring and on-boarding processes.
- Service of re-hired employees counts as new service and previous service will not be deemed continuous.
- Compensation
 - If re-hired for a job at the same grade as the previous job, the same salary as the previous job will apply.
 - If re-hired to fill a higher graded job, the salary of the new grade will apply.

Note:

- Physicians are exempted provided they are re-hired on a different contract type (e.g. from Fulltime to Locum, from Frequent Locum to External Affiliate etc.).
- For Physicians, Employee ID will remain as is to maintain related history.

Outsourced Employees

- To manage special assignments and to address business needs, the Company may opt to contract personnel from third-party organizations.
- Externally contracted employees, the “Outsourced”, will be governed by the Company’s policies. They will be subject to the same hiring process and performance management.
- Hiring Outsourced employees must go through the Recruitment Team and only against approved Org Charts.
- Departmental Director / Chairpersons, in conjunction with HCM, need to evaluate on a regular basis the possibility of Outsourced utilization.
- AJEER notice should be provided from the Outsourced provider.

Working Hours

- The system is based on 45 working hours per week including daily 30 minutes of breaks. The system takes into account the business need and diversification, as at any point in time, Patient experience must not be affected negatively.
- Each Employee should have a pre-assigned schedule defined in the electronic attendance system. Otherwise, the system reads absenteeism.

Administrative Functions

- Defined as: Functions that are not directly involved with Patients and Customer Interface (i.e. Finance, HCM, Marketing, Legal, Internal Audit, IT, EPMO, Quality and other Support Teams within the Medical, Clinical and Nursing Divisions).
- Working hours: Schedule to be designated by the respective OUL as per the business needs.
- Employees have to perform 45 hours per week including a daily break maximum 30-minutes.
 - OUL should decide the break time for his / her team but should start maximum after 5-hours from the duty.

Outpatient / Inpatient

- Defined as: Clinics, ER, In Patient Wards, Labs, Pharmacies, Receptions, Admission & Discharge Offices and any Support Team that have direct interface with Patients and customers.
- Working hours: Schedule to be designated by the respective OUL as per the business needs.
- Employees have to perform 45 hours per week.
- Defined departmental shifts for Outpatient / Inpatient should be authorized by the head with limitation of number of shifts.

Ramadan Working Hours

During Ramadan, Muslim employees are required to work 30 hours per week. Others work 45 hours per week.

Administrative Functions:

- Defined as: Functions that are not directly involved with Patients and Customer Interface (i.e. Finance, HCM, Marketing, Legal, Internal Audit, IT, EPMO, Quality and other Support Teams within the Medical, Clinical and Nursing Divisions).
- Working hours: Schedule to be designated by the respective OUL as per the business needs.
- Employees have to perform 30 hours per week

Outpatient / Inpatient:

- Defined as: Clinics, ER, Inpatient Wards, Labs, Pharmacies, Receptions, Admission & Discharge Offices and any Support Team that have direct interface with Patients and Customers.
- Working hours: Schedule to be designated by the respective OUL as per the business needs.
- Employees have to perform 30 hours per week

Excuse Management

An Employee may find him/herself in need to come late to work or leave early. These needs could be related to attending governmental entities, banks, Embassies, schools etc.

- Excuses are not entitlement.
- 12 excuses per year where an Employee cannot use more than 2 per month. OUL pre-approval is required.
- Excuses should not exceed 4 hours per day. If exceeded, it should be considered as leave.
- Full day absence is not considered as an excuse and can be treated as a leave day which requires OUL pre-approval.
- To reflect salary deductions on each month payroll, the review will be on a monthly calendar cycle (i.e. 1st to 30th of each month) reflected in the next month payroll, which closes on 12th of each month.
- Departmental Director / Chairpersons are responsible for the attendance of employees in their respective function where alterations to working schedules, recovery refunds, approved excuses must be reviewed and signed by them on a monthly basis.
- Key Users are responsible for maintaining these documentations.

Time Attendance Management Accountability

To manage the department working hours effectively, below is the definition of each:

- **Departmental Key User**

- Ideally the Department Head Admin Assistant.
- Register department schedule in the system including new Employees.
- Maintain any changes in the pre-defined schedule after the OUL's approval.
- Escalate technical issues directly to IT.
- Register missed hand punch in the system upon OUL approval.
- Register approved excuses, exempted, special needs etc.
- Extract monthly attendance deduction report for OUL review and Departmental Director / Chairperson approval.
- Generate warning letters due to tardiness based on system notification to be signed by the Departmental Director / Chairperson and forward to HCM for filling.
- Maintaining documentation and submitting monthly to HCM for regular review and validation (Internal Audit upon request).

- **OUL**

- Accountable and answerable for his/her team working hours, excuses, absences, leaves, return back etc.
- Reviews the final monthly attendance deduction report.

- **Departmental Director / Chairperson**

- Accountable for the overall process governance.
- He/she should hold OULs in his/her department accountable for their own teams in terms of working hours, excuses, absence, leaves, return back etc.
- Approve the final monthly attendance deduction report.
- Sign warning letters for tardiness.

- **Payroll Department**

- Run the 1st draft of the attendance report on the 5th of each month for OULs' review (approval) and Departmental Director / Chairperson approval (endorsement) and reflect adjustments, if any, before 12th of each month.
- Run the final draft of the attendance report on the 15th of each month and post to the payroll.

- **Employee Relations**

- Issue warning letters based on system notification for cases of 10 continuous days' absence or 20 separated days during the contractual period.
- Issue termination letters based on system notification for cases of more than 15 continues days' absence or 30 separated days during the contractual period.

Note:

- Employees without an assigned schedule will be considered out of payroll.
- There is no Time Attendance refund after monthly payroll deduction.
- All employees should complete the working days and hours in the same month. Shifting the hours to the next month is not allowed.
- Close the time attendance once the deduction is uploaded in the payroll.
- Approved excuses should match the Time back and Overtime records.
- Time back during the month won't require any request (from HCM). It should be aligned and agreed with the OUL (system should document, calculate accurate entitlement time back hours).
- Time back out of the month will be treated only after the 25th of the next month.

Hand-Punch Exemptions:

E1 graded Employees are exempted from the Hand-Punch system.

Extra Hours Worked

It is the aim of [Fakeeh.care](#) to create a work-life balanced lifestyle for the employees where in an ideal scenario the Employee should work nine hours only. However, business needs may compel the Company to ask Employees to work extra hours.

The extra hours worked can be redeemed in 2 ways:

- Overtime: cash redemption of extra worked hours.
- Timeback: time off redemption of extra worked hours.

Overtime / Timeback

Overtime / Timeback eligibility is mostly based on the functions that have direct interactions with Patients.

Overtime / Timeback is not meant to cover time employees spend to complete their jobs. Employees are required to use their time effectively to manage their work duties.

Organizational Unit Leader (OUL)

- Not eligible regardless of function, because of their responsibilities and scope.
- Exception only when required to work during Public Holidays and weekends. This requires a Departmental Director / Chairperson pre-approval.

Administrative Functions

- Not eligible.
- Except the following areas that have direct Patient Interactions:
 - Reception
 - Discharge
 - Insurance Approval
 - Call Centre
 - Security
 - Transportation Team
- Monthly Overtime / Timeback hours: cannot exceed 60 hours.

Other Functions (Medical, Clinical & Nursing)

- Eligible.
- Monthly overtime hours: Open.

Approval Management

- Overtime should correspond with attendance.
 - Someone who has worked less than 198 hours per month cannot apply for Overtime / Timeback.
- OUL and Departmental Director / Chairperson approval is required to process the Overtime / Timeback payment.
- OULs must seek Departmental Director / Chairperson pre-approval for Overtime / Timeback during Public Holidays.
- Payment will be processed between 1st to 15th of each month and covers 1st to 30th of the previous month.
- Backdated submissions will not be entertained.

Overtime Calculation methodology

Extra hours worked × 1.7 Basic Salary.

Time back Calculation methodology

- Extra hours worked × 1.
- Maximum hours are 90 hours and therefore no hours will be added over 90 hours.

Utilization Management

- Overtime is settled on a monthly basis.
- Time back can be:
 - Carried-over.
 - Joined with annual vacation.
 - Settled as cash with EOSB if the employment relationship is concluded and a balance remains.

Public Holidays

There are three public holidays in Saudi Arabia. The Company will announce the exact dates according to the official calendar.

| Holiday | Number of Calendar Days |
|-----------------------------|-------------------------|
| Eid Al Fitr | 4 |
| Eid Al Adha | 4 |
| Saudi National Day (23 Sep) | 1 |

- Public Holidays do not include:
 - Annual leave.
 - Weekends:
 - In the case of Eid. One day of the weekend (i.e. Friday) will not be counted toward the 4 days.
 - In the case of National Day. Will be compensated by another day if falling on any of the two weekend days.
 - Compassionate leaves.

Annual Leave Entitlement

- All Employees are entitled to 22 working days per calendar year
- Annual leave does not include:
 - Public holidays
 - Weekends / Days Off (i.e. 2 days)
 - Compassionate leaves
- Annual leaves are accrued on a calendar year basis from 1 January to 31 December.
- Employees joining during the year will have their leaves credited on a pro-rated basis to 31 December.
- Employees can avail their annual leave entitlement when they successfully complete their probation period with OUL pre-approval.
- In the event of Employee resignation or termination, vacation balance will be cashed and paid with the EOSB settlement.
- OULs are responsible for planning their employees' annual leave and all employees should avail their entitlement during the year without carry-over.
- OULs may reschedule the vacation due to business needs, provided the Employee is given a reasonable justification and notice. If a vacation request has already been submitted in Oracle, notification of the rescheduling or cancellation of vacation days must be forwarded to the HCM Division.
- Leave can be carried-over only up to two years (i.e. cannot exceed 44 Working Days).
- Any extra balance remaining will be automatically encashed.
- The encashment will be based on:
 - The Basic Salary
 - The Functional Allowance only
- Submission of backdated leave for the previous month can only be submitted up to the 15th of the following month.
- Early or late arrival from vacation should have approval from the OUL.

Sick Leave

Contrary to the misunderstanding of many, sick leave is actually not an entitlement. It is a leave that can only be taken when an Employee is genuinely sick and cannot perform his/her job duties.

- Sick leave must be either given by a [Fakeeh.care](#) Physician or by [Fakeeh.care](#) Staff Health Clinic
- Sick leave given by an outside Physician must be validated by [Fakeeh.care](#) Staff Clinic
- Sick leave due to cosmetic, elective and pre-pregnancy treatment (i.e. fertility treatment for Female employees) are not considered sick leave.
- Fake or fabricated sick leaves may lead to disciplinary action.
- Salary during sick leave is handled as per the Saudi Labor Law.

| Within a full year from the first sick leave, either continuous or discrete occurrence: | |
|---|-----------------|
| The first 30 days | Full wage |
| Following 60 days | 75% of the wage |
| <ul style="list-style-type: none">– Following 30 days– However, if sickness is due to pregnancy, then it is extended by an additional 60 days only | Without pay |

Maternity Leave

A working Female is entitled to Maternity leave as follows:

| | # of Calendar Days | Payment | Type | Restrictions |
|---------------------------------------|--------------------|---------|-------------|--|
| Maternity Leave | 70 | Full | Mandatory | Employee can ask for the Maternity leave to start maximum 28 calendar days before the expected delivery date |
| Extension | 30 | Unpaid | Optional | - |
| Infant Born with Special Needs | 30 | Paid | Situational | And can be extended for another 30 unpaid calendar days |
| Feeding Breaks | 1 hour per day | Paid | Mandatory | Within normal hours |

- Attending work in the first 6 weeks after delivery is not permissible, as it could have medical implications, unless medical report is provided.
- A special needs infant is defined as an ill delivered infant, who needs continuous assistance and accompaniment.
- Female employees can also utilize annual leave in conjunction with the maternity leave with OUL pre-approval.
- All medical conditions have to be supported by medical reports.

Academic Examination Leave

An Employee is granted a paid leave for undergoing academic exams at approved Institution by the Saudi Ministry of Education.

- Leave days are based on the actual examination days.
- Documentation (i.e. exams schedules, student course schedule and certificates) that supports the leave request must be submitted 2 weeks in advance of the required examination leave.
- Repeated exams for the same subject do not qualify for paid leave.
- PN: Training exams (i.e. TOEFL , IELTS, SCFHS, .. etc) are not qualified for this leave.

Hajj Leave

When performing Hajj, Muslim employees are granted 10 calendar days leave once only during their employment.

- It is applicable to those who have never performed Hajj during their service within [Fakeeh.care](#).
- This leave includes the announced Eid Al Adha Holiday and weekends. No extra days will be added.
- To be eligible for Hajj Leave, the Employee must have at least two full years of continuous service with the Company, prior to Hajj commencement, and with an official Hajj Permit obtained from Ministry of Interior.

Compassionate Leave

These are fully paid days-off for employees on joyous or solemn occasions, or in emergency circumstances:

| Occasion | Number of Calendar Days * |
|--------------------------------------|---------------------------|
| Marriage of an Employee | 5 |
| Paternity | 3 |
| Death of an Immediate Relative | 5 |
| Death of Husband, for Muslim Females | 130 (Eddah) |
| Death of Husband for Non-Muslims | 15 |

Note:

- The Employee is obliged to present proof of any of the above noted conditions immediately upon his/her return to work.
- Death of an Immediate relatives are defined as:
 - Spouse
 - Parents
 - Grandparents
 - Children
 - Grandchildren
 - Brothers
 - Sisters
- Accompanying a sick relative is not considered a compassionate leave. It should be taken from the annual leave balance, and if consumed, from unpaid leave.
- * Compassionate days can't be carried over. They must be taken within 5-days maximum from the date of event.

Compassionate Support

As a gesture of compassion for a solemn occasion, the Company will provide financial support to employees whose immediate relatives have passed away. The support will be:

- Roundtrip Economy Ticket for Employee only where eligibility is according to the below table.
- SAR 1,500 for grade S6 only.
- Paid single Exit and Re-entry visa for the Employee Only.
- Up to five working days from the leave balance and if the balance is consumed, five unpaid days can be applied for.
- Compassionate Support applies only to cases of bereavement for the following relatives:
 - Parents
 - Spouses
 - Children
- Supporting documents must be provided to process the claim.

Compassionate Support Ticket Eligibility Table

| MEDICAL | | CLINICAL | | NURSING | | Academic | | Support | | Executive | |
|---------|-----|----------|-----|---------|-----|----------|-----|---------|-----|-----------|-----|
| M1 | N/A | C1 | N/A | N1 | N/A | A1 | N/A | S1 | N/A | E1 | N/A |
| M2 | N/A | C2 | T | N2 | T | A2 | N/A | S2 | N/A | | |
| M3 | N/A | C3 | T | N3 | T | A3 | N/A | S3 | T | | |
| M4 | N/A | C4 | T | N4 | T | A4 | T | S4 | T | | |
| M5 | T | C5 | T | N5 | T | A5 | T | S5 | T | | |
| | | | | | | | | S6 | T | | |

Unpaid Leave

- Unpaid leave duration should be planned and approved by the Departmental Director / Chairperson and must be for exceptional circumstances and with the prior written approval of the OUL and HCM Operations Director.
- If unpaid leave exceeds 20 days per the contractual year, the contract, its benefits, salaries and allowances etc. will be suspended.
 - Fixed duration contract will be extended accordingly.
 - EOSB calculation will not include the unpaid period.
 - GOSI deduction will continue.
- Approval of unpaid leave is conditional to full consumption of the annual leave entitlement.
- During unpaid leave, pay is equal to zero as salary and all allowances will be deducted.
- FMC academic and staff unpaid leaves are subject to the Academic year requirements.
- Unpaid leaves for FMC only will result in deduction of Basic only. All other three components will continue.

The Remuneration Policy is applied consistently and communicated regularly, giving employees the confidence that it is fairly applied.

- It is in compliance with the Saudi Labor Law.
- There is no differentiation in its application between:
 - Males and Females.
 - The physically able and disabled.
- Surveys are conducted on a regular basis to validate market competitiveness.
- Remuneration elements are paid through bank transfers as mandated by the governmental Wage Protection System (WPS).

Compensation Structure

There are three distinctive elements of an Employee's remuneration package:

- Fixed Pay:
 - Basic Salary.
 - Housing Allowance.
 - Transportation Allowance.
 - The Functional Allowance.

Note: These elements form the “wage”. The wage is considered fully in all leaves except unpaid leave, and form the basis of EOSB calculation.

- Role Based Allowances:

See the section on Role Based Allowances for more details.

Note: These elements are triggered by the role performed not by the incumbent. They are not part of the wage.

They are deductible during:

- Public holidays.
 - All leaves.
 - And they do not form part of EOSB calculation.
- Other benefits:
 - Medical Insurance.
 - Life Insurance.
 - Expat annual ticket allowance.

Grading Structure

Fakeeh.care has six different grading structures that are built on the job categories.

| MEDICAL | CLINICAL | NURSING | Academic | Support | Executive |
|---------|----------|---------|----------|---------|-----------|
| M1 | C1 | N1 | A1 | S1 | E1 |
| M2 | C2 | N2 | A2 | S2 | |
| M3 | C3 | N3 | A3 | S3 | |
| M4 | C4 | N4 | A4 | S4 | |
| M5 | C5 | N5 | A5 | S5 | |
| | | | | S6 | |

Actual Wage

The wage refers to the 4 main components of the monthly guaranteed cash.

- Basic Salary
- Accommodation / Housing Allowance
- Transportation Allowance
- Functional Allowance

This wage is:

- Not deductible during any type of leaves.
- Forms the EOSB base calculation.

Basic Salary

- The Employee's grade determines his/her salary.
- The Company adopts a salary approach that reflects the latest market trends where it delinks the Basic Salary from other allowances.
- Basic salaries are reviewed in the month of April every year to reflect the employment market trends for eligible employees.
- Employees who joined between September of the previous year and March will have their salary reviewed in the following year cycle.

Housing Allowance / Provided Accommodation

The Housing Allowance is intended to contribute to the Employee's housing costs and is not meant to cover the total housing cost. Additionally, [Fakeeh.care](#) has its own operated accommodation facilities.

The grade and Employee's situation dictates the eligibility in either of them.

- Eligibility (Accommodation type) is determined by grade.
- Saudi Nationals, regardless of grade, will received housing allowance.
- Expatriates under the probation period who are eligible for Housing Allowance as per the grade:
 - will be hosted by the company for 3 months, if they are hired from outside Jeddah.
 - will be paid the monthly Housing Allowance if they are hired within Jeddah.
- If requested, an advance on the housing allowance can be provided only when the Employee has successfully completed the probation period:
 - Housing can be optionally advanced on a six-month basis. To apply for this, you should be under [Fakeeh.care](#) sponsorship with valid Iqama.
 - If the Employee leaves the Company, regardless of the reason, the balance of the advanced housing will be recovered.
- Married couples:
 - No deduction is taken from those who meet while working at [Fakeeh.care](#) and marry.
 - Other married couples, recruited locally or internationally, receive:
 - One housing allowance (the highest).
 - Two transportation allowances, one for each Employee, based on their grades.
- Grades 1 - 8 Expat employees are provided accommodation. However, the amounts listed in the table below are optionally offered in lieu of the provided housing, in one of the following cases:
 - Female employees living with family (husband, father, mother, brother etc.) with a valid Iqama.
 - Male employees, if recruited locally and already living with family in own accommodation.

| MEDICAL | | CLINICAL | | NURSING | | Academic | | Support | | Executive | |
|---------|--------|----------|--------|---------|--------|----------|-------|---------|--------|-----------|-----|
| M1 | N/A | C1 | N/A | N1 | N/A | A1 | N/A | S1 | N/A | E1 | N/A |
| M2 | N/A | C2 | 15,000 | N2 | 15,000 | A2 | N/A | S2 | N/A | | |
| M3 | N/A | C3 | 7,500 | N3 | 7,500 | A3 | N/A | S3 | 15,000 | | |
| M4 | N/A | C4 | 7,500 | N4 | 7,500 | A4 | 7,500 | S4 | 7,500 | | |
| M5 | 15,000 | C5 | 7,500 | N5 | 7,500 | A5 | 7,500 | S5 | 7,500 | | |
| | | | | | | | | S6 | 7,500 | | |

| |
|--|
| Transportation Allowance / Provided Transport |
|--|

- This Allowance is provided to support employees in commuting from their residence to their work location and back.
- Transportation Allowance is a fixed amount based on the Employee's grade.
- Saudi Nationals, regardless of grade, will received transportation allowance.
- This policy does not cover employees who have Company provided transportation (i.e. living in our provided accommodation).

The Functional Allowance

- The Functional Allowance is aligned to each of the six grading structures and reflects the Employee's Functional duties.
 - Medical Allowance.
 - Clinical Allowance.
 - Nursing Allowance.
 - Academic Allowance.
 - Support Allowance.
 - Executive Allowance.

- The Functional Allowance is a fixed amount for each grade in each structure. It also forms part of the actual wage.

Note: The Functional Allowance is linked to the job category not to the educational background nor to the previous work experience.

Role Based Allowances

These elements are triggered by the role performed not by the incumbent. They are paid to compensate the incumbent of a certain role for performing a “difficult or unique” role.

It is important to note that the allowance will be discontinued when the incumbent changes jobs.

The Role Based Allowance is:

- Deductible during leaves.
- Doesn't form part of the EOSB calculation.
- Will discontinued when the incumbent changes jobs.

| Allowance | New Amount | Eligible Grade | Division | Allowance Description |
|---------------------------|------------|----------------|--------------------|---|
| Chairperson | 5,000 | M1 | Medical / Clinical | Department Directors in Medical and Clinical Division |
| Program Director | 2,000 | M1 | Medical | Consultants that lead programs in certain specialty |
| RRT Adult ICU | 1,350 | M3 / M4 | Medical | Physician work in Adult ICU that are required to respond rapidly to any emergency call |
| RRT Pediatric ICU | 700 | M3 / M4 | Medical | Physician work Pediatric ICU that are required to respond rapidly to any emergency call |
| ER | 2,000 | M2 / M4 / M5 | Medical | Residents & GP's work only in ER |
| Physicians Critical Areas | 2,000 | M2 / M3 / M4 | Medical | Physicians work in ICU, CCU & Cardiology, Anesthesia, NICU, PICU & OBGYNE Departments |
| Charge Pharmacy | 1,000 | C3 | Clinical | Charge Pharmacist |

| Allowance | New Amount | Eligible Grade | Division | Allowance Description |
|----------------------------------|------------|----------------|------------|--|
| Nursing Critical Areas | 500 | N4 | Nursing | Registered Nurse working in critical areas in Nursing Division |
| FCMS Graduates | 500 | N4 | Nursing | Only FCMS graduates working in Nursing Division |
| FCMS Head of Department | 2,000 | A3 | College | Charge Units in FCMS |
| FCMS Directors / Vice Deans | 5,000 | A3 | College | <ul style="list-style-type: none"> – Director of Admin / Finance – Director of Postgraduate Studies & Science Research |
| VDCA (DSFH) | 10,000 | M1 | College | Lecturer Allowance |
| Psychiatry Unit Department (BHU) | 500 | S5 | Operations | Security Officer assigned to BHU |
| Infection | 300 | S4 | Operations | Receptionist & Admin staff working in ER |
| Non-Practice Physician | 1,500 | S3 | Finance | Physician that working in job where they don't practice medicine |

Expat Ticket Allowance

- Expat ticket allowance eligibility and class is defined in the employment contract.
- Expat ticket allowance payment will be as follows:
 - 2019 onwards: Full payment in February.
 - New joiners: pro-rated effective hire date
- In case of family coverage, ticket allowance covers eligible employees and dependent family members: one spouse and maximum of two children up to 18 years of age.
- For the purpose of establishing the country of origin, the Company recognizes the nationality specified in the work permit of the Employee, regardless of number of nationalities the Employee may have.
 - Dependent children must reside in Saudi Arabia under Employee's sponsorship.
 - Dependants will follow the rate of the Employee (i.e. the sponsor regardless of their actual nationality).
 - The nationality stated in the original employment contract will remain unchanged, even for those who have multiple nationalities.
 - Newborns will have their Expat Ticket Allowance pro-rated effective from the birth date.
 - Age calculation is based on IATA definition of age:
 - Infant: less than 2 years, 25% of the adult fare.
 - Child: above 2 and less than 12 years old, 75% of the adult fare.
 - Adult: above 12 years old, full adult fare.
- Wafed will be treated as follows:
 - No ticket provided by the company

KAUST / KAEC Treatment

In principle, employees working in our facilities in KAUST and KAEC will be treated according to the approved Remuneration structure. However, considering the location of KAUST and KEAC and the hardship that comes with the inconvenience, we have designed the following:

- **Working in KAUST / KAEC.** This allowance addresses the need of our employees who work in KAUST / KAEC. It covers those commute to KAUST / KAEC and those who live there.

| Category | Amount |
|--------------------|------------------------|
| Admin / Support | 1,000 |
| Clinical / Nursing | 1,500 |
| Consultant | 4,000 / 6,000 / 12,000 |

- **Temporary Visits:** This visit fee addresses the need of our employees who live and work in Jeddah and do not have permanent jobs in KAUST / KAEC but travel there to address business needs.
- Temporary visits Amount is subject to the latest version of policy number HCM-APP-009 and HCM-APP-010

Application Conditions:

- During the off scheduled working hours of the visiting Employee is entitled to: Full amount.
- During the scheduled working hours of the visiting Employee is entitled to: The assigned amount minus the day-salary.

Company Car / Using Own Car to Conduct Business

This policy applies to employees that have field based jobs and require the incumbent to be physically outside the office, such that the Employee needs a car to perform the job effectively.

This is provided either by giving the incumbent a Company Car or an allowance for using his car.

Company Car

- This is for roles that require handling of equipment, tools, machines etc.
- Applicable roles are:
 - Maintenance
 - Procurement
- Incumbents of the above roles will not be eligible for Transportation Allowance, as transportation is being provided.
- Employees must hold a valid driving license.
- The Employee is fully responsible for arranging and following up on the service, maintenance and preservation of the Company Car.
- Payment of any traffic fines, tickets, etc. are the responsibility of the Employee.
- The Company Car must only be driven by the Employee.
- The Company Car is provided for business purposes and reasonable personal usage only.

Using Own Car

- This is for roles that do not require handling of equipment, tools, machines etc.
- The allowance is provided in lieu of the Company Car.
- Applicable roles are:
 - Government Relations
 - Collection
 - Sales
- Incumbents of the above roles are eligible for Transportation Allowance, as it is not being provided.

| Support Type | Transportation Allowance | Fuel Allowance | Company Car Allowance |
|---------------|--------------------------|----------------|-----------------------|
| Provided Car | Not eligible | 200 | Not eligible |
| Using Own Car | Eligible | 200 | 1,000 |

Note: If an Employee transfers to a role where the policy is not applicable, he will be shifted automatically to a monthly Transportation Allowance.

Olympia Membership

Olympia Sport Arena centers for Males and Females are high end health and fitness facilities delivering a wide range of sports activities and wellness programs to meet the need of sports enthusiasts. Although these facilities are meant for our Patients and Clients, we are offering an exclusive 50% discount to all [Fakeeh.care](#) Employees.

Employee membership guidelines:

- The membership is for the Employee only. It cannot be transferred or used by anyone else.
- The membership fee is paid directly to Olympia in full. Partial payment and payroll instalments are not acceptable.
- The terms and conditions of Olympia will apply to [Fakeeh.care](#) employees.
- It is expected that [Fakeeh.care](#) employees demonstrate the highest level of behaviour and professionalism as they will be using the same facilities with our Patients and Clients.

Note: Due to space limitations, priority will be given to our Patients and Clients.

Company Supported Mobile

This support is not an entitlement. It is provided by the company to ensure that required Employees are connected and reachable when needed.

There are three kinds of support:

| Category | Description | Support Method |
|--------------------------|--|--|
| Within the Business Unit | Employees, regardless of level, because of their roles need to be reachable when dictated by the role and business need. | <ul style="list-style-type: none">- SIM- Nokia device |
| Executives | The role requires the Executive Employee to be accessible 24/7 or on stand-by to address internal or external stakeholders' needs. | <ul style="list-style-type: none">- 200 SR / Monthly- No device |
| Outside Office | <ul style="list-style-type: none">▪ Employees whose job nature is mostly in the field and not in the office.▪ The Employee does not have a company provided mobile. | <ul style="list-style-type: none">- 150 SR / Monthly- No device |

Note: If an Employee transfers to a role where the policy is not applicable, the Mobile Support will stop.

Medical Insurance

The Company will provide medical coverage to all employees. However, for dependents, the coverage is as follows:

- Saudi employees
 - Eligible for wife and two children.
 - Spouses.
 - Sons under the age of 25.
 - Unmarried daughters.
 - Provided that the aforementioned are not insured by another company.
- Expat employees
 - Based on grade entitlement and number of children eligibility
 - Dependents (spouses and children), with the exception of Expatriates' dependents who are registered under another Company's sponsorship in accordance with CCHI regulations.
 - Dependents must have a valid residence permit (Iqama) and be under the Employee's sponsorship.
 - Sons under the age of 25.
 - Unmarried daughters.
 - Wafed will be treated as an Expat Employee.
 - Provided that the aforementioned are not insured by another company.
- The guidelines of the Medical Insurance Scheme are detailed in the Membership Kit of the Insurance Company.
- The Company will not reimburse any medical expenses not covered under the Medical Policy.
- Management of Dependents (i.e. spouse and children) for those who are not eligible:
 - remains the responsibility of the Employee.
 - Payment can be in full or through payroll installments.

Medical Services Discounted Rates

For services and treatments that are not covered by the Medical Insurance Policy, we are offering discounted rates as follows:

- [Fakeeh.care](#) employees can benefit from a 25% discount.
- The discount eligibility is for [Fakeeh.care](#) employees and their dependents.
 - Spouse (if sponsored by the Female Employee)
 - Children
 - Parents
- Does not include:
 - Medication
 - Medical supplies
 - Blood
 - Blood products

Life & Disability Insurance

All employees are covered under the Group Life and Disability Insurance Policy which provides compensation in the event of death / disability while the Employee is under active employment, irrespective of whether this occurs on or off duty, anywhere in the world.

- **Death Due to Any Cause**

- This means death due to any reason other than due to a cause excluded in the policy.
- Amount paid is 24 monthly basic salaries.

- **Accidental Death Benefit**

In this case, the benefit is paid in addition to the previous benefit and will be at 100%.

- **Permanent Total Disability**

- This means permanent total and absolute disablement caused by an accident or sickness occurring during the period of coverage under the policy. Such permanent total and absolute disablement is covered if it occurs within ninety (90) days from the date of accident/sickness, and from which the beneficiary in all probability will never recover and which entirely prevents the Insured person from ever again following "Any Occupation". It is to be understood that the disablement should be 100% and beyond hope of improvement. In order for this benefit to become payable, the beneficiary must have been in this condition for at least twelve (12) months unless in the opinion of the Company the supporting evidence provides a clear and unequivocal confirmation of the disability, such that the minimum period of twelve (12) months may be waived.
- Amount to be paid is 100% as in the case of Death Due to Any Cause.

- **Permanent Partial Disability**

PPD (due to sickness/accident): This is where the beneficiary has become partially disabled on a permanent basis due to accident and/or sickness (as specifically stated in the policy schedule) before reaching termination age and following six (6) months of continuous coverage under this Policy. A lump sum disability payment will be made to the beneficiary in accordance with the Continental Scale attached, subject to the policy exclusions.

- **Temporary Total Disability**

TTD (due to sickness/accident): In the event of a member being totally unable to follow his normal occupation as a result of being continuously and totally disabled by reason of accident/sickness, the company shall pay a

benefit of 100% of the weekly pre-disability earnings of the member for as long as such disability continues. This is made retrospectively in respect of this period.

- **Repatriation of mortal remains**

Up to SAR 15,000 per member.

- **Passive War and Terrorism Risk (PWR):**

- The policy will cover Death or Permanent (100%) total disability due to but without the assured being in any way involved in or participating in war, invasion, act of foreign aggression, hostilities or warlike operations, civil war, terrorism, mutiny, civil commotion, military rising, insurrection, rebellion, military or usurped power or with any acts of any person acting on behalf of or in connection with any organization actively directed towards the overthrow by force of any Government or to the influencing of it by terrorism or violence.
- Passive War Risk (PWR) cover is always excluded in any country outside Saudi Arabia where war or warlike operation takes place and where the insured remains for more than 28 days following the outbreak. It is also understood that the sum insured will not be payable if the insured actively participates in any of the above-mentioned events and if the insured is traveling to a country after war has been declared in that country or after it has been recognized as a war zone or where there is war like operations.

Malpractice Insurance

As mandated by the regulation of SCFHS, all Physicians are required to have malpractice insurance coverage.

- Malpractice insurance cover is a prerequisite of the classification of SCFHS during issuance and renewal.
- Physicians have the option of enrolling with a [Fakeeh.care](#) contracted Insurance company or may select their own.
- Management responsibility in terms of enrollment, renewal, and any claims settlements arising out of a case is as follows:
 - If the Physician Insurance is arranged through [Fakeeh.care](#) contract, HCM will be responsible.
 - If the Physician Insurance is arranged by him/herself, then he/she will be responsible.
- Malpractice insurance liability is based on medical specialty.
- Physicians are accountable for settling claims in excess of liability cover in the event that a MoH/Court verdict rules in favor of the plaintiff.
- The cost of malpractice insurance will be deducted from the Physician's salary once the insurance is issued.
- If the malpractice insurance does not cover a claim that arises out of a case, the claim will be deducted from the Physician's salary.
- Legal Affairs and a MoH Liaison Manager will handle case management between MoH, the Physician and the Insurance company.

General Organization for Social Insurance (GOSI)

The General Organization for Social Insurance (GOSI) is a semi-government entity. It works similarly to a Pension Fund. GOSI covers 3 parts:

- Occupational Hazards
 - Covers both Saudi and Expat employees.
 - 2% calculated on the Basic Salary and Housing allowance.
 - Contributed by the Company only.
- Annuities
 - Covers Saudi Employees only
 - 18% calculated on the Basic Salary and Housing allowance
 - 9% contributed by the Saudi Employee.
 - 9% Contributed by the Company.
- Unemployment Insurance (SANED)
 - Covers Saudi Employees only
 - 2% calculated on the Basic Salary and Housing allowance
 - 1% contributed by the Saudi Employee.
 - 1% Contributed by the Company.
- The contribution percentage is capped at SR 4,500 per month
- Any changes to Basic Salary or Housing that take place during a year will only be reflected in January payroll of the next calendar year.
- Joiners at any date of the month will be subject to GOSI, whereas leavers at any date of the month are exempted.

Expat Levy

As of 2017, the Government has introduced new fees related to Expat Employees and their dependents. There are 2 types:

Expat Employees Levy:

- Linked to the Employee not the dependents.
- Shouldered by the Company.

| Effective Date | When Expats outnumber Saudi's In a Company |
|----------------------|--|
| January 2018 | SR 400 per month |
| January 2019 | SR 600 per month |
| January 2020 onwards | SR 800 per month |

Expat Employee's Dependents Levy:

Shouldered by the Employee regardless of grade. Payment can be in full or through payroll installments.

Fee details and their effective dates:

| Effective Date | Dependents Levy |
|-------------------|------------------|
| July 2017 | SR 100 per month |
| July 2018 | SR 200 per month |
| July 2019 | SR 300 per month |
| July 2020 onwards | SR 400 per month |

| |
|---------------------|
| Pay Advances |
|---------------------|

Other than the Housing Allowance paid in advance up to a maximum of six-months, for those who are eligible for housing allowance, the Company does not entertain any other salary or benefits advances.

The company has secured very preferential rates with multiple banks that suit the needs of our colleagues.

Job Descriptions

A job description depicts the primary accountabilities of a position and the required specification of the ideal role incumbent. A job description of each role is also an accreditation requirement.

A job description plays an integral part in:

- Recruitment. It matches the candidates with the job requirements.
- Performance Management. It informs the Employee and his/her OUL of the core accountabilities that are expected to be performed.
- Applications. It informs a job applicant of the reporting lines, direct reports, the role requirements and expectations.
- It is the responsibility of HCM and OUL to ensure that job descriptions of direct reports are developed, signed, and updated with the Human Capital Management Department for review.

Job Evaluation

All roles at different grades are a result of the job evaluation process that is undertaken based on a scientific methodology.

- Job Evaluation is applied for one of the following reasons:
 - New roles that could emerge due to expansion, new business plans, mergers etc.
 - Existing evaluated roles that could have changed due to internal re-structuring with major changes to the scope of the job.
- The following is the process applicable for new job evaluation or a re-evaluation of an existing role:
 - At the beginning of the year the organization structure is finalized.
 - The structure clarifies the roles that are new or might have significantly changed.
 - Roles that need evaluation are required to be completed within the 1st quarter of the year and must be approved by the HCM - Executive Director prior to the initiation of the evaluation.
 - Roles that need re-evaluation must be approved by HCM - Executive Director prior to the amendment of the evaluation. The Departmental Director / Chairperson should obtain the approval.
 - The Job Evaluation team will then conduct a detailed interview with the OUL to map the role and identify accountabilities.
 - Once the evaluation is concluded, the outcome is shared with the HCM - Executive Director for further validation, then communicated to the Departmental Director / Chairperson.
 - In the event of structural changes during the year due to business requirements, evaluations will be conducted whenever applicable within two months of the structure being approved.

Transfers

Transfers are defined as internal mobility within the same grade. These transfers can be within the same Department or between two different Departments, subject to the availability of an approved vacancy in the Departmental Org Chart.

- Employees with a performance rating of Good or above in the last performance cycle are eligible to apply for such career development opportunities.
- Employees must meet the minimum requirements of the desired position.
- The Employee must not have received any disciplinary action in the last year.
- The following process is applied:
 - The transferred Employee initiates the request in Oracle self-services system.
 - Transfer will go through the approval workflow.
 - The effective date of transfer must be agreed between the current OUL of the transferred Employee and the Future OUL.

Note:

- There are no salary changes due to transfer because the transfer is within the same grade.
- Role based allowances are subject to changes based on the requirements of the old and new roles.

The Mobility program aims at creating internal opportunities to retain our top talent. It helps leverage expertise and experience across the group.

Local Mobility: An Employee who is transferred between different Business Units within Fakeeh.care in the same country. This is needed when the entities are on a different Commercial Registration (CR).

International Mobility: An Employee who is transferred within Fakeeh.care but between different countries.

- EOSB will be fully accrued between the current Business Unit and the new one where the original hire date remains unchanged (i.e. years of service will be accumulated).
- Whenever the Employee leaves from the new company, EOSB will be settled by the new company based on the original hire date.
- EOSB treatment will be according to the governing Labor Law in each country and according to prevailing calculation basis.
- Our top talent should not be at a financial disadvantage in terms of EOSB calculation when they are requested to move location. However, the new job salary, benefits and role allowances, if any, will apply.

Application Conditions:

In the case that the working relationship has ended, the following will apply:

- Reason of separation will be considered to calculate the EOSB (i.e. dismissal is treated differently to end of contract etc.).
- Labor Law terms of the last country worked in will be taken into consideration.

Visa Management:

Employees who are transferred under this program will have to cancel their work permit in the country they are in. A three-month grace period is provided.

Promotions

Promotion is defined as a change to a higher grade. This can be within the same Department or between two different Departments, subject to the availability of an approved vacancy in the Departmental Org Chart.

- Employees with a performance rating of Good or above in the last performance cycle are eligible for such promotions.
- The following process is applied:
 - The OUL will initiate the request.
 - Promotion will go through an approval workflow as defined in the system.
 - The effective date of promotion must be agreed between the current OUL of the promoted Employee and the Future OUL, if the Employee is moving to a different department.
 - All promotions need to be approved by the Departmental Director / Chairperson and the HCM – Executive Director.

Salary Applicable Changes:

- Basic Salary, Housing and Transportation increases will follow the Compensation structure of the new grade.
- Promoted employees are entitled for a promotion increase based on their Position Range with the salary range as follows:
 - To the grade minimum capped at 20%.
 - 5% if the Basic Salary is above the grade minimum.

Educational Achievements Rewards

We designed this policy to reward Employees for achieving higher educational degrees that can impact their work performance positively. However, there are conditions to this reward:

- The qualification has to be a Bachelor's or Master's degree.
- For Medical / Clinical / Nursing categories, the degree has to be obtained from an accredited University and authenticated by SCFHS.
- For other functions, the degree must be obtained from accredited Universities authenticated by the Ministry of Education.
- The Departmental Director / Chairperson has to confirm viability of the degree obtained to work performance.
- The award will be added to the Employee's Monthly Basic Salary after he/she has authenticated the degree.

| Degree | Expatriates | Saudis |
|------------|-------------|--------|
| Bachelor's | 700 | 1,000 |
| Master's | 1,000 | 1,500 |

FCMS Nursing Graduates:

Nurses who have graduated from FCMS will receive SAR 500 per month as FCMS Nursing Graduate Allowance as soon as they obtain SCFHS and sign a fulltime employment contract. This allowance does not form part of the EOSB.

Parking

Gated parking spaces are exclusive for:

- Consultants (Permanent, Part-time, and Affiliate).
- Directors.
- Chiefs.
- Executives.
- Parking access benefit is not transferable.
- Parking cannot be used to store cars during leaves.
- Lost or damaged parking access cards will be replaced for a SAR 100 fee.

Business Travel Principles

The Travel Policy in general aims to provide convenient, safe and economical means of transport. The policy is applied with the belief that all employees will be as thoughtful and cost-conscious in determining travel plans as they would be if paying from their own pockets.

Business Travel Class

Travel Class:

Employees who travel on Company business are eligible to travel in the following classes:

| Level | Domestic and International |
|------------------------------------|----------------------------|
| Executives (E1) + Consultants (M1) | Business Class |
| Other Grades | Economy Class |

Business trips must be arranged with the Company's travel agencies.

Accompanying Employees:

- An Employee may be upgraded to business class while travelling with an Executive on the same flight as long as they are traveling for the same purpose.
- Two or more employees travelling with an Executive on the same flight will still fly economy.

Business Trips:

For those travelling for business needs, the company will facilitate and sponsor the following:

- Visit visa (e.g. e-visa, visa on arrival) fee.
- Exit/Re-entry visas for Business Trips.
- Employees are responsible for their visa validity / renewal.

Extending Business Trips for Personal Reasons:

The Company will not govern Employees who extend their business trips for personal reasons.

If an Employee extends his/her business trips to accommodate personal plans the following guidelines must be applied:

- Any additional costs incurred due to personal reasons will be handled by the Employee (e.g. additional ticket cost due to route change/flight dates, staying some additional nights etc.).
- If the Employee is staying on for personal reasons, the period spent for personal reasons will be deducted from the leave balance, the business trip will end with the end of the business event (e.g. training, meeting). Any additional costs incurred after that will be handled by the Employee.

Business Trip Per Diem

Per Diem pay eliminates the need for employees to create expense claims documenting the amount spent while traveling for business or training. Employees do not have to return any of the per diem if they have not used all of it for travel expenses.

| Level | Duration | | |
|--------------|----------|-------------|----------------|
| | Day trip | 1- 9 days | Following Days |
| Executives | 500 | 1,650 / day | 1,100 / day |
| Directors | | 1,350 / day | 900 / day |
| Other Levels | | 1,000 / day | 750 / day |

- Per Diem if accommodation and transportation are provided in or own compound, then per diem will be as follow:

| Level | Accommodation and/or transportation provided |
|--------------|--|
| Executives | 400 / Day |
| Directors | 350 / Day |
| Other Levels | 300 / Day |

Note:

- Apart from the flight ticket, the above per diem covers all business trip related expenses
- Travelling during morning times or evenings will not change the Per Diem amount, and neither will arriving in the morning or evening of the next day.

Guest / Visitors Business Entertainment

Guests are defined as visiting Business Consultants / Board Members / Clients. While it is recognized that the cost of entertainment varies depending upon the venue and the nature of the function, there is still an obligation on the Employee to ensure that expenditures are not excessive and are justifiable and proportionate to the business context in addition to the number of participants. Business meals will be reimbursed if receipts are provided.

- The expense report should include the names of all attendees and their affiliations to the business purpose.
- Unusual food, drinks, smokes etc. to the customary of our tradition is not reimbursable.
- The most senior person of [Fakeeh.care's](#) delegate should settle the cost of this entertainment and claim the expenses accordingly.

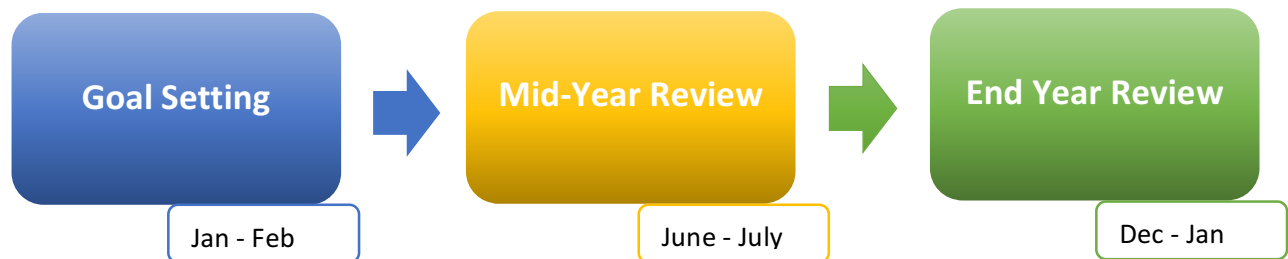
Performance Management

Performance Management aims at systematically and consistently linking organizational goals, whether annual or strategic, to all employees in the organization.

It facilitates the differentiation of performance, rewards, identification of talent and succession planning for the organization. It creates fairness and consistency.

This process involves all full time Employees across the organization who have completed more than 3 months from their hiring date.

The Performance Management cycle within a calendar year in a systematic manner that is integrated with other organizational activities.



Setting Goals

- Goal Setting is the first step in the Performance Management Cycle and aims to provide Employees with goals for how they can support the overall organizational targets and perform their tasks.
- Goals are mandatory for all employees and will be the base for the end of year evaluation.
- The individual goals must be derived from the business strategy for the coming fiscal year and should reflect how each Employee is expected to contribute to the overall business goals.
- Goals should be differentiated from the job description and must be designed with high quality in mind because they impact the evaluation.
- Goals are limited to 4 – 6 goals to ensure that Employees can focus on impactful objectives.
- The Goal Setting process should be a dialogue between Employee and his/her OUL. The OULs should explain to the employees the importance of the goals and the expectations and their impact.
- Goals have to be finalized by March 31. Existing targets cannot be modified within the Fiscal year except in the case of:
 - change in business strategy
 - change in job responsibilities
 - structural / personnel changes

Mid-Year Review

The Mid-Year review phase aims to monitor the employee's performance over the year and to review the progress in goal achievement.

The continuous monitoring of the employee's progress by the OUL aims to evaluate where every employee stands as to the target achievement within the year, and to implement corrective actions if needed as well as align the perspective of both OUL and employee regarding the degree of fulfillment of goals, in order to avoid misunderstandings during the evaluation. This process must be documented once in the year at least (June-July).

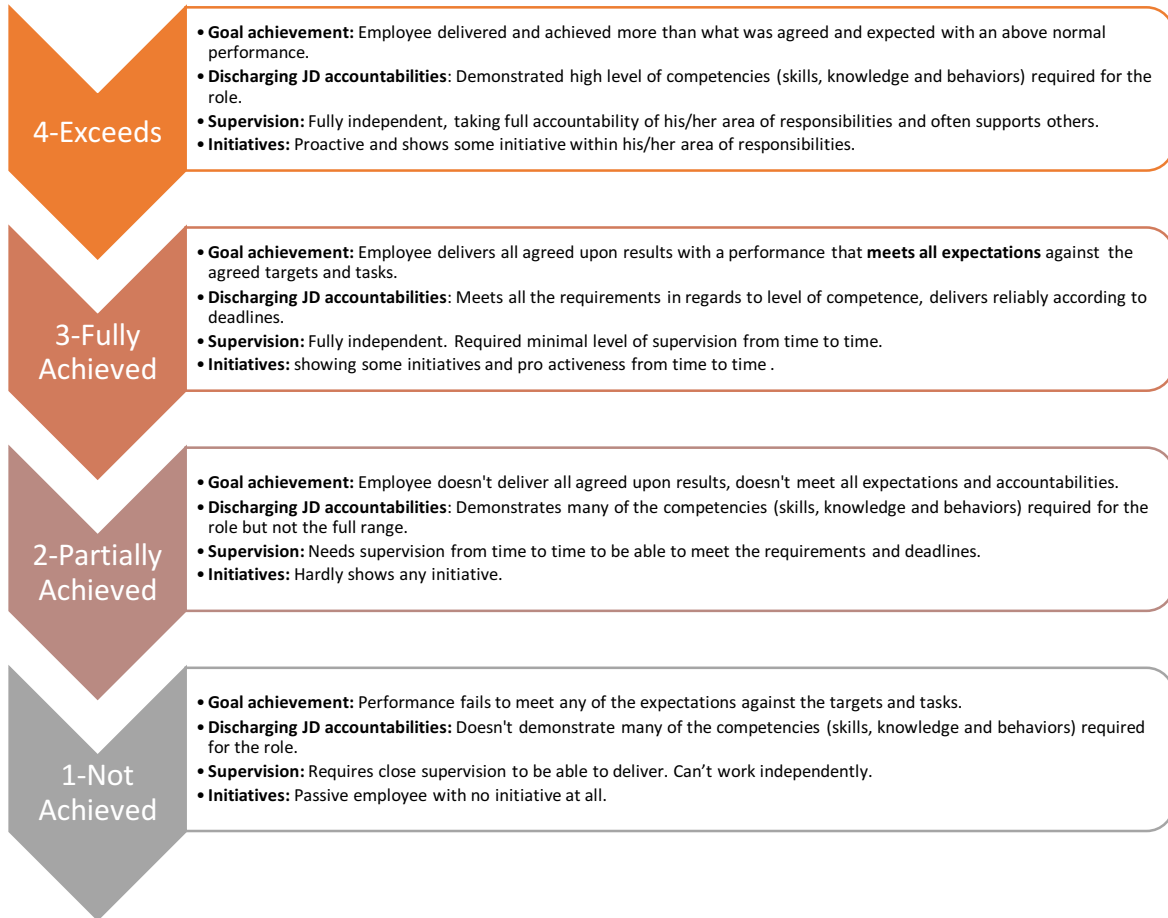
- No Rating required
- Progress updates to avoid end of year surprises
- Encourages dialogue between OUL and Employees
- Review of the agreed actions and development activities from the last annual appraisal
- Any observed decline in performance must be discussed and documented
- All updates should be documented by the OUL in the system

Year End Appraisal & Calibration Exercise

- During the Appraisal the OUL should conduct a fair and objective assessment of an Employee's performance.
- Performance reviews throughout the year and the Employee's perspective on his/her goals achievement are the main input for appraisal. This information will also be used as a basis for the Calibration discussion at a later stage.
- The OUL has to gather information on the Employees' results and achievement of assigned goals.
- Performance appraisal considers both the degree of achieved results (the "What") and capabilities shown through the Employee's actions and behaviors (the "How").
- The Calibration Session helps to objectively calibrate Employees (Peer Validation), based on their Performance and Potential appraisal. It also serves as a platform to identify talents. Aims of the calibration sessions are :
 - Harmonized application of appraisal criteria
 - A more objective performance appraisal to achieve a higher quality of calibrated results
 - Ensure healthy distribution of Total Results Rating
 - Verification of the final Results through peer comparison
 - Restore Line Management ownership of their employees' rating
- Output of the Calibration Session is input for the Feedback Dialog with the evaluated Employee.
- Participants of the Calibration Session Discussion are the Employees' OULs and their Manager +1, and the Human Capital Management as consultant and facilitator.
- Each Calibration Session result needs to be approved by Manager +1 in order to complete and finalize the process.
- The outcomes of the Calibration Session cannot be changed after the process is completed

Performance Appraisal Scale and Definitions

The following are the 4-point scale performance rating and the definition of each point in the scale.



Performance Recovery Plans

The Performance Recovery plan is a chance for the employee who failed to meet the minimum requirements of his/her goal achievements to recover and make up through a structured plan.

- Applicable to the staff with a rating of 1 (not achieved) where the employee and the OUL should discuss and agree on a development action plan to uplift the employee's performance and recovery for the last year's shortage.
- A structured plan should be defined as per the "Performance Recovery Plan template" from HCM - Organization Development Department.
- The plan should be signed, documented and tracked every 3 months until the following end of year annual appraisal.
- If the employee still cannot recover, disciplinary measures should be taken by HCM.

Appraisal Grievance Process

- In case of disagreement of the employee with the final results of the Annual Performance Appraisal, Complaints or Grievances of employees should follow the following steps:

First Step:

- The Employee should speak to his/her OUL during the feedback dialog.
- If an Employee and his/her OUL cannot reach a point of agreement, then the Second Step is applicable.

Second Step:

- The Employee should escalate to the Manager +1, or a member of the HCM Operations Department who is accountable for Employee relations.
- The HCM Operations Department must resolve the issue within three working days.

Note:

- If all the above steps are unsuccessful in solving the case, the Employee may escalate his/her issue to the grievance committee.

Training & Development

- The development of employees is the responsibility of the OUL, contrary to the misperception that HCM should develop and train people.
- Individual training needs are identified by each employee's OUL. The needs should be reflected on an annual basis taking into account the overall performance of the employee and his/her potential.
- The OUL should focus on needs that improve skills and competencies not attendee or behavioral issue. The later can be changed by one to one coaching.

Medical / Clinical Scientific Training

Scientific training is mainly meant for Physicians who are attending medical conferences to enhance skills, knowledge or experience. For this purpose, the leave is paid.

- Consultant: 7 calendar days per year which can be taken into 2-parts maximum and cannot be carried over to the following year.
- Senior Specialist: 7 calendar days per year which cannot be taken into parts and cannot be carried over to the following year.
- Specialist: 7 calendar days every 2-years which cannot be taken into parts and cannot be carried over to the following years.

Notice Period

The notice period is applied in all kinds of employment agreements except in the cases of termination according to Article 80 and Article 81 of the Saudi Labor Law.

- Notice period is 60 calendar days.
- Notice period should be respected by both parties according to the below classification:
- Failing to fulfil the notice period mentioned above, the party who ended the contract should pay the remaining days of this period to the other party.
- The Chief or Executive Director can approve to wave up to 15 days from employee notice period. President approval is required if it's exceeds that.

End of Service Benefits (EOSB) Calculation

- Upon the end of the work relationship, the company shall pay the Employee an end-of-service award of a half-month wage for each of the first five years and a one-month base wage from the sixth year of service onward.
- Wage is defined as Basic salary, Housing allowance, Transportation allowance and the Functional Allowance only.
- For those who receive provided accommodation and transportation, and those who receive housing in lieu, the EOSB will take into account the grade's Housing allowance in the calculation.
- If the work relation ends due to the Employee's resignation, the resignee shall be entitled to:
 - No benefits if the service duration is less than two years in accordance with Article 85 of the Labor Law.
 - One third of the award after a service of not less than two consecutive years and not more than five years.
 - Two thirds if his service is in excess of five successive years but less than ten years.
 - Full award if the service is for ten years or more.
- If the work relation ends due to the Employee's termination according to dismissal cases in Article 80 of the Labor Law, he/she is not entitled to end-of-service award.
- If the Employee or the employer decides not to renew a fixed term employment contract upon the expiration date, the employee will be entitled to full end of service.
- Indefinite employment contracts (applicable to Saudis only) are always subject to resignation cause calculation.

Indemnity

Indemnity is defined as a sum of money paid as compensation against certain and specific employment conclusions. Indemnity applies to both parties as follows:

- Paid by the company to the Employee:
 - One-month wage

- Paid by Expats to the company (only in the first year):
 - Executive / Consultant Levels: SR 10,000
 - Other Levels: SR 5,000

End of Employment Relationship

The employment relationship may be concluded based on one of the following causes:

- Mutual agreement
- Expiry of the contract duration
- Closing the company's activities
- Decision by government authorities
- Resignation
- Retirement
- Dismissal
- Death
- Sickness
- Full disability
- Company liquidation
- Redundancy
- Company's discretion

End of Employment Relationship – Mutual Agreement

In some cases, both parties (i.e. Employee and the Company) hold that it is better for employment to be concluded.

- Usually this kind of agreement is documented.
- This agreement can happen at any time during the validity of the contractual duration.

- Notice period: Required by both parties
- EOSB: Paid in full
- Indemnity: Not entitled

End of Employment Relationship – Expiry of the Contract Duration

If the term specified in the contract expires.

- Notice period: Required by both parties
- EOSB: Paid in full
- Indemnity: Not entitled

End of Employment Relationship – Closing the Company's Activities

At the discretion of the Company's management, a function or an activity could be closed or outsourced, unless there is another agreement.

- Notice period: Required by both parties
- EOSB: Paid in full
- Indemnity: Entitled

End of Employment Relationship – Decision by the Government

In some cases, the visa/work permit is not delivered, not renewed or there is an enforced decision by the government authorities for known or unknown reasons.

- Notice period: Not required
- EOSB: Paid fully
- Indemnity: Not entitled

End of Employment Relationship – Resignation

Resignation occurs when the separation is initiated by the Employee only. The OUL is responsible for expending the best effort to retain a talented Employee. Resignation must be submitted to the OUL. Notice period is not required during the probationary period. If the resignation happens after the probationary period, the notice period should be respected according to Employee grade (please refer to the notice period section).

- Notice period: Required
- EOSB: Paid according to the period serviced in line with Article 85 of the Labor Law
- Indemnity: Not entitled

Note:

The company will not provide the one-way ticket back home to the Employee in two cases:

- If the Employee resigned during the probation period
- If the Employee resigned before the end of the contract period

End of Employment Relationship – Retirement

The retirement age in Saudi Arabia is differentiated based on gender. [Fakeeh.care](#) is adopting a longer period approach.

| Gender | Labor Law in Hijri Calendar | Labor Law in Gregorian Calendar | Fakeeh.care in Gregorian |
|--------|-----------------------------|---------------------------------|--|
| Male | 60 | 58.3 | 63 |
| Female | 55 | 53.4 | 63 |

- Exception to this can be granted to Physician Employees only. Employees reaching the retirement age will be notified one year in advance.
 - Those who have served 300 months with GOSI can ask for an early retirement with supported documentation from GOSI.
-
- Notice period: Required by both parties
 - EOSB: Paid in full
 - Indemnity: Not entitled

End of Employment Relationship – Dismissal

This is a Company initiated action following thorough investigation and diligence. Dismissal can only be based on legally valid grounds and guided by Article 80 of the Saudi Labor Law. The following are examples:

- If, during or by reason of the work, the worker assaults the employer, the manager in charge or any of his / her superiors or his / her team members.
 - If the worker fails to perform his/her essential obligations arising from the work contract, or to obey legitimate orders, or if, in spite of written warnings, he/she deliberately fails to observe the instructions related to the safety of work and workers as posted by the employer in a prominent place.
 - If it is established that the worker has committed a misconduct or an act infringing on honesty or integrity.
 - If the worker deliberately commits any act or defaults with the intent to cause material loss to the employer, provided that the latter reports the incident to the appropriate authorities within 24 hours from being aware of such an occurrence.
 - If the worker resorts to forgery in order to obtain the job.
 - If the worker is absent without valid reason for more than 30 days in one year or for more than 15 consecutive days, provided that the dismissal be preceded by a written warning from the employer to the worker if the latter is absent for 20 days in the first case and for 10 days in the second.
 - If the worker unlawfully takes advantage of his/her position for personal gain.
 - If the worker discloses work-related industrial or commercial secrets.
-
- Notice period: Not required
 - EOSB: Not entitled
 - Indemnity: Not entitled

End of Employment Relationship – Death

The demise of an Employee is one of the most sensitive scenarios that any professional organization can face. The Company will handle such situations in the most delicate way.

Naturally, the employment contract is terminated and the date of death is considered the last working day.

- EOSB: Paid in full
- Indemnity: Not entitled

Note: Refer to the Life Insurance section for details.

End of Employment Relationship – Sickness

If the employee exceeds 120 days of sick leave in the same year starting from the first sick leave date, the employment relationship is broken (please refer to the Sick Leave section).

- Notice period: Not required
- EOSB: Paid in full
- Indemnity: Not entitled

End of Employment Relationship – Full Disability

Disability means that the employee is unable to perform the role effectively. An Employee may become partially or totally disabled due to an illness, accident, or injury. Disability must be attested by an authorized Medical Authority.

The employment contract is terminated and the last working day is considered as the one in which the disability took place.

- Notice period: Not required
- EOSB: Paid in full
- Indemnity: Not entitled

Note: Refer to the Life Insurance section for details.

End of Employment Relationship – Redundancy

Redundancy may become necessary due to operational requirements as a consequence of:

- Economic circumstances which result in the reduction of certain functions / positions.
- Introduction of new technology
- Restructuring.
- Introduction of Governmental Regulations that may eliminate or restrict certain roles or departments.

- Notice period: Required
- EOSB: Paid in full
- Indemnity: Entitled

End of Employment Relationship – Company’s Discretion

The Company may decide to terminate the employment relationship at its own discretion without giving cause or justification after the probationary period and within the contract duration.

- Notice period: Required
- EOSB: Paid in full
- Indemnity: Entitled

Offboarding

When the Employee's relationship is concluded for any reason, an Offboarding process must take place to clear the leaver's file.

- The Employee is responsible for completing the Leaver Clearance Form and returning [Fakeeh.care](#) belongings, equipment, tools etc.
- Physicians must complete all their pending medical records not later than three days before the last working day.
- Delay or failure to complete the final clearance policy will lead to:
 - No EOSB settlement.
 - No Expat final exit visa / Sponsorship transfer.
 - No employment certificates.

Physicians Clearance during leave:

- Vacation clearance is a mandatory process and must be completed by all Physicians going on leave for five days or longer.
- Clearance and pending Medical Records should start three working days before the last working day of the leave.
- Delay or failure to complete the above may lead to disciplinary action.

Expats Sponsorship Management

We treat our Expat colleagues in a fair and consistent manner when it comes to Sponsorship. Below is our policy.

- Granted sponsorship transfer:
 - For Expats who join the Company via a sponsorship transfer (i.e. already working in Saudi Arabia before joining [Fakeeh.care](#)).
 - However, no transfer is given if employment has ended based on dismissal. Final exit only will apply.
 - Related fee: The Company will not cover the transfer fee to the new employer.
 - Timeframe:
 - Maximum 60 days, if the separation is initiated by the Company.
 - Maximum 30 days, if the separation is initiated by the Employee.
- Not Granted sponsorship transfer:
 - For Expats who were recruited from outside Saudi Arabia using [Fakeeh.care](#) work visas regardless of who initiated the separation, cause or service tenure.
 - Final exit within 30 days maximum.

Expats Exit Re-Entry Visa Management

- Single Visa:
 - The fee of SAR 200 will be paid to Expat employees in January payroll every year
 - Employee is then responsible to settle the fee via SADAD e-banking system

- Multiple Visa:

This specific Visa is granted according to the following:

| | Executive team members | All other levels |
|----------|------------------------|---|
| Fees | Covered by the Company | <ul style="list-style-type: none"> ▪ Covered by the Employee |
| Approval | Pre-approved | <ul style="list-style-type: none"> ▪ Departmental Director / Chairperson pre-approval is required ▪ Approval means taking full responsibility for any consequences. |

Note:

- Approval for Physicians
 - Granted only if the physician has no pending case with MOH.
 - Process needs Chairperson approval and CMO.
- During weekends, exit/re-entry visas require the Departmental Director / Chairperson's approval as well.

General Government Expats Fee

- [Fakeeh.care](#) will pay SR 2,000 of the sponsorship transfer fee, any extra will be covered by the Candidate.
- If an Expat Employee marries a Saudi national, he/she should transfer the sponsorship to the Saudi spouse and cover the full fees.
- Work Permit fees for the Employee only will be settled by the Company.
- Changing profession:
 - As needed by the Company, will be paid for by the Company
 - Personal preference, will not be entertained
- If the Employee is accompanied by family members, he/she will bear the fees of Istiqdam, Iqama issuance, Iqama renewal and exit/re-entry.
- Any additional fees announced by the Government will be treated according to the announced rules.

Note: The Company reserves the right to cancel any Single or Multiple Exit/re-entry Visa on a case by case basis.

- Passport Management:
 - Employees are responsible for their passport's and their dependents' passports' validity and renewal fees.
 - Once renewed, employees must inform the HCM Operations Department to update their records.
 - Penalties associated with delay by the Employee in updating the HCM Operations Department will be charged to the Employee.
- **Municipality (Baladya) Card**
 - Applicable to Employees who are involved in food handling and related roles
 - Employees are responsible for performing the required medical checkup in the Staff Health Clinic
 - [Fakeeh.care](#) will pay the issuance and renewal fees and employees will be responsible for any penalties caused by the Employee
 - Employees who fail to comply with the process guidelines will be subject to disciplinary action
 - Kitchen OUL is responsible for monitoring, updating and initiating disciplinary action requests

Repatriating of Expat Employees

When the employment relationship of Expatriate Employees ends, the repatriation cost and treatment will be as follows:

- The Company covered repatriation cost for the Employee and dependants as defined in his/her family entitlement when end of employment is due to:
 - Mutual agreement
 - Expiry of the contract duration
 - Closing the company's activities
 - Decision by government authorities
 - Retirement
 - Death
 - Sickness
 - Full disability
 - Company liquidation
 - Redundancy
 - Company's discretion
- The Employee covers repatriation cost when end of employment is due to:
 - Resignation
 - Dismissal
- However, if the Employee decides to stay in Saudi Arabia and join another local company then the Company will not cover any repatriation expenses.
- What is included in the repatriation cost:
 - One-way ticket for Employee and dependants as defined in his/her family entitlement (based on Employee grade).
 - And in the case of death, for the body of the deceased Employee.

Employees Assistant Program

Provided by Maabar (www.maabar.com) to Fakeeh.care employees, this is a voluntary, confidential and complementary counselling service during work related or social psychological stress. It is provided on a referral based process and focuses on helping employees to enhance their overall wellbeing. It pioneers intervention strategies designed to give employees the opportunity to address subjects of immediate concern, resolve issues and improve quality of life.

This service is also extended to the Employee's spouse and children.

- The entitlement is based on a calendar year of 12 sessions. Extended to 3 more sessions based on the psychological status of the Employee or the dependant.
- Additional sessions are paid for by the Employee.
- The sessions need to be scheduled off duty hours of the Employee.

| |
|---|
| Individual Government Related Activities |
|---|

Other than what is being covered by the Company as part of its contractual obligation, the Company will not be able to provide additional services to support employees with their Government Entities related activities.

Grievance & Complaints Process

The Company follows an administrative chain of command in dealing with Complaints and Grievances. Each Employee shall refer first to his/her immediate OUL. Complaints or Grievances of employees should follow the following steps:

First Step:

- The Employee should speak to his/her OUL as soon as the issue arises; delaying such discussion can affect the Employee's attitude, morale and performance at work.
- If an Employee feels unable to speak to his/her OUL, because, for example, the complaint concerns the OUL, then the Second Step is applicable.

Second Step:

- The Employee should escalate to the Second OUL, or a member of the HCM Operations Department who is accountable for Employee relations.
- The HCM Operations Department must resolve the issue within three working days.

Note: If all the above steps are unsuccessful in solving the case, the Employee may escalate his/her issue to the grievance committee.

Harassment & Bullying

The purpose of this policy is to ensure that all employees are treated and treat others with dignity and respect, free from harassment and bullying. All employees should take the time to ensure they understand what types of behavior are unacceptable under this policy.

Employees should always consider whether their words or conduct could be offensive, even if unintentional.

The Company will take allegations of harassment or bullying seriously and address them promptly (and confidentially where appropriate). Harassment or bullying by an Employee will be treated as misconduct. In some cases, it may amount to gross misconduct leading to dismissal under article 80 of the Saudi Labor Law.

What is Harassment?

Harassment is any unwanted physical, verbal or non-verbal conduct that has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. A single incident may constitute harassment. It also includes treating someone less favorably because they have submitted or refused to submit to such behavior in the past.

Unlawful harassment may involve conduct of a sexual nature (sexual harassment), or it may be related to the victim's gender, race, color, nationality, ethnic or national origin, religion/belief, or age. Harassment is unacceptable even if it does not fall within any of these categories.

What is Bullying?

Bullying is offensive, intimidating, and malicious or insulting behavior involving the misuse of power and which can make a person feel vulnerable, upset, humiliated, undermined or threatened. Power does not always mean being in a position of authority, but can include both personal strength and the power to coerce through fear or intimidation. Bullying can take the form of physical, verbal and non-verbal conduct.

Harassment may include, but is not limited to:

- Unwanted physical conduct including touching, pinching, pushing, grabbing, brushing past someone, invading their personal space, and more serious forms of physical or sexual assaults.
- Unwelcomed sexual advances or suggestive behaviour (which the harasser may perceive as harmless), and suggestions that sexual favours may further a career or that a refusal may hinder it.
- Offensive or intimidating comments or gestures
- Insensitive jokes or pranks; racist, sexist or ageist jokes
- Derogatory or stereotypical remarks about a particular ethnic or religious group or gender
- Sending or displaying profane and offensive material in any form or shape using any media or communication tools

Bullying may include, but is not limited to:

- Shouting at, being sarcastic towards, ridiculing or demeaning others
- Physical or psychological threats
- Overbearing and intimidating levels of supervision
- Inappropriate or derogatory remarks about someone's appearance
- Abuse of authority or power by those in positions of seniority

Note: Work related instructions and constructive criticism of an Employee's performance and behavior are not considered bullying.

Process for Reporting Harassment or Bullying:

The aggrieved should inform the harasser/bully directly that the conduct is unwelcomed and must stop.

- If the aggrieved has confronted the harasser/bully directly to stop but the behaviour continues, then he/she should report the incident to a member of the HCM Operations Department.
- If the aggrieved does not feel comfortable confronting the harasser/bully directly, he/she should report the incident to a member of the HCM Operations Department.
- However, any harassment or bullying can be reported to the HCM – Executive Director directly.

Company Investigation:

The Company will investigate all harassment and bullying claims promptly and thoroughly regardless of who the allegation is against.

- The HCM – Executive Director is responsible for concluding and acting swiftly and appropriately with an action on the outcome of the investigation.
- The Company will handle the case with the utmost confidentiality.
- The Company will inform the alleged victim and harasser/bully about the results of the investigation and the steps that the Company will be taking in response.

Prohibition against Retaliation:

The Company does not permit or condone retaliation. No one will suffer any adverse consequences as a result of bringing the harassment and/or bullying to the Company's attention. There will be no retaliation for either reporting the harassment/bullying or for cooperating in the investigation of the report. Any Employee responsible for retaliatory conduct will be subject to severe disciplinary action. If an Employee believes that he or she is being retaliated against, the Employee is encouraged to report the retaliation using the same process above.

Employment of Relatives

Employment of relatives creates an opportunity for conflict of interest and can undermine and compromise a productive work environment. It could potentially:

- Question leadership credibility and decision making.
- Create favouritism and nepotism.
- Negatively impact Employee morale.

However, relatives may be considered for employment based on their own merits where the following guidelines must be strictly followed:

- The Employee whose relative is a Candidate should not intervene in or influence the hiring process.
- No additional consideration will be provided to relatives as hiring decisions should be made based only on the Candidate's credentials and experience.

The following guidelines apply if a Candidate relative passes the recruitment process:

- Relatives cannot work in the same Department.
- Relatives cannot be in the same chain of command.
- Employees cannot participate in the appointment, compensation, or evaluation of a relative or any future transaction.
- Related employees must not represent or follow up on each other.

Note: Not following these guidelines, where an Employee tries to influence the hiring of his/her relative in any shape or form will be subject to disciplinary action.

Dress Code

Employees are expected to exercise good judgment in adopting a professional standard of business attire. It is essential that all employees portray professionalism in their attire at all times and the attire should be worn in accordance with acceptable local practices and professional standards.

Physicians:

All physician should wear a [Fakeeh.care](#) lab coat.

Male Physicians:

- Saudi Attire (Thobe).
- Business attire (shirt with collar, trousers; suit jackets are optional).
- No jeans.

Female Physician:

Business / professional trousers or long skirt with a conservative shirt.

Clinical & Nursing:

The provided [Fakeeh.care](#) professional uniform.

Patient Facing Roles:

Regardless of nationality, the provided [Fakeeh.care](#) professional business / professional suits.

Other Roles – Not Patient Facing:

Male Employee:

- Saudi Attire (Thobe).
- Western attire (shirt with collar, trousers; suit jackets are optional).

Female Employee:

- Dark coloured Abayas and an appropriate head-cover. (No open or wrap around Abayas that are not suitable for the work environment).
- If the staff prefer to wear suits they should comply with [Fakeeh.care](#) formal suits.

Other guidelines:

Male:

- Business / professional footwear in dark colours. Sandals and flip-flops are unacceptable.
- Hats / Caps are unacceptable.

Female:

- Close toed shoes not higher than 2-3 inches. Sandals and flip-flops are unacceptable.
- Scarfs should be conservative with reasonable colours.
- Daytime light make-up is to be worn in a simple and professional manner.
- Perfumes / scents and other fragrances may be worn but must be minimal and light.
- Flashy highlighted hair colour is unacceptable.
- Flashy nail polish / artificial nails are unacceptable.

Hair Style for Males and Females:

- Clean, neat, conservative styles and in professional taste.
- No hair glitter or sparkling accessories.

Note:

- A lost or damaged uniform will be replaced for a 150 SAR fee.
- Non-Compliance with dress code will be subject to disciplinary action.

Disciplinary Action

This policy aims to provide a fair and disciplined work environment. It is expected that employees adhere to the Company's rules, process and guidelines. Not following these will be subject to the disciplinary action process.

The ultimate goal of this policy is to improve the performance and promote positive behavior.

- It is important for the OUL to give instant feedback and coaching once there is a deviation. This gives a clear message about unacceptable behaviour / conduct.
- In case of repeated and neglected actions, the OUL may give a verbal warning prior to transferring the case to HCM for a formal investigation. It is an expected step for the OUL to maintain a healthy work relationship between the team members.
- The following are the disciplinary actions and tools used as a toolkit to improve performance / behaviour:

| Responsibility | Tool / Punishment | Description |
|----------------|-----------------------------|--|
| OUL | Feedback | Should be continuous, as events happen |
| | Coaching | A way to ask questions rather than provide answers and let the Employee reach the desired conclusion on his/her own |
| | Verbal warning | Flag raised by the OUL to the Employee signaling that the next time the case will be reported officially. OULs may document the verbal warning to the Employee's email. |
| HCM | Written warning | A letter that includes the reason and the corrective action. |
| | Final written warning | A letter that includes the reason corrective action, improvement required and its time scale and consequences, and that another repetition is likely to result in dismissal. |
| | Salary deduction | A notification with specific amount / percentage of salary deduction according to the table of penalties (below). |
| | Suspend promotion | Promotion postponed to the next year. |
| | Suspend annual increment | Exclude the Employee from the annual increment process. |
| | Work suspension without pay | Suspend the Employee from work without pay for a maximum of 5 days. |
| | Dismissal | According to the policy in the Dismissal Section |

- The above tools/punishments do not need to be followed in order. Some cases may result in dismissal directly; some will conclude by applying a salary deduction etc.
- Any punishments that exceed a one-day salary deduction or more than a warning letter in severity, must be a conclusion of a written investigation to give the Employee an opportunity to defend his/her case.
- It is not allowed to apply more than one punishment for the same case at the same time.
- If the Employee repeats the same behaviour within 180 days, the company has the right to escalate the severity of disciplinary action.

Table of Penalties

| Violation Type | Disciplinary Action (Deduction Percentage of Daily Wage) | | | |
|--|--|----------------------|----------------------|----------------------|
| | 1 st time | 2 nd time | 3 rd time | 4 th time |
| Reporting to work up to 15 minutes after start of working hours without permission or a justified reason; when such delay does not affect the performance of other employees | Written Warning | 5% | 10% | 20% |
| Reporting to work up to 15 minutes after start of working hours without permission or a justified reason; when such delay affects other employees from executing their duties | Written Warning | 15% | 25% | 50% |
| Reporting to work 15-30 minutes after start of working hours without permission or a justified reason; when such delay does not affect the performance of employees | 10% | 15% | 25% | 50% |
| Reporting to work 15-30 minutes after start of working hours without permission or a justified reason; when such delay affects the performance of other employees | 25% | 50% | 75% | 1 day |
| Reporting to work 30-60 minutes after start of working hours without permission or a justified reason; when such delay does not affect other employees from executing their duties | 25% | 50% | 75% | 1 day |

| Violation Type | Disciplinary Action (Deduction Percentage of Daily Wage) | | | |
|---|--|----------------------|---------------------------|--|
| | 1 st time | 2 nd time | 3 rd time | 4 th time |
| Reporting to work more than 60 minutes after start of working hours without permission or a justified reason; when such delay affects the performance of other employees | 30% | 50% | 1day | 2 days |
| Reporting to work more than 1 hour after designated working hours without permission or a justified reason; whether such delay affects or does not affect employees from executing their duties | Written Warning | 1 day | 2 days | 3 days |
| Leaving the work place, or departing 15 minutes prior to end of designated working hours without permission or a justified reason | Written Warning | 10% | 25% | 1 day |
| Leaving the work place, or departing more than 15 minutes prior to the time designated without permission or a justified reason | 10% | 25% | 50% | 1 day |
| Absence from work without a written permission or a justified reason for one day in a contractual year | 2 days | 3 days | 4 days | One-time deprivation from Promotion or Increment |
| Continuous absence from work without written permission or a justified reason for 2-6 days in a contractual year | 2 days | 3 days | 4 days | One-time deprivation from Promotion or increment |
| Continuous absence from work without written permission or a | 4 days | 5 days | One-time deprivation from | Termination, with EOS if absent days do |

| Violation Type | Disciplinary Action (Deduction Percentage of Daily Wage) | | | |
|---|--|---|--|----------------------|
| | 1 st time | 2 nd time | 3 rd time | 4 th time |
| justified reason from 7-10 days in a contractual year | | | Promotion or Increment | not exceed 30 days |
| Continuous absence from work without written permission or a justified reason from 11-14 days in a contractual year | 5 days | One-time deprivation from Promotion or Increment and Final Warning as per Article 80 of the Labor Law | Termination as per Article 80 of the Labor Law | --- |
| Discontinuing work without a justified reason for more than 15 consecutive days in a contractual year | Termination without EOS following a written warning after 10 days of being absent as per Article 80 of the Labor Law | | | |
| Intermittent absence from work without a justified reason for more than 30 days in a contractual year | Termination without EOS following a written warning after 20 days of absence as per Article 80 of the Labor Law | | | |

| Violation Type | Disciplinary Action (Deduction Percentage of Daily Wage) | | | |
|--|--|----------------------|--|----------------------|
| | 1 st time | 2 nd time | 3 rd time | 4 th time |
| Accepting visitors in the workplace for non-business matters, without prior permission from management | Written Warning | 10% | 15% | 25% |
| Using Company equipment and tools for personal purposes without permission | Written Warning | 10% | 25% | 50% |
| Getting involved illegally, in any activity that is not within the Employee's jurisdiction | 50% | 1 day | 2 days | 3 days |
| Tearing or damaging Company advertisements or announcements | 2 days | 3 days | 5 days | Termination with EOS |
| Negligence in preserving items under custody, such as cars, machines, devices, equipment, tools etc. | 2 days | 3 days | 5 days | Termination with EOS |
| Sleeping/napping at the workplace | Written Warning | 10% | 25% | 50% |
| Sleeping at places where vigilance is imperative | 50% | 1 day | 2 days | 3 days |
| Tampering with the attendance system | 1 day | 2 days | One-time deprivation from Promotion or Increment | Termination with EOS |
| Disobeying work regulations or ignoring instructions related to work | 25% | 50% | 1 day | 2 days |
| Encouraging disobedience to written work regulations | 2 days | 3 days | 5 days | Termination with EOS |
| Negligence at work that could result in harming Employee health, safety and equipment | 2 days | 3 days | 5 days | Termination with EOS |

| Violation Type | Disciplinary Action (Deduction Percentage of Daily Wage) | | | |
|--|--|----------------------|----------------------|----------------------|
| | 1 st time | 2 nd time | 3 rd time | 4 th time |
| Quarrelling with colleagues, or provoking or participating in a riot in the workplace | 1 day | 2 days | 3 days | 5 days |
| Reporting false health claims or injuries caused at the workplace or as a result of work | 1 day | 2 days | 3 days | 5 days |
| Refusing a medical test ordered by the Company's Doctor, or failing to follow medical instructions while under treatment | 1 day | 2 days | 3 days | 5 days |
| Failure to follow health instructions posted at the workplace | 50% | 1 day | 2 days | 5 days |
| Refusing Company's inspection when leaving the workplace | 25% | 50% | 1 day | 2 days |
| Failure to submit collected money for the Company's account within scheduled timeframes with no justified reason | 2 days | 3 days | 5 days | Termination with EOS |
| Intentional secluded interaction with the opposite gender in the workplace | 2 days | 3 days | 5 days | Termination with EOS |
| Using language or gestures that imply insult | 2 days | 3 days | 5 days | Termination with EOS |
| Assaulting a co-worker verbally, or by using electronic communication to insult or degrade others | 2 days | 3 days | 5 days | Termination with EOS |

| Violation Type | Disciplinary Action (Deduction Percentage of Daily Wage) | | | |
|---|---|----------------------|----------------------|----------------------|
| | 1 st Time | 2 nd Time | 3 rd Time | 4 th Time |
| Sexually harassing, physically assaulting or harming/insulting a co-worker or others | Termination without EOS, Warning or Compensation as per Article 80 of the Labor Law | | | |
| Physical or verbal abuse, by means of any electronic communication, that insults the employer, manager in charge or any of the superiors at work or in relation to work | Termination without EOS, Warning or Compensation as per Article 80 of the Labor Law | | | |
| Submitting a false or malicious complaint against a colleague or a superior | 3 days | 5 days | Termination with EOS | -- |
| Failure to respond to a request by the Commission of Investigation to attend a hearing or to provide reports or to testify at such a hearing | 2 days | 3 days | 5 days | Termination with EOS |

Accreditation Policies

Verification of Relevant Credentials

1. Purpose:

- 1.1. To standardize the process of primary source verification prior to appointment and through the probationary period.
- 1.2. To discourage claims of false credentials

2. Definitions/Abbreviations:

- 2.1. Allied Healthcare staff: are those staff who provide patient care and whom Saudi Commission for Healthcare Specialist (SCFHS) has identified as requiring licensure for practice in the Kingdom of Saudi Arabia. These usually include dental assistants, ECG technicians, CSSD technicians, radiology technicians, physical therapists, laboratory technicians, catheterization laboratory technicians, dietitians, optometry technicians, social workers, pharmacists, and clinical psychologists.
- 2.2. Credentials: are a Hospital staff member/candidate's documentation of education, clinical training, licensure, experience, current competence, health status, and ethical behavior.
- 2.3. Medical practitioners: refers to all physicians and dentists only.
- 2.4. Organizational unit leader: Executive Directors, Chiefs, Departmental Directors, Service Directors and Unit Managers.
- 2.5. Primary Source Verification: is verification sent to the entity which has first-hand knowledge of the information that needs to be verified.
- 2.6. Recruitment Agency: A business firm charges a fee for providing information and placement services to candidates seeking employment and/or clients looking for qualified candidates.
- 2.7. References: refers to other members of the applicant's profession who have worked with or observed the applicant; who are knowledgeable about the applicant's competence, ethical character, and other qualifications.
- 2.8. SCFHS: is an abbreviation for Saudi Commission for Health Specialties, an institute that enables all medical & clinical staff to practice their healthcare professions in Saudi Arabia.
- 2.9. Data Flow: an institute that validates credentialing information from the institution that originally conferred or issued the credential to any health professional.

3. Policy:

| | |
|------------|--|
| 3.1 | <u>Verification of credentials is required for:</u> <ol style="list-style-type: none"> 3.1.1 All medical practitioners, 3.1.2 All nursing and allied healthcare workers, 3.1.3 Organizational unit leaders (Executive Directors, Chiefs, Departmental Directors, Service Directors and Unit Managers), and 3.1.4 Selected administrative staff members (Human Resources, Finance, and Internal Audit staff). |
| 3.2 | Credentials requiring primary source verification shall include the highest post-secondary degree, diploma or certificate, fellowships, memberships, professional license, registration, and relevant training and experience certificates. |
| 3.3 | <p>The Human Resources (HR) Department shall not routinely perform primary source verification of credentials prior to approving an applicant for an employment.</p> <ol style="list-style-type: none"> 3.3.1 Primary source verification will be performed when the candidate is determined for hire. |
| 3.4 | Once a candidate is selected for hire, he/she will be asked to complete a dataflow application for verification of qualifications, licensure and experience if not previously available. |
| 3.5 | <p>For existing employees the following will apply:</p> <ol style="list-style-type: none"> 3.5.1 New hires with a SCFHS file under preparation will be requested to register all documents, qualifications, license and experience with dataflow for verification. 3.5.2 Long term employees applying to reregister for SCFHS will be requested to apply for verification of any documents not previously verified. |

| | |
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| 3.6 | Primary source verification shall be also initiated for promotions made based on new credentials. |
| 3.8 | For Saudi nationals who acquired their certification from Saudi Arabia, credentials do not need to be verified as long as original copies are presented. |
| 3.9 | Appropriate actions, up to and including termination of employment, shall be initiated for falsification of credentials. |

4. Procedure:

| Procedure Steps | | Responsibility |
|-----------------|--|--|
| 4.1 | Primary source verification is performed when the candidate is identified to pass through the Hiring Process (for all applicants listed in item 2.1) and through the Credentialing and Privileging Committee (for medical practitioners only). | Credentialing and Privileging Committee |
| 4.2 | As per the Saudi Commission for Healthcare Specialist (SCFHS) regulations, the Saudi Embassy in the country of origin ensures authenticity of the academic and experiential certificates and attests validity prior to stamping the candidate passport with a visa. | SCFHS |
| 4.3 | In addition new candidates will be asked to submit their licensure, qualifications and experience certificates to dataflow for verification. The candidate is responsible for the cost of the verification and must submit the submission receipt to the recruitment team as evidence they have started the process | Recruitment Officer |
| 4.4 | Any new hire already on board that hasn't submitted the mentioned documents for verification will be asked to do so by the relevant employee relations officer. This will include any international hire or sponsorship transfer hired in a medical clinical capacity. The employee is responsible for any costs | Employee Relations Officer |
| 4.5 | Any existing employee that has previously registered with Saudi Commission and have already completed dataflow verification of qualifications will be asked to complete the verification process for experience and licensure when resubmitting SCFHS renewal. The employee is responsible for any costs. | Employee |
| 4.6 | Employees must submit receipt of submission of documents for verification to the Employee Relations Officer at the time of submission and must follow up their application and submit the verification certificate to HR when available to be placed on the employee file | Employee |
| 4.7 | In the case of new hires, the verification process should be complete and all documents verified before the end of probationary period. | Employee |
| 4.8 | Employees who do not provide evidence of verification of all documents may be considered unsuitable to pass probation. Such individuals will be referred to the HR Director for action. | HR Director |
| 4.9 | Dataflow verification is currently a once in a lifetime process. | |
| 4.10 | For employees seeking re-employment at DSFH Company, credentials that have been already verified in the previous hiring process and documented in their personnel file do not have to be verified again. 4.10.1 Only new credentials, acquired after termination of employment at DSFH Company, will be verified for any re-employment applications. | Employee |
| 4.11 | <u>The Human Resources Department will:</u> 4.11.1 Ensure employees complete verification processes 4.11.2 Provide technical and administrative information to assist staff with the process. 4.11.3 Notify the employee of any discrepancy identified and request explanation from the employee. 4.11.4 Take action against employees with false credentials. | Human Resources Department |

| | | |
|-------------|--|--|
| | 4.11.5 Keep the original credentials verification documents on file. | |
| 4.12 | <p><u>Consequences of Falsification:</u></p> <p>4.12.1 Upon discovery that an employee provided false or misleading information, or omitted information related to education and professional credentials, the HR Director and the Organizational Unit Leader should work with the Employee Relations Department to determine the appropriate disciplinary action.</p> <p>4.12.2 Confirmed falsification of required credentials will result in immediate dismissal.</p> | <p>HR Director</p> <p>Employee Relations Officer</p> <p>OUL</p> |
| 4.13 | <p><u>Data flow process:</u></p> <p>4.13.1 Employees are responsible for completing dataflow submission procedures.</p> <p>4.13.2 A copy of the data flow receipt should be given to the Employee Relations Officer if the medical staff has already made the dataflow before joining DSFH Company.</p> <p>4.13.3 For employees who have not previously submitted documents to dataflow for verification Employee Relations Officer will assist employees with the process if needed.</p> <p>4.13.4 In addition to the application form employees need to submit the following documents to data flow</p> <p>4.13.4.a Copy of Passport</p> <p>4.13.4.b Copy of Educational Certificates</p> <p>4.13.4.c Copy of Licensure from home country</p> <p>4.13.4.d Copy of Experience Certificates</p> <p>4.13.5 After Receiving Dataflow receipt from dataflow office, a copy will be attached to medical staff SCFHS file in order to complete the process and to be classified by SCFHS office.</p> <p>4.13.6 For following up regarding the submitted application, an email will be sent to scfhs@dataflowgroup.com quoting the SCFHS reference number mentioned in the payment receipt.</p> <p>4.13.7 Result will be available after 35 working days approximately.</p> <p>4.13.8 Employees must follow up and obtain the verification certificate from Dataflow once it is available and provide HR Employee relations Officer with a copy.</p> <p>4.13.9 Data Flow directly informs SCFHS of any invalid qualifications and SCFHSD will blacklist the candidate and inform the hospital.</p> <p>4.13.10 In case notification is received from SCFHS regarding unqualified staff an investigation will be done and after that he will be terminated.</p> <p>4.13.11 Dataflow Charges: Employees are responsible for all costs related to dataflow.</p> <p>4.13.12 The cost of the process can be found on the dataflow site</p> <p>4.13.13 The Employee Relations Officer will be happy to inform staff of any costs associated with dataflow by telephone or email.</p> | <p>Employee Relations Officer</p> |

Re-contracting Policy

1. Purpose:

- 1.1. To delineate steps that must be met prior to contract renewal date and that are essential pre-requisite for renewing contracts of DSFH staff.
- 1.2. To ensure that the status of licenses and government documents are checked at regular points after employment.
- 1.3. To ensure that staff are periodically re-oriented and educated on important safety topics and on policies and competencies related to their scope of work

2. Definitions:

- 2.1. **Direct Report:** Senior Members of the Organization Administrative staff who report directly to the CEO or The President and Chairman of the Board
- 2.2. **Organizational Unit Leader:** Refers to the highest ranking leader of a particular organizational unit who directly reports to the chief of the applicable division, or to the CEO

3. Policy

| | |
|------------|---|
| 3.1 | DSFH has established the mandatory retirement age as 63years for all permanent staff |
| 3.2 | Employees who have reached mandatory retirement age are not required to complete the re-contracting processes |
| 3.3 | For staff eligible to re-contract the contract renewal process will begin 3 months prior to the contract renewal date |

4. Procedure

| Procedure Steps | | Responsibility |
|-----------------|--|--------------------------------------|
| 4.1 | 3 months before contract renewal date the employee and OUL will receive an automated reminder to complete the electronic contract renewal checklist | Employee Relations Officer |
| 4.2 | The employee must follow all the steps of the re-contracting process through the system and must ensure the steps are complete four weeks before contract renewal date | Direct Report |
| 4.3 | Employees who have already reached 63 years of age during the contract year will not complete the contract renewal process unless they have exception from CEO to re-contract. They should proceed as per the resignation policy | Employee |
| 4.4 | Completing the checklist on line is not enough. In addition the employee must visit the following services and physical complete a retraining/reorientation | |
| | 4.4.1 Staff clinic: The staff clinic nurse gives the re-contracting staff any overdue vaccine and performs any pending screening tests and signs off the electronic checklist (Refer to DSFH Staff Immunization and Screening for Infections policy FMED-APP-002). Staff clinic signs the staff clinic part. | Staff Clinic |
| | 4.4.2 Infection control office: The IC coordinator or designee gives the re-contracting staff a quick re-orientation on DSFH most relevant infection control principles and policies and signs off the electronic checklist | Infection Control Coordinator |
| | 4.4.3 Safety office: Re-contracting staff then visit the Safety office. The Safety Officer gives the re-contracting staff a re-orientation on DSFH most relevant policies and principles on Fire and facility safety. He/she coordinates with Radiation Safety to provide the Radiation Safety update component and then they sign off the electronic checklist | Safety Officer |

| | | | |
|------------|-------|---|---------------------------------------|
| | 4.4.4 | Quality and Risk Management: It is the responsibility of Quality and Risk Management to update the employee on relevant new policies and provide an update of QRM functions. Quality and Risk Management signs off the electronic check list | QRM |
| | 4.4.5 | <u>For Medical Nursing and all Health Care Provider staff: Life Support Training Centre:</u> The Life Support Training Centre Educator checks the validity of the life support certification and arranges training for staff whose certification is out of date or who have not had the required training. The Life Support Training Centre Service Director signs the contract renewal checklist 4.4.5.a All required staff can take recertification within 3 months of certificate expiry date. | Life Support Training Educator |
| 4.5 | | IT provides HR with a monthly completion report showing who has completed the re-contracting requirements | IT department |

Obtaining Saudi Commission Classification and MOH Licensure

1. Purpose:

- 1.1. To describe and regulate all the steps and processes to be completed in order to obtain Saudi Commission for Health Specialties Registration (SCFHS) in order to enable MOH Licensure for staff with professional designations.

2. Definitions/abbreviations:

N/A

3. Policy

| | |
|------------|---|
| 3.1 | It is the policy of DSFH to ensure that all professionally designated medical and nursing staff and allied healthcare workers obtain the mandatory Ministry of Health (MOH) license to practice following completion of Saudi Commission for Health Specialties (SCFHS) Registration. |
| 3.2 | An employee shall sit for the first Saudi Commission classification exam within three months of registration with SCFHS. |
| 3.3 | If an employee fails to achieve SCFHS classification within the first 6 months of the date of registration with SCFHS, he/she shall not be allowed to practice within their professional designation in Saudi Arabia. |
| 3.4 | For non-Saudi staff, SCFHS classification shall be renewed every three years. In order to be eligible to renew SCFHS classification, the concerned staff must provide evidence of Continuing Education (CE) Hours obtained since the last time classification took place as follows: 3.4.1 90.CE hours for physicians and dentist 3.4.2 60 CE hours for pharmacists 3.4.3 60 CE hours for specialist from clinical divisions 3.4.4 45 CE hours for nurses 3.4.5 30 CE hours for technicians |
| 3.5 | It is the responsibility of new graduates and those repeating the examination to register with SCFHS, pay all associated fees, and be successful at examination within the stipulated time frame. |
| 3.6 | If SCFHS classification certification is not obtained in first six months for Medical & Clinical Staff, the SCFHS will blacklist him/her. NEW |
| 3.7 | Medical & Clinical Staff who have been issued temporary license must undertake the accreditation exam "PROMETRIC / PEARSON" within 6 months of joining to obtain Saudi Council card & classification certificate. NEW |
| 3.8 | New employees(Medical & Clinical Staff) who have valid SCFHS are not required to issue SCFHS license during hiring time if it is valid for more than three months NEW |

4. Procedure

| Procedure Steps | | Responsibility |
|-----------------|---|-----------------------------------|
| 4.1 | SCFHS Requirements Preparation for New Employee | |
| 4.1.1 | On a daily basis, Employee Relations Officer will print the newly hired employee report through Oracle and compare it with the following outputs that have been resulted from the recruitment process (Policy # HRD-OPP-105): 4.1.1.a Recruitment Checklist 4.1.1.b Newly hired employees E-mail 4.1.1.c Newly hired employees document scanned on the Smart Scan Application. | Employee Relations Officer |
| 4.1.2 | Within 2 working days, Employee Relations Officer will review new employee documents files through Smart Scan Application and ensure that all required documents for SCFHS registration are available | Employee Relation Officer |

| | | | |
|------------|--|---|--|
| | 4.1.3 | Within the same 2 working days, if the Employee Relations Officer noticed some required documents not available; the Employee Relations Officer will ask the employee to submit these documents by E-mail copying related OUL and HR Director giving the employee 3 working days to send these documents. | Employee Relation Officer |
| | 4.1.4 | Employee Relation Officer will follow up with the employee until receiving the required document and escalate to HR Director, OUL if documents not submitted within given time | Employee Relations Officer |
| | 4.1.5 | Once the required documents have been obtained from the employee, the Employee Relations Officer will send these documents to the HR clerk to upload in the Smart Scan Application and ensure it is uploaded within one working day | Employee Relations Officer & HR Clerk |
| | 4.1.6 | In one working day, Employee Relations Officer will prepare the list of employees with required payments to SCFHS for new employees who have completed the required documents for SCFHS certificate | Employee Relations Officer |
| | 4.1.7 | Within two working days, Employee Relations Officer will send the prepared list to HR Director for sample review & signature | Employee Relations Officer |
| 4.2 | SCFHS Payments for New Employees | | |
| | 4.2.1 | Within 1 working day after finishing SCFHS preparation procedures, Employee Relation Officer will access DSFH online banking and enter the required Bank Transfers Payments to SCFHS Bank Account | Employee Relation Officer |
| | 4.2.2 | On a weekly basis, Employee Relations Officer will notify the COO and CFO by the total amount and number of the transactions via E-mail copying HR Director (attaching the approved list of employees). | Employee Relation Officer |
| | 4.2.3 | Within 2 working days, as per authority matrix on the online banking (reflects DSFH Authority Matrix), COO and CFO will approve the initiated and reviewed SCFHS payments transactions | CFO & COO |
| | 4.2.4 | If CFO or COO has any queries, they would communicate with Employee Relations Officer and have a proper feedback before approving the transactions | CFO & COO |
| | 4.2.5 | In the same time, the employee relations officer will follow that all required bank transfer transactions have been done | Employee Relations Officer |
| | 4.2.6 | In the same time, if the Employee Relations Officer noticed any missed transaction, She / He will follow and notify the related authorized persons to approve the required transactions till completing the required bank transfer | Employee Relations Officer |
| | 4.2.7 | Employee Relations Officer will follow up the payment status and escalate any delay for HR Director action | Employee Relations Officer |
| 4.3 | SCFHS Files Submission for New Employee | | |
| | 4.3.1 | In one working day, Employee relations Officer prepares file for each employee to be submit it to Saudi Commission for Health Specialist (SCFHS). Documents to be attached in file as following: | Employee Relations Officer |
| | 4.3.1.a | Customer copy of bank transaction | |
| | 4.3.1.b | Copy of Educational certificates/transcript/mark sheet | |
| | 4.3.1.c | License in home country(if applicable) | |
| | 4.3.1.d | Copy of BLS Card | |
| | 4.3.1.e | Copy of data flow receipt | |
| | 4.3.1.f | Copy of Passport | |
| | 4.3.1.g | Malpractice Insurance(If Doctor) | |
| | 4.3.1.h | Saudi Council completed Application form | |
| | 4.3.1.i | Employment Letter from DSFH | |

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| | 4.3.1.j | Accreditation exam result (PROMETRIC / PEARSON) | |
| | 4.3.2 | Employee Relation Officer use the list of employees showing the bank transfer transaction number and required actions (Attachment 1) Required Actions with SCFHS as following: 4.3.2.a Issue new license: for employees have passed the accreditation exam. 4.3.2.b Issue temporary license: for employees has not performed the accreditation exam and it is valid for six months | Employee Relation Officer |
| | 4.3.3 | Biweekly, Employee Relation Officer will visit Saudi Commission to collect the SCFHS Classification certificates & cards, submit new files and obtain rejected files "if any". | Employee Relation Officer |
| | 4.3.4 | Within one working day after receiving SCFHS classification certificates & card, the Employee Relation Officer forwards copy of SCFHS classification certificates to Senior Government Relation to issue IQAMAs if needed. | Employee Relation Officer |
| | 4.3.5 | Within two days after receiving the SCFHS classification certificates, the Employee Relations Officer will access Oracle and enter SCFHS details, certification type (Permanent or Temporary) and expiration date | Employee Relation Officer |
| | 4.3.6 | On a daily basis, the Employee Relation Officer will send the collected classification certificates & card to HR clerk to be scanned into Smart Scan Application | Employee Relation Officer |
| | 4.3.7 | HR Clerk will send back SCFHS certificates & card to Employee Relation officer to be delivered to the Employee. Employee relation officer should ensure that all documents are scanned into Smart Scan Application. | HR Clerk & Employee Relation Officer |
| | 4.3.8 | In the first week of each month; the Employee Relation Officer will prepare and sign the list of SCFHS deductions (ATT2) for employees who have received their SCFHS classification certificates & card in previous month and send it to the HR Director for signature. | Employee Relation Officer |
| | 4.3.9 | Within three working days, HR Director sign the list after reviewing the deductions by checking the followings: 4.3.9.a Employee numbers and deduction amounts are correct and matched with payments done before by CFO and COO | HR Director |
| | 4.3.10 | In one working day, the HR director would send the signed list attaching SCFHS licenses copies and bank transfer to the C&B UM for salary deductions. | HR Director |
| | 4.3.11 | On quarterly basis, HR Director should review sample of entered data in Oracle is accurate. | HR Director |
| 4.4 | Managing SCFHS Upgrades Requests | | |
| | 4.4.1 | Upon employee request for SCFHS certificate upgrade; the employee relations officer would ask the employee to provide the required documents for SCFHS upgrade, and would provide the employee with the SCFHS Bank Account Number "IBAN". | Employee Relations Officer |
| | 4.4.2 | Employee would pay the required fees to SCFHS and provide the payment evidence to the Employee Relations Officer | Employee |
| | 4.4.3 | In one working day after the employee has submitted all required documents, the Employee Relations Officer would ensure that all required documents are available as per SCFHS requirements with payment evidence. | Employee Relations Officer |
| | 4.4.4 | Then required procedures from 4.3.3 to 4.3.11 are to be followed | Employee Relations Officer |
| 4.5 | Follow-up SCFHS Temporary License | | |

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| | 4.5.1 | On a monthly basis, Employee Relations Officer will send emails to the employees who have issued temporary licenses and their direct OULs copying the HR Director, to be considered in the probation evaluation | Employee Relations Officer |
| | 4.5.2 | Related OULs will direct the employee to perform SCFHS Classification exam before completing the probation. (Probation period should be extended by the OUL up to six month if the employee did not pass the exam in the first 3 months). | OUL |
| | 4.5.3 | If the employee did not pass the exam during the probation period then he / she would be blacklisted by SCFHS and would not be allowed to pass the probation period | SCFHS |
| | 4.5.4 | When employee passes the exam during the probation period then required procedures from 4.3.3 to 4.3.11 are to be followed | Employee Relations Officer |
| 4.6 | Obtaining MOH License for new employees | | |
| | 4.6.1 | Once the SCFHS certificate and IQAMA are available on the Smart Scan Application, the Employee Relations Officer will prepare all required documents for MOH license issuance | Employee Relations Officer |
| | 4.6.2 | Within 1 working day, the Employee Relations Officer would upload the softcopies of required documents on MOH website for approval | Employee relation officer |
| | 4.6.3 | On a daily basis, Employee relation officer will check the status on MOH website | Employee relation officer |
| | 4.6.4 | If there is any comment from MOH website, it should be resolved within two working days. | Employee relation officer |
| | 4.6.5 | Once MOH license status in MOH website is ready to be collected, the Employee Relations Officer will notify Senior Government Relations by E-mail copying HR Director and will hand over the employees' pictures to him | Employee Relations Officer |
| | 4.6.6 | Once the Employee Relations Officer Email is received, the Senior Government Relations officer will assign a Government Relation Officer to obtain the license from MOH then attach each picture to the related license and get the License stamped | Senior Government Relations |
| | 4.6.7 | In one working day, Senior Government Relations will obtain required Stamps on the Licenses and give it to Employee Relation Officer | Senior Government Relations |
| | 4.6.8 | In one working day, Employee relation officer will enter the details of licenses on Oracle and send Licenses to HR Clerk to scan them on the Smart Scan Application | Employee Relation Officer |
| | 4.6.9 | In the same working day, HR Clerk would scan the licenses and give them to the employee relations officer to review them on the Smart Scan Application. | Employee Relation Officer & HR Clerk |
| | 4.6.10 | Employee Relations Officer would archive the original MOH licenses in MOH licenses folder | Employee Relation Officer |
| | 4.6.11 | Quarterly basis, a sample review of new hired employees who are required to have MOH licenses by HR Director to ensure that these employees are licensed by MOH | HR Director |
| 4.7 | Secondment Letter | | |
| | 4.7.1 | On daily basis, Employee Relations Officer print the newly hired employee report through Oracle and capture physicians who are working for Saudi Higher Education Ministry and a secondment letter is required for them. | Employee Relations Officer |
| | 4.7.2 | In five working days, Employee Relations Officer will prepare the secondment letter to Ministry of Education (Att3) and complete the | Employee Relation Officer |

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| | required forms by the employee's university then send them to HR Director for Review and CEO for Signature | |
| | 4.7.3 Once the CEO signature have obtained on the letter and forms, the Employee Relations Officer will send will send the letter to the Education Ministry and University's forms to the Employee to fill his / her part and submit to the University. | Employee Relations Officer |
| | 4.7.4 Employee's University will contact the MOE, and MOE will send the employee's par time approval to DSFH by mail | Ministry of Education |
| | 4.7.5 Once it is arrived, HR Receptionist receive mail by MOE & forward it to Employee Relation Officer | HR Receptionist |
| | 4.7.6 In one working day, Employee Relation Officer will enter the details in ORACLE and ensure that the HR clerk will scan the approval letter | Employee Relation Officer |
| | 4.7.7 Employee Relation Officer archive original copy in MOE folder | Employee Relation Officer |
| | 4.7.8 Then follow Issuing MOH License procedures in order to issue MOH license | Employee Relation Officer |
| 4.8 | Renewal of Saudi Council | |
| | 4.8.1 On a monthly basis; Employee Relation Officer will print list of employees who have SCFHS certificates that will be expired in 3 months | Employee Relations Officer |
| | 4.8.2 Within two working days, Employee Relation Officer will send notifications to every employee to renew their certificates through MUMARIS application by E-mail copying OUL & HR Director and request them to return back by copy of renewed certificate | Employee Relation Officer |
| | 4.8.3 Max in 2 month; Employees must renew their Saudi council certificate through "MUMARIS" System (As attached guidance). | Employees |
| | 4.8.4 Within 5 working days of receiving new certificate, employee must send copy of new card to Employee Relation Officer to update details in Oracle and process for MOH License. | Employee |
| | 4.8.5 Within two working days, Employee Relation Officer updates information in Oracle | Employee Relation Officer |
| | 4.8.6 Within the same two working days, Employee Relation Officer will ensure that the new certificates are uploaded in the Smart Scan Application | Employee Relation Officer |
| | 4.8.7 If any employee did not renew SCFHS certificate before one month of expiry, Employee Relation Officer will escalate to the OUL and HR Director | Employee Relation Officer |
| 4.9 | Renewal of MOH License | |
| | 4.9.1 Within 10 days of receiving renewed Saudi SCFHS certificates, Employee relation officer must upload document in MOH website and follow Issuing MOH License procedures | Employee Relation Officer |
| 4.10 | Renewal of Secondment Letter | |
| | 4.10.1 Prior to 3 months of Secondment letter expiry, Employee Relation Officer should send letter to Ministry of Education to renew Secondary letter and follow Secondment Letter procedures | Employee Relation Officer |

Physicians Recruitment, Credentialing, Privileging and appointment - (RCPA) Process

1. Purpose:

- 1.1. To delineate steps that handle physician's recruitment, credentialing, privileging, appointment and re-privileging at DSFH.
- 1.2. To establish and maintain a uniform process and criteria to review credentials and grant clinical privileges to all physicians' applicants.

2. Definitions:

- 2.1. Medical practitioner: refers to all physicians and dentists.
- 2.2. Credentialing: refers to the systematic process of screening and evaluating the medical practitioners' qualifications and other credentials, including licensure, required education, relevant training and experience, and current competence and health status.
- 2.3. Privileging: is a process in which the medical staff and governing body of DSFH establish the scope of medical care that the applying medical practitioner will be allowed to practice in DSFH. Privileging takes into consideration the capabilities of the applicant, the limitations of the facility, the availability and level of support staff, and the mission of DSFH.
- 2.4. Clinical Privileges: the list of medical services (diagnostic, therapeutic, or surgical) that the medical practitioners is granted to render, within defined limits, and based on the individual's professional license, education, training, experience, and demonstrated competence along with hospital resources.
 - 2.4.1. Probationary Privileges: privileges granted to medical practitioners who have temporary/ or permanent license to practice in Saudi Arabia. They are valid for the 90 days probationary period.
 - 2.4.2. Permanent Clinical Privileges: are privileges granted for the medical practitioner following the successful completion of the probationary period. They are valid for 2 years.
 - 2.4.3. Additional Privileges: are privileges requested by medical practitioners any time after they were granted permanent clinical privileges.
 - 2.4.4. Emergency privilege: grant to existing physician to perform test outside his/her existing privilege to save patient life, limb or organ and revoked as soon as the physician with appropriate privilege can presents.
- 2.5. Primary Source Verification: is verification of degrees and experience certificates submitted by applicant physicians from the bodies that issued these certificates.
- 2.6. Credentialing and privileging documents: are documents needed to process application for credentialing and privileging by the RCPA committee, and include:
 - 2.6.1. Completed and signed Application Form (Attachment 6.1)
 - 2.6.2. Updated CV
 - 2.6.3. Education certificates, experience certificates, licenses/registration
 - 2.6.4. ID/passport copy
 - 2.6.5. Signed Information Release Authorization form (Attachment 6.2)
 - 2.6.6. Filled Privileging Form (Attachment 6.3)
 - 2.6.7. At least 2 reference checks
 - 2.6.8. Completed interview form.
 - 2.6.9. Up to date basic life support and Saudi Council for Health Specialty (SCFHS) certificate (only for local hires)
- 2.7. Resident/fellows in training: Residents or fellows that join DSFH under the Saudi Council for Health Specialty (SCFHS) residency/fellowship programs.
- 2.8. Clinical attachment: Title of clinical attachment will be given to:
 - 2.8.1. Non DSFH physicians assisting DSFH external affiliates with their patients at DSFH
 - 2.8.2. Physicians that have extensive clinical experience in a particular field that visit DSFH for a limited period to share their experience with DSFH physicians.
- 2.9. Frequent Locums: physicians that join DSFH as Locums for more than 6 months a year

3. Policy

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| 3.1 | Credentialing and privileging of medical practitioners will be conducted for those physicians that accepted the preliminary offer sent by DSFH, and must be completed prior to initial appointment or reappointment of the medical staff |
| 3.2 | Only medical practitioners, whose credentials to provide patient care services are recognized by the Saudi Council for Health Care Specialties (SCFHS) and Ministry of Health (MOH) shall be considered for credentialing and privileging by the RCPA Committee |
| 3.3 | Newly appointed permanent medical practitioners and part timers shall be granted probationary privileges for 90 days. The probation period starts at the time of being granted temporary/permanent license from SCFHS to practice in their field of specialty. At end of probationary period, the probationary privileges will be reviewed by RCPAC to decide on permanent clinical privileges. For external affiliates, Continuous evaluation of performance is conducted through morbidity review process and through annual evaluation |
| 3.4 | Permanent privileges will be valid for 3 years for full timer, part time, frequent locums and external affiliate physicians, and will be valid for 2 years for locums, and will be valid for one year after a medical practitioner had left DSFH to work elsewhere |
| 3.5 | NO physicians shall be appointed at DSFH, nor have a staff ID signed unless authorized by the RCPAC as evidenced by completion of HR transaction form for that physician |
| 3.6 | All newly appointed medical practitioners that completed their orientation and have not yet had their SCFHS license to practice, will be allowed , until that license is obtained , to provide patient care under supervision or will be assigned by the chairperson of concerned medical department to perform departmental activities related to quality and patient safety (e.g. review of M&M files, investigating OVR related to their department, analyze departmental indicators, review and contribute to writing, etc...) |
| 3.7 | Emergency privilege is granted to physician or other health care providers during medical emergency (a condition would likely result in services permanent damage to a patient or in which the life of the patient is in immediate danger and any delay would materially add to the danger. Once the medical emergency is resolved and/or appropriate physician with privilege present, the emergency privilege will be revoked). |

4. Procedure

| Procedure Steps | | Responsibility |
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| 4.1 | CV's of applicant medical practitioners must be directed as soon as they are received by any DSFH staff to the chairperson of RCPA committee for screening and shortlisting | Any DSFH staff/ HR |
| 4.2 | Shortlisting of CV's applying for full time or part time positions shall be based on the following: 4.2.1 Approved manpower planning and approved budget of departments where applicants are applying to join. 4.2.2 The compatibility of the level of competence and expertise of applicant medical practitioners with the strategic priorities and strategic directions of DSFH during the related period | Chairperson of RCPA committee |
| 4.3 | Shortlisted CV's shall be forwarded within 1 working day of receipt by the RCPAC chairperson to the CMO office to arrange for interview of the applicant with the chairperson of related medical department. Interview shall be done no later than 2 weeks from shortlisting of CV | RCPAC Chairperson |
| 4.4 | The CMO office shall ask applicant to complete an application form prior to arranging for interview | CMO office |
| 4.5 | An Interview Evaluation Form (Attachment 6.4) will be completed and submitted to CMO office by the interviewer of the applicant (chairperson of related medical department). | CMO Office/ Chairperson Of Medical Department |

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| 4.5.1 | If the applicant has been rejected by the interviewers, an apology mail will be sent to him/her by the CMO office, no later than 1 week after conducting the interview | |
| 4.5.2 | If the applicant left a positive impression during the interview, the interviewer shall contact at least 2 of the references stated in the application form for reference check | |
| 4.5.3 | <p>If feedback is positive from reference checks, the HR recruitment officer shall prepare and send a preliminary offer to the applicant. The following must be done before the offer is sent to the applicant:</p> <p>4.5.3.a The HR recruitment officer shall send an internal approval request (personal qualification data form- PQD) for signatures of the followings:</p> <p>4.5.3.a.1 Compensation and benefits officer for congruence with benefits and pay scale</p> <p>4.5.3.a.2 Licensure officer to check about prior SCFHS status of applicant if he/she has worked before in Saudi Arabia, to request transfer of file if applicant has worked in a city other than Jeddah and to give feedback on classifications that are likely to be given by SCFHS</p> | CMO Office/ Chairperson Of Medical Department |
| 4.5.4 | If applicant has questions or wants to negotiate the offer, the HR recruitment officer along with the chief of medical/ clinical division will handle this matter. PQD form will need to be revised accordingly | HR Recruitment Officer |
| 4.5.5 | Offers shall be sent to applicants by HR recruitment officer after approval and after signature of CEO on the PQD form | |
| 4.5.6 | Once applicant accepts preliminary offer, HR to start working on Visa process (if applicable) and RCPAC secretary will start communicating with the applicant in order to have him/her complete submission of documents needed for credentialing and privileging. Once C&P documents are completed, the RCPAC secretary will put the name of applicant on agenda of RCPAC | |
| 4.5.7 | The chairperson of related medical department must communicate directly with the applicant to discuss experience and skills in order to make decisions on granting of privileges requested by applicant in the privileging form | HR Licensure Officer |
| 4.5.8 | For medical practitioners in specialties that are new to DSFH, the chairperson of RCPAC has to consult with medical practitioners of the same specialty in outside health care institutions and ask for guidance on the privileges to be granted. Policy on "introduction/ redesign of new/ existing intervention" shall be followed as applicable | |
| 4.5.9 | The RCPA committee will review the credentials and the requested clinical privileges of the applicant, and will make decisions on the DSFH job title and on the probationary privileges that will be granted to the applicant | CMO Office |
| 4.5.10 | If the RCPA committee rejects the application, the credentialing and privileging Documents will be scanned and kept as part of the CMO office Data Bank, and feedback will be given to the rejected applicant by the RCPAC secretary within 2 working days of the RCPA committee decision | |
| 4.5.11 | If the RCPA committee credentials the applicant in a position that is different from what had been sent to him/her in the preliminary offer, the RCPAC secretary must send the applicant a revised offer based on the position granted by the RCPA committee | Chairperson Of Medical Department |
| 4.5.12 | If the RCPAC approves the application, the RCPA committee shall: | |

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| | 4.5.12.a Decide on the probationary privileges that will be granted to the applicant (Physicians privileging form Attachment 6.3) | RCPAC |
| | 4.5.12.b Complete a "Physicians HR transaction form "(see attachment 6.5). This form is needed by the HR recruitment officer to open a staff account for the applicant upon joining DSFH | |
| | 4.5.13 For medical practitioners that need special contracts (external affiliates, and part timers), contracts shall only be finalized after processing by RCPAC is completed. This will be done by CMO office and business development office | |
| | 4.5.14 The CMO office shall post the probationary privileges on document gate as soon as the applicant physician joins DSFH | |
| 4.6 | <p>After completion of credentialing and privileging process by RCPAC, the HR recruitment officer must immediately start initiating all applicable processes or governmental transactions needed to ensure the applicants' prompt and timely joining of DSFH.</p> <p>4.6.1 HR recruitment officer shall intrust the applicant to initiate as early as possible the attestation of his/her credentials from country of origin</p> <p>4.6.2 If the candidate has worked in Saudi Arabia before, in a city other than Jeddah, the licensure officer shall contact the office of the SCFHS office in the city where the candidate previously worked and request that the applicant file gets transferred to Jeddah office.</p> <p>4.6.2.a The HR recruitment officer shall make sure that the candidate should not mobilize until file is transferred to Jeddah</p> | HR Recruitment Officer/ HR Employee Relation Officer/ Licensure Officer |
| 4.7 | <p><u>Primary source verification</u></p> <p>4.7.1 Medical practitioners will not be allowed to start delivering unsupervised medical care to patients until primary source verification of their credentials is completed. Primary source verification for physicians joining DSFH will be done as follows:</p> <p>4.7.1.a The Saudi Embassy in the country of origin ensures authenticity (primary source verification) of the academic and experiential certificates and stamps' validity prior to stamping the candidate passport with a visa.</p> <p>4.7.1.b Additionally, candidates should submit online their academic and experience certificates to Dataflow for primary source verification for certain countries. If Dataflow does not have office at candidate's point of origin, all necessary documents will be submitted by DSFH HR to Dataflow office in Jeddah when the candidate arrives to Saudi Arabia.</p> <p>4.7.1.c DSFH HR must also submit to Saudi Council for Healthcare Specialist (SCFHS) needed documents for licensure process. The Saudi Council for Healthcare Specialist (SCFHS) performs primary source verification immediately after the candidate arrives to Saudi Arabia and issues a temporary SCFHS license as soon as this is done.</p> <p>4.7.1.d For any negative or questionable content in the Competency Documents, the HR Recruitment Officer will perform independent primary source verification with the related sources.</p> | HR Licensure officer |
| 4.8 | <p><u>Procedures at end of probation period</u></p> <p>4.8.1 Upon licensure confirmation by the Saudi Commission for Healthcare specialties, and after satisfactory completion of the probationary period by the physician, the CMO office will submit to the RCPA committee a request to grant permanent clinical privileges to the newly joining physician</p> | CMO Office and RCPAC |

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| | 4.8.2 | The request submitted by the CMO office must include completed probationary evaluation and the initial privileging form along with a note written by chairperson of concerned medical department stating whether probationary privileges will be adopted as permanent clinical privileges without change, or whether there will be changes. If changes are warranted, the chairperson has to specify what | |
| | 4.8.3 | Once the Permanent clinical privileges are decided by the RCPA committee, these will be added to the staff file, and the probationary privileges will be modified accordingly on documents gate by the RCPA secretary | |
| 4.9 | <u>Additional privileges:</u> | | |
| | 4.9.1 | A medical staff requesting for additional privileges will fill a new Physicians privileging form (Attachment 6.3) and submit it, with the supporting new certification (as recognized by SCFHS and DSFH), to his/her departmental chairperson | Requesting Physician |
| | 4.9.2 | If approved by chairperson of related medical department, the latter sign and submit the new Privileging Request Form to the RCPA Committee chairperson | |
| | 4.9.3 | The medical/clinical quality service shall conduct a primary source verification of submitted certificates of training that are submitted in support of additional privileges request | RCPAC |
| | 4.9.4 | If the suggested changes to the Permanent clinical privileges were approved by the RCPA committee, these will be added to the staff file, and the permanent clinical privileges will be modified accordingly on documents gate by the CMO office | CMO Office |
| | 4.9.5 | New granted privileges will be submitted to probationary period as above (4.7) | |
| 4.10 | <u>Re-privileging:</u> | | |
| | 4.10.1 | Permanent Clinical privileges granted to permanent, Part timer, external affiliates and frequent Locums physicians will be re-assessed every two years by the RCPA Committee | RCPAC |
| | 4.10.2 | Permanent Clinical privileges granted to Locums will be granted for 2 years | |
| | 4.10.3 | For medical practitioners that left DSFH and are interested to re-join, privileges granted prior to leaving DSFH will be valid for 1 year after date of leaving | |
| | 4.10.4 | For Clinical attachments, privileges will be valid for 3 years | |
| | 4.10.5 | The CMO office must submit to the RCPA committee a list of All DSFH physician who are due for re-privileging, around 2 months prior to the expiry of their current clinical privileges | CMO Office |
| | 4.10.6 | The submitted request must include the following: 4.10.6.a Periodic physicians' performance evaluation forms for the past 2 years, including compliance with hospital policies, compliance with medical guidelines, and complaints data. 4.10.6.b Complication and morbidity rates as collected during the morbidity/peer review process and during focus review (Refer to DSFH policy on Morbidity/peer review process) 4.10.6.c Surgical site infection rates (for surgeons) as collected by IC department 4.10.6.d Data on contribution of physician to educational activities and training. 4.10.6.e Health of the staff | CMO Office |

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| | <p>4.10.6.f A new filled privileging form signed by both the concerned physician and chairperson of concerned department</p> <p>4.10.6.g Updated licenses (MOH and SCFHS), and updated BLS/ACLS/PALS as applicable to the job title of concerned physician.</p> <p>4.10.6.h If applicable, revised permanent clinical privileges shall then be amended in documents gate by the CMO office.</p> | |
| | <p>4.10.7 For chairperson re-privileging (as physicians), the chief of medical and clinical division shall complete the OUL section. This shall be done after consulting with physicians in the same specialty as the chairperson in question</p> | |
| 4.11 | <p><u>Fast track credentialing and privileging process:</u></p> <p>4.11.1 In situations where there is an urgent need for the credentialing a new medical practitioner, and as called for by the CEO or chief of medical and clinical division, the RCPA committee chairperson can conduct a fast track Credentialing and privileging process by either calling for an emergency meeting of the RCPA committee, or via email communication and feedback from members of the RCPA committee</p> | RCPAC |
| | <p>4.11.2 All fast tracks C&P must be later resubmitted to the RCPA committee by the RCPAC secretary for formal credentialing and privileging</p> | |
| 4.12 | <p><u>Credentialing and Privileging of physicians that join DSFH for training purposes:</u></p> <p>4.12.1 All physicians joining DSFH for training purposes will have formal assessment of their credentials and assigned clinical privileges by an authorized body, as follows:</p> <p>4.12.1.a For trainees that are part of the Saudi council for health care specialties residency/fellowship programs (DSFH sponsored and non DSFH sponsored) the Post graduate medical education committee will oversee their appointment, credentialing and privileging at DSFH. Refer to DSFH policy on Training in DSFH</p> <p>4.12.1.b For physicians that join DSFH for training purposes outside SCFHS programs (i.e. physician trainees), the RCPAC will oversee their appointment, credentialing and privileging at DSFH as per above (4.5) and in conjunction with “policy on training at DSFH”.</p> <p>4.12.1.c For medical students: This will be done by the academic and training affair department (Refer to policy on training at DSFH)</p> | RCPAC/CMO Office |
| 4.13 | <p><u>Credentialing and Privileging of frequent locums and locum’s physicians:</u></p> <p>4.13.1 Locum request must be filled by chairperson of concerned department for every time a Locum plans to join DSFH (see attachment 6.6)</p> | Chairperson Of Medical Department |
| | <p>4.13.2 Once Locum form is signed by chief of medical and clinical division, the CMO office must submit locum request to RCPAC chairperson</p> | |
| | <p>4.13.3 If the physician has been privileged by DSFH within the prior 2 years (for locums) or within 3 years (for frequent locums), then there is no need for submission to the RCPAC. The chairperson of RCPAC will sign the locum request and send it along with “physicians HR transaction form” to HR</p> | |
| | <p>4.13.4 If the Locum physician has not been privileged in the prior 2 years, then submission to RCPAC will be done and steps as per above (4.5)</p> | CMO Office |
| 4.14 | <p><u>HR recruitment officer shall create an account for the newly joining physician and assign a staff ID after the following is completed:</u></p> <p>4.14.1 <u>For expatriates just arriving to DSFH:</u></p> <p>4.14.1.a HR transaction form is completed and signed by chairperson of RCPAC.</p> <p>4.14.1.a.1 Newly joining physician signs his/her job description in HR</p> | HR Recruitment Officer |

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| | 4.14.1.a.2 | Newly joining physician signs a confidentiality agreement | |
| | 4.14.1.a.3 | Newly joining physician signs Contract if permanent staff, and signs Locum offer if hire is on Locum basis | |
| | 4.14.2 | <u>For Local Hire:</u> | HR Recruitment Officer |
| | 4.14.2.a | HR transaction form is completed and signed by chairperson of RCPAC. | |
| | 4.14.2.a.1 | Newly joining physician signs his/her job description in HR | |
| | 4.14.2.a.2 | Newly joining physician signs a confidentiality agreement | |
| | 4.14.2.a.3 | Newly joining physician signs Contract if permanent staff, signs CTU consultant offer/ Locum offer if hire is on Locum basis | |
| | 4.14.2.a.4 | Newly joining physician has had training on HIS (except for those joining KAUST, where training is done on site at KAUST) | |
| | 4.14.2.a.5 | Newly joining physician has had medical check-up completed. | |
| | 4.14.2.a.6 | Newly joining physician has met the chairperson of medical department for orientation. (except for those joining KAUST, where training is done on site at KAUST) | |

Employee's Personal File

1. Purpose:

- 1.1. To define the policy and applicable procedures relating to the establishment, use, maintenance, and retention of employees' personnel files.
- 1.2. To have a unified content for all DSFH employees' personnel files.
- 1.3. To ensure the confidentiality of employees' personnel files.

2. Definitions:

- 2.1. Active Employee: A person who is currently employed at DSFH
- 2.2. Inactive Employee: A person who has been previously employed by DSFH and for who we still have a file of past employment on record
- 2.3. Employee Personnel File: A digitized record of essential employment records, Oracle employee transactions and a hard copy of contract, letter of offer and signed statements from disciplinary investigations.
- 2.4. Personnel Records: All records maintained on employees. The mandatory content is based on CBAHI Personnel File Accreditation standards.
- 2.5. Organizational Unit: Divisions, departments, sections, and/or units.
- 2.6. Direct Reports: Executive Directors, Division Chiefs, Department Directors
- 2.7. Organizational Unit Leaders: Service Directors, Unit Managers, Chairpersons, Section Heads.

3. Policy

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| 3.1 | DSFH is in the process of digitizing Employee Personnel files and we currently have a hybrid process in place for staff record keeping |
| 3.2 | The Human Resources (HR) Department at DSFH is in the process of implementing centralized digitized personnel file for active employees (Smart Scanning System) in addition to keeping hard copies of Staff Contract, Letter of Offer and any signed statements taken in the course of an official Human Resources Investigation involving the employee |
| 3.2 | While organizational units and immediate supervisors may maintain their own files for unit employees, copies of mandatory staff records shall be forwarded to the HR Department for scanning into the Smart Scanning system |
| 3.3 | The CMO Office currently maintains complete hard copy files for all DSFH physicians |
| 3.3 | Electronic staff transactions such as leave requests and payroll transactions made through Oracle are considered to be a part of the employee personnel file |
| 3.3 | <p>Personnel records shall be considered hospital property and as such shall be afforded confidential treatment at all times.</p> <p>3.3.1 Hard copy records are not kept at DSFH with the exception of those mentioned in 3.2 and 3.3 above. Records are digitized and employees who are authorized to access information have a view icon installed in their desktop PC.</p> <p>3.3.2 Human Resources Employees have access to the scanned document based on role requirement</p> <p>3.3.3 The President has approved the Internal Audit and the Legal Affairs Teams to have approval to access files for work related reasons with the approval of</p> <p>3.3.4 Information contained in personnel files may be disclosed by the hospital without written consent of the subject of the record when the President and Chairman of the Board/Vice President or the HR Director concludes that a constructive purpose would be served or when required by law.</p> <p>3.3.5 Individually identifiable personal information contained in computerized data bases, whether maintained centrally or by organizational units, is afforded the same confidential treatment that applies to written records.</p> <p>3.3.6 Violation of confidentiality by any employee involved in the maintenance or handling of the personnel records may be grounds for disciplinary action</p> |

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| 3.4 | In the event that a hard copy of a file is required for any purpose such as submission to the court a copy of every document can be printed from Smart Scan and copies of the original letter of offer, contract and any original statements can be added. |
| 3.5 | Employees' personnel files shall be maintained in the database as active as long as the employee has an active status at DSFH. In the event of resignation/termination of a DSFH employee, the personnel records will be flagged as inactive |

4. Procedure

| Procedure Steps | | Responsibility |
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| 4.1 | The HR Department provides comprehensive files for all DSFH employees, including locums which are initiated upon commencement of employment. | HR Department |
| 4.2 | Currently there is a hybrid process for personnel file maintenance in HR as not every employee file has been completely scanned yet. HR Clerical staff are in the process of scanning every active file to smart scan, | HR Clerks |
| 4.3 | In addition to the scanned Personnel file Oracle transactions such as leave processing and payroll management constitute part of the employee record | |
| 4.4 | During the first day Induction Process the Recruitment Office staff will initiate data entry into the Oracle System for every new employee. This will include the employee name, job title and some basic information about the employee | Recruitment Office Staff |
| 4.5 | Recruitment Office staff then cross check all the employee documents against a document check list to ensure all mandatory documents for file initiation are present. The recruitment officer signs the document checklists | Recruitment Office Staff |
| 4.6 | The documents and the check list are forwarded to the Human Resources Clerk for a double check and then scanning into the system. The Human Resources Clerk will sign the check list verifying all the documents have been scanned and then scan the check list into the smart scan system | Human Resources Clerk |
| 4.7 | The Human Resources Clerk then emails all concerned parties in HR to inform them of the new employee files that have been scanned and he includes the ID number and the Nationality in the email. | Human Resources Clerk |
| 4.8 | Once the file is scanned it can be accessed simultaneously by other concerned HR staff and updated with data relevant to their job function. The data analyst officer will add the supervisor name and the email to the Oracle account using the information from the scanned file, The Compensation and Benefits Officer will add contractual information, The Government Relations Officer will enter Saudi employees into HRDF and Saudis will be entered into GOSI by the assigned staff. | All Concerned HR Employees |
| 4.9 | As files are scanned into the system, whether in the case of new employees or existing employee, Original Contracts, Original Letters of Offer are stored in the chronologically numbered Kent folders. | Human Resources Clerk |
| 4.10 | In addition, as the files of existing staff are scanned, as well as original contracts and letters of offer we also keep original copies of any statements signed by staff who are involved in investigations | Human Resources Clerk |
| 4.11 | Once files are scanned they are shredded with the exception of the mentioned documents | Human Resources Clerk |
| 4.12 | It is important to keep all information in the Oracle System up to date 4.12.1 Employees are responsible for immediately notifying the HR Department of any change in their personal status, including any change of name, address, telephone number, insurance dependents and beneficiaries, or person to contact in case of emergency. 4.12.2 Concerned organizational unit leaders are responsible for providing and continuously updating the HR Department with the following documents for inclusion in the respective employee's file: | Employees OUL |

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| | <p>4.12.2.a Any new certificates related to training or skills acquired by respective employees.</p> <p>4.12.2.b Additional certificates or diplomas related to educational attainment of respective employees.</p> <p>4.12.2.c Probationary and Annual performance appraisals of respective employees, as applicable.</p> | |
| 4.13 | Employees must provide Human Resources with a copy of the Dataflow Certificate where applicable to be added to the Personnel File | Employee |
| 4.14 | Human Resources will register new employees with Saudi Council for Health Specialties if applicable and will scan a copy of the Saudi Council card to the file once it is available. | Employee Relations Officer |
| 4.15 | Employees will renew Saudi Council for Health Specialties Classification through Mumaris and should submit a copy of the new Saudi Council Card to HR to be scanned to the file. | Employee |
| 4.16 | The Senior Employee Relations Officer will scan and add MOH licenses to staff files where applicable both at first issue and on renewal | Employee Relations Officer |
| 4.17 | The Senior Employee Relations Officer will scan and add Life Support records to staff files where applicable both at first issue and on renewal | Employee Relations Officer |
| 4.18 | <p>Access to personnel files is limited to authorized Human Resource Employees, Legal Affairs Department and the Internal Audit Department as well as the President and Chairman of the Board and the Vice President</p> <p>4.18.1 The President and Chairman of the Board and the Vice President may be provided copies of the requested documents by the HR Department.</p> <p>4.18.2 Employees authorized to access employee's files will be granted viewing privileges to the Smart scan system</p> <p>4.18.3 Organizational unit leaders will only have the authorizations to view and/or use the files (excluding confidential documents) within the HR Department only</p> | HR Department/ Internal Audit Department/Legal Affairs Department |
| 4.19 | <p><u>Personnel files of resigning/terminated employees:</u></p> <p>4.19.1 At the termination of employment from DSFH, employee personnel files will be removed from circulation, labeled to indicate date of end of service as well as the date of final disposal, and archived in a separate storage area until such time as we are able to scanned them into the system as inactive ex-employees</p> | Human Resources Clerk |

Orientation Program for New Hires

1. Purpose:

- 1.1. Provide an overview of the DSFH orientation process for all new hired staff, trainees and volunteers.
- 1.2. To ensure that new hires are well and integrated introduced into their work environment and into rules and regulations that govern their activities at DSFH.

2. Definitions/Abbreviations:

- 2.1. Hospital Orientation: is orienting new employees on safety, the work environment, benefits and eligibility, organization culture/history, the organization chart and anything else relevant to working in the new organization.
- 2.2. Departmental Orientation: is orienting new employees on his/her work area, colleagues, departmental mission and scope of services, workplace hazards and other relevant departmental procedures.
- 2.3. Orientation: is the method of orienting new employees with DSFH and its organizational units.
- 2.4. Organizational Unit: refers to divisions, departments, sections, and/or units.
- 2.5. Organizational Unit Leader: refers to division chiefs, department directors, section heads.
- 2.6. Healthcare providers: Means any person who has or may have direct contact with a patient in a health care facility. This may include, but not be limited to, a physician,
 - 2.6.1. Dentist,
 - 2.6.2. Nurse,
 - 2.6.3. Optometrist,
 - 2.6.4. Podiatrist,
 - 2.6.5. Physical Therapist,
 - 2.6.6. Social Worker,
 - 2.6.7. Pharmacist,
 - 2.6.8. Psychologist,
 - 2.6.9. Student,
 - 2.6.10. On-Site Faculty,
 - 2.6.11. Receptionist,
 - 2.6.12. Dietary Staff,
 - 2.6.13. Housekeeping Staff,
 - 2.6.14. Security Personnel,
 - 2.6.15. Any Employee Acting In Supportive Of Health Services, And
 - 2.6.16. Non-employee staff, such as volunteers,
 - 2.6.17. who are involved in direct patient contact.
- 2.7. New hire: a person hired officially to work as a member of the manpower of the department/section.

3. Policy:

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| 3.1 | It is DSFH policy that all newly hired staff shall go through 3 levels of orientations : <ol style="list-style-type: none"> 3.1.1 Level 1: General New Hire orientation: conducted by ATA and shall be completed before the end of probation period of new hire. 3.1.2 Level 2: Departmental Orientation: conducted by the organization unit leaders and shall be completed before new hire starts work independently. 3.1.3 Level 3: Job Description Orientation: conducted by the organization unit leaders and shall be completed before new hire starts work independently |
| 3.2 | It is DSFH policy that trainees of Fakeeh college of health science (students/interns) and residents fellows in training receive same orientation as newly hired staff; other trainees will follow policy on training at DSFH |
| 3.3 | It is DSFH policy that all volunteers at DSFH shall be oriented according to the policy on training at DSFH |
| 3.4 | It is DSFH policy that staff of subcontracted service shall be oriented as per newly hired staff for contraction that join DSFH for assigned task, the DSFH contractor manual shall be followed. |

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| 3.5 | The orientation program shall be done on paid time and as such during regular working hours |
| 3.6 | An orientation session shall be arranged on a specific day every month. |
| 3.7 | Staff, whose contracts with DSFH had ended, shall attend the General Hospital Orientation Program again, if they join DSFH again after 1 year from leaving |

4. Procedure:

| Procedure Steps | | Responsibility |
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| 4.1 | <p>The recruitment officer orients the staff about the orientation checklist (Attachment # 1) and directs him to the academic and training affair department to schedule him on the available general hospital orientation session.</p> <p>4.1.1 The Academic training affairs department will arrange for orientation sessions each month</p> <p>4.1.2 Recruitment officer will ask every new employee to sign an agreement form (Attachment # 2) that he will attend the orientation program within one month and if not the next salary will be stopped until he will attend</p> <p>4.1.3 HR will send copy of the signed agreement form to ATA</p> | Recruitment Officer |
| 4.2 | <p>General new hire orientation session shall include:</p> <p>4.2.1 DSFH's mission, vision, values and organizational chart.</p> <p>4.2.2 Staff role in disasters and emergencies. (i.e., Fire).</p> <p>4.2.3 General information about hazardous materials including Material Safety Data Sheet (MSDS).</p> <p>4.2.4 General information on Infection control and sharps disposal.</p> <p>4.2.5 Electrical safety.</p> <p>4.2.6 General information on communication devices: paging, telephone system, and bleeps.</p> <p>4.2.7 General information on staff evaluation process.</p> <p>4.2.8 The definition of Adverse events and Sentinel events along with the process of reporting including Who should report, when to report, how to report, and to Whom the report is routed.</p> <p>4.2.9 The Policy on Abuse and Neglect of Children and Adults</p> <p>4.2.10 Overview of Credentialing, Privileging and Competency policies.</p> <p>4.2.11 General information about staff health clinic and its services.</p> <p>4.2.12 General information about the cultural and social issues in the Kingdom.</p> <p>4.2.13 General information about the quality and patient safety plan of the hospital and the importance of involvement of every member of staff.</p> <p>4.2.14 Information on the expected ethical conduct of the staff and the expected professional communication in his/her interactions with others.</p> <p>4.2.15 Information on protection of patient's rights, privacy and confidentiality.</p> | ATA , Staff Development & Training Manager |
| 4.3 | <p>Concerned organizational unit leaders will arrange the work schedules.</p> <p>4.3.1 They will make sure that employees, due for orientation, are released from their assignments and duties during the assigned orientation days and that they attend the whole orientation program.</p> | Concerned OUL |
| 4.4 | <p>The new employee has a responsibility to attend the mandatory Orientation on the allocated date. If unable to attend, the unit leader shall inform ATA to reschedule for the next GHO</p> <p>4.4.1 The Academic training affairs staff signs the orientation checklist for all staff attended the whole orientation sessions.</p> | <p>Unit Leader</p> <p>Ata Admin Assistant</p> |
| 4.5 | <p>The organization unit leader conducts a departmental orientation session for the staff which includes</p> <p>4.5.1 <u>Introduction:</u> to welcome the staff, indicate to each co-worker what the new staff's position will be, explain the functions of each person to the new</p> | Organization Unit Leader |

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| | <p>staff, tour the facilities, explain where the lavatories, coffee and/or break areas, and the parking facilities are located, explain the various areas within the facility and their interrelationship.</p> <p>4.5.2 <u>Duties And Responsibility In The Department</u>: discuss on the Mission, Vision and organizational chart of the department, review Job Descriptions, work tasks, assignments given, etc., discuss policies and procedures in the department, discuss the by-laws governing the staff and applicable laws and regulations, explain the Hospital information system applications for the department, roles and responsibility of employee during disaster or emergency, general information on Material Safety Data Sheet location, explain about Occurrence Variance Report, discuss general information related to staff workplace hazards and safety.</p> <p>4.5.3 <u>Work Ethics</u>: discuss expectation; his/her punctuality, work commitment, professionalism, teamwork, cooperation, innovative, etc., Dress Code, working hours in the department, the level of supervision within the department.</p> <p>4.5.4 <u>Workstation</u>: education or required training on the proper use of equipment including troubleshooting and reporting malfunctions.</p> <p>4.5.5 <u>Co-Workers / Colleagues</u>: introduce co-workers/colleagues to new staff and indicate their position in the department, explain the importance of team work spirit among the staff.</p> | |
| 4.6 | <p>Concerned organizational unit leaders are responsible of informing the Orientation Team Coordinator about the unavailability of the candidates or their inability to attend the program due to work needs.</p> <p>4.6.1 Employees will be granted one chance only to miss any scheduled orientation work. This should be justified by the concerned organizational unit leader.</p> <p>4.6.2 Employees who do not attend some of the sessions during the orientation program must attend the missing sessions during the following orientation or watch the orientation program recorded video in the Library.</p> <p>4.13.4.b For those they attend the orientation live or watched the video, following will be a written exam and all have to conduct it.</p> <p>4.13.4.c If the employee commit up to two mistakes oral remediation will be done for him/he , from three to 5 mistakes the employee has to see the video , and if it will be more than 5 mistakes they have to attend one more live orientation</p> | <p>Organizational Unit Leaders</p> <p>Organizational Unit Leaders</p> <p>ATA Admin Assistant</p> <p>ATA Admin Assistant</p> <p>ATA Admin Assistant</p> |
| 4.7 | Any changes in the Orientation Team members or in the topics of the orientation program will be approved by the academic training affairs director. | ATA Director |
| 4.8 | All documents for attendance and exam result will be kept in the employees records in the HR Department. | ATA Admin Assistant Employee relation |
| 4.9 | <p>During the probationary period, all newly hired employees who will start their duty in their respective unit before attending the General Orientation Program must be closely observed and directed by their organizational unit leaders until they attend.</p> <p>4.9.1 The supervisor will be responsible, in the meantime, for orienting the new employee on the hospital-wide policies and procedures.</p> | Organizational Unit Leaders |
| 4.10 | The staff should submit the signed orientation checklist to Employee Relation Officer before the end of his probationary period and any delay will stop the 2 nd salary until submitted | Employee |

Competency Policy

1. Purpose:

- 1.1. To establish and maintain a systematic, objective and measurable competence assessment programme for DSFH Clinical and Non-Clinical staff

2. Definitions:

- 2.1. Competence: An individual's ability to perform his or her job responsibilities.
- 2.2. Competency: An individual's actual performance of his or her specific job responsibilities.
- 2.3. Competence Assessment: The process of evaluating an individual's potential knowledge and skills.
- 2.4. Competency Assessment: The process of verifying an individual's ability to perform and apply knowledge and skills.
- 2.5. Orientee: An employee who is becoming acquainted with a new work environment.
- 2.6. Clinical Staff: In this policy, refers to DSFH Company staff with job titles that require Saudi Council Certification (e.g. Physicians, Nurses, RT, PT, Bio-medical engineers etc.).
- 2.7. Non-Clinical Staff: Those staff that do not need SCFHS certificate

3. Policy

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| 3.1 | All DSFH Company staff will be required to complete competencies as identified in this policy. |
| 3.2 | Competence assessment is conducted: <ol style="list-style-type: none"> 3.2.1 At the time of application to DSFH to determine if the individual meets the standards and criteria for the position. 3.2.2 During the probationary period of newly hired staff. 3.2.3 At ongoing intervals for specific competencies (as identified by individual departments). 3.2.4 When a staff member's practice of that competency gives cause for concern. 3.2.5 When a staff member transfers to another unit or service (unit-specific or service-specific competencies must be completed). |
| 3.3 | Competency assessment methods used will include but not be limited to: <ol style="list-style-type: none"> 3.3.1 Direct observation 3.3.2 Simulation 3.3.3 Demonstrations of interventions or equipment 3.3.4 Peer review 3.3.5 Checklist 3.3.6 Quizzes and tests |
| 3.4 | New competencies may be developed when: <ol style="list-style-type: none"> 3.4.1 A subject is defined as high risk, problem prone or low volume. 3.4.2 New equipment, medication, interventions or processes are introduced into a department. 3.4.3 Accreditation bodies identify mandatory competencies. 3.4.4 Quality indicators have identified a competency issue. |
| 3.5 | Competencies must include the knowledge, skills and attitude required for the procedure. |
| 3.6 | The Organizational Unit leader (OUL) will be responsible for assessing the newly hired staff competencies, before having them perform their assigned duties independently. |
| 3.7 | For all new Non-Clinical staff, the OUL are responsible for orienting and closely supervising those staff upon assuming their assigned work. |
| 3.8 | New Non-Clinical staff are evaluated by OUL at the time they begin their work responsibly. |
| 3.9 | The hospital defines the frequency of ongoing non-clinical staff evaluation. |
| 3.10 | The department or service to which the individual is assigned conducts the evaluation. |
| 3.11 | New staff will be required to complete any general and unit or service specific competencies within their probationary period. |

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| 3.12 | The frequency of updating departmental competencies will be determined at departmental level and will be determined by such factors as accreditation standards, poor practice or lack of opportunity to practice skill on a regular basis. |
| 3.13 | All competencies will be formatted and assessed using the standard competency assessment tool (Attachment No.1). |
| 3.14 | OUL should ensure that there is at least one documented evaluation of non-clinical staff members each year or more frequently as defined by the hospital. |
| 3.15 | Staffs that are unsuccessful in meeting the performance criteria of a competency should not perform that task until successful retesting is completed. |
| 3.16 | Each OUL will send a competency completion checklist (Attachment No. 2) to HR employee relation officer at the end of the probationary period and then when competencies are updated. |
| 3.17 | OUL will be responsible for identifying education and training needs recognized through competency assessment and for liaising with the appropriate department depending upon the need (e.g. Academic Affairs, Biomedical Engineering, Safety and Security etc.) to plan the education and training. |
| 3.18 | Identification and resolution of these education and training needs are to be included in each organizational unit annual report. |
| 3.19 | The Human Resources Department will monitor the completion of staff competencies by organizational unit as a performance indicator and report results during CEO direct report committee meeting. |

4. Procedure

| Procedure Steps | | Responsible |
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| 4.1 | Upon joining their assigned organizational unit, newly hired staff will be introduced to their OUL and will be informed of the competencies they are required to complete during their probationary period. | Orientee / OUL |
| 4.2 | The newly joining staff will be informed by the OUL of the learning resources which are available to them (mandatory or optional) which will assist in preparing them to complete their competencies. | OUL |
| 4.3 | For nursing staff, competencies may be completed during Nursing Orientation by a clinical educator or completed in their unit by their OUL. | Nursing education/ OUL |
| 4.4 | For Non-Clinical staff, the OUL are responsible for orienting, closely supervising & direct observation of those staff upon assuming their assigned work. | OUL |
| 4.5 | For all other staff, competencies will be completed at departmental level by their OUL. | OUL |
| 4.6 | The newly hired staff will negotiate with their OUL a suitable date and time for competency assessment. | OUL |
| 4.7 | Once a newly hired staff has successfully completed a competency, they can perform that skill without supervision. | newly hired staff |
| 4.8 | Staffs that do not pass a competency from first time will have an action plan developed for them. The plan should identify learning objectives, the educational methods to be used for remediation and a timeframe for completion. | OUL |
| 4.9 | Staff will be allowed three attempts to pass a particular competency. | OUL |
| 4.10 | For any staff member who do not pass a competency or competencies on their third attempt, a decision regarding any further action will be made on an individual basis by the OUL and HR. | OUL and HR Employee Relation Officer |
| 4.11 | At the end of the probationary period, the OUL will send the competency completion checklist to HR employee relation officer along with the completed probationary report. | OUL |

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| 4.12 | OUL of the Staff will be informed 1 month in advance of any competencies which are required to be repeated again by the concerned staff (e.g. annually, biennially). | HR Employee Relation Officer |
| 4.13 | OUL must arrange with their staff to have their competency re-assessed before the expiry date. | OUL |
| 4.14 | Once the competency is completed, the OUL will send the competency completion checklist to HR employee relation officer. | OUL |

Succession Planning

1. Purpose:

- 1.1. To define and regulate the processes of ensuring that potential candidates are readily available to fill key leadership positions in the event of necessity.

2. Definitions:

- 2.1. **Succession Planning:** This is the process for identifying and developing internal people with the potential to fill key leadership positions in the company. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as and when they become available and mitigates retention risk.
- 2.2. **Retention Risk:** This refers to positions where the departure of an employee is expected (e.g. due to retirement) or likely (e.g. in areas that have a history of high turnover).
- 2.3. **Key Leadership Positions:** These are the leadership positions that are of critical importance to organizational function and without which there would be a significant impact on conducting normal daily business.
- 2.4. **Impact:** For the purpose of this policy impact is measured in terms of patient safety, medical, clinical, and financial operation of the organization, efficiency, and the image and reputation of the company.

3. Policy:

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| 3.1 | DSFH will maintain a list of key leadership positions identified determined by criticality of the position, the impact of the position on functionality and the retention risk of the position |
| 3.2 | Organizational Unit Leaders will proactively identify employees who are candidates for leadership and submit their names to Human Resources for future consideration |
| 3.3 | Potential leadership candidates will be provided with training, support and evaluation to ensure key positions have a readily available and well prepared source of candidates to assume leadership positions in the event of the departure of key staff |

4. Procedure:

| Procedure Steps | Responsibility |
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| On an annual basis, at the end of the year, the Executive Director for HR will prepare a list of key positions in conjunction with the Chiefs and Directors based on the criticality of the position, the impact of the position on functionality and the retention risk of the position. | Executive Director Human Resources |
| The list will be presented to the CEO for review and concurrence by the end of January of each year | Executive Director Human Resources CEO |
| Once the CEO has reviewed, amended, revised and concurred with the list will be presented to the Succession Planning Steering Committee for approval. An ad hoc meeting will be convened for this purpose | Succession Planning Steering Committee |
| A list of generic job description competencies will be developed by a succession planning team lead by the Executive Director for Human Resources. This list will be kept in an HR database by the HR Customer Services Officer and revised by the succession planning team annually when the key position list is prepared. | Succession Planning Team |
| The succession planning team will consist of permanent members from Executives and Chiefs and Ad Hoc members based on the competencies under review | |

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| | The succession planning team will develop evaluation criteria for each generic competency and these competencies, with associated evaluation criteria, will form the core for all job descriptions. | Succession Planning Team |
| | The succession planning team will also develop position specific competencies for the key executive positions approved by the Succession Planning Committee and will develop evaluation criteria for each of the specific competencies | Succession Planning Team |
| | The Executive Director for Human Resources will work with relevant organizational unit leaders to identify job specific competencies for any non-executive key positions falling within their scope of responsibility as well as the evaluation criteria for each competency. | Human Resources Director |
| | The Executive Director for Human Resources will submit the list of recommended competencies for each position, both generic and job specific, to the Succession Planning Steering Committee for review and approval. An ad hoc meeting will be convened for this purpose. | Human Resources Director |
| | The Executive Director for Human Resources will request relevant OULs and Executives to identify candidates for succession training based on the approved key position list and will prepare a comprehensive list of employees that have the potential to be developed for these future leadership positions. | Human Resources Director Organizational Unit Leaders |
| | In addition, employees will be given the opportunity to nominate themselves for consideration for succession planning. | Employee |
| | Each candidate will provide the succession planning team a full and current CV containing a synopsis of his/her abilities. The OUL will provide a summary of the candidates strengths and qualities including such attributes as decision making ability, creativity, critical thinking ability and conflict resolution abilities | Employee/Organizational Unit Leader |
| | The succession planning team will review the CV's and the additional information provided for each candidate and conduct a gap analysis of each candidate against the job description and defined competencies for the position in order to create a short list of suitable candidates. The gap analysis will be documented and kept in the employee personnel file. | Succession Planning Team |
| | A competency based interview will be arranged for each candidate using the competency based interview evaluation form developed for both middle and top managers consisting of representatives from HR and ATA as well as the current Chief/Executive of the service | HR/ATA/Chief or Executive |
| | The selected candidates will have a based line performance evaluation completed | Chief/Executive |
| | The evaluation will be reviewed by the succession planning team and the department chief/executive and a gap analysis of learning needs will be done, following which a development pathway will be developed for each candidate including learning objectives and expected outcomes | Succession Planning Team/ATA/ Chief or Executive |
| | The Chief/Executive of the Service is responsible for overseeing the implementation of the development pathway for each candidate and for reviewing and revising the efficacy of the learning pathway and for revising the learning objectives and updating the pathway as required | Chief/Executive |
| | Each candidate will be re-evaluated quarterly and the results of the evaluation will be presented to the succession planning taskforce | Chief Executive |
| | A quarterly report will be submitted to the President | ED HRD |

Manpower Planning, Grading and Database Management

1. Purpose:

- 1.1. To define and regulate the processes associated with Manpower Planning and Manpower Database Management at DSFH.

2. Definitions:

- 2.1. **Manpower Planning:** The development of strategies to match the supply of workers to the availability of jobs in DSFH. It involves reviewing current manpower resources, forecasting future requirements and availability, and taking steps to ensure that the supply of people and skills meets demand.
- 2.2. **Manpower Plan:** A compilation of all the signed and approved departmental manpower requirements. The manpower plan reflects the departmental organizational structure
- 2.3. **Manpower Database:** The Oracle electronic database set up to include all approved positions. The database forms the basis of the recruitment plan as all vacant positions are reflected in this database
- 2.4. **Hierarchy:** Organizational hierarchy is the approved organizational structure of the hospital (see attachment 1). Only hierarchal positions contained in the approved definitions list are approved for use at DSFH.
- 2.5. **Job Description:** Every active position at DSFH requires a job description to be completed on the first day of hire. A job description is a prerequisite before a candidate can be hired.
- 2.6. **Position Grade:** Every position is subject to a grading review based on set criteria. The position job description forms the basis of the review. All new job descriptions should be graded before candidates are hired as the grade forms the basis for benefits and allowances for every employee. Grades are assigned by a task force led by HR. Chiefs and Directors can request a position to be regarded but they cannot make any decisions about the actual position grade: that is taken care of only by the grading task force. The exception to this is the CEO who is at liberty to request grade establishment or grade change if desired for any position.

3. Policy:

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| 3.1 | It is Fakeeh.care policy to review the Manpower Plan on an annual basis |
| 3.2 | Fakeeh.care hold OUL full accountable for identifying and presenting manpower needs with justifications during the annual review |
| 3.3 | The CEO holds the ultimate authority for approval of the Manpower Plan |
| 3.4 | It is Fakeeh.care policy to utilize standardized job titles for positions at Executive, Leadership and Management level. No exceptions will be made. |
| 3.5 | maintains a Job Position and Grading Catalogue with hyperlinked Job Descriptions which includes every approved DSFH job title |
| 3.6 | Fakeeh.care does not permit major changes to Department/Divisional hierarchal structure during the year without strong justification however job titles may be added and deleted based on approval |
| 3.7 | The CEO holds the sole approval authority for adding positions to the manpower. No positions will be added without the written approval of the CEO. Deletions can be approved by the Executive Director for HR. |
| 3.8 | The HR Executive Director reserves the right to ask for justification from any Chief or Director requesting addition of a position that does not correspond to approve organizational definitions. The approval of the CEO is required for any position that does not meet the approved definition |

4. Procedure:

| Procedure Steps | | Responsibility |
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| 4.1 | General Information | HCM |
| | 4.1.1 A Manpower Review is held annually at DSFH in December | |

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| | 4.1.2 | Human Resources Department is responsible for coordinating all Manpower Review Activities | |
| | 4.1.3 | HCM will arrange mutually agreeable meeting times with Direct Reports to discuss manpower needs for the forthcoming year | |
| | 4.1.4 | HCM ensures the Current Fakeeh.care Hierarchal Position Title framework is followed during the manpower review process | |
| | 4.1.5 | Executive, Leadership and Management Position Titles are standardized. | |
| | 4.1.6 | HCM compiles the requirements into the annual manpower plan and obtains the approval signatures of the related Direct Report and the CEO | |
| | 4.1.7 | HCM ensures the Oracle Database is maintained, adds newly approved positions, deletes positions no longer required and ensures transfers and promotion's across the hospital are reflected in the database. | |
| 4.2 | Manpower Review | | |
| | 4.2.1 | The HCM COM & BEN will begin preparing the annual Manpower Plan Review in November of each year | |
| | 4.2.2 | Each Direct Report will be contacted and a mutually convenient appointment will be set up between the OUL and HCM | |
| | 4.2.3 | During their scheduled appointment time OUL are required to present their actual manpower status to the HCM & finance: 4.13.4.b Approved Manpower 4.13.4.c Current Vacancies 4.13.4.d Current Org Chart showing Manpower Distribution | OUL |
| | 4.2.4 | In addition, all OUL are required to present a predictive plan for the forthcoming year based on work load forecast | OUL |
| | 4.2.5 | The predictive plan will include any proposed changes to the Departmental Organizational Structure including: 4.13.4.b Work services and units to be added to or deleted from the structure 4.13.4.c The proposed titles of new work services and units 4.13.4.d Position Titles to be added or deleted 4.13.4.e Required changes to manpower numbers | OUL |
| | 4.2.6 | Direct Reports are required to present strong justification for all proposed changes and all changes to structure should be finalized by the end of each year to enable changes to the Oracle set up | OUL |
| | 4.2.7 | Justification may include but is not limited to: 4.13.4.b Use of validated statistical/mathematical models of staffing prediction if available 4.13.4.c Business Intelligence System data analysis if applicable 4.13.4.d Review and analysis of current manpower skills inventory versus skills needed for the service 4.13.4.e Anticipated strategic changes and innovations 4.13.4.f Changes and advances in technology 4.13.4.g Changes in Government Policy 4.13.4.h Improved work flow and operational efficiency 4.13.4.i Economies of scale | OUL |
| | 4.2.8 | The Manpower Review may result in: 4.13.4.b No change to approved manpower 4.13.4.c An approved increase in manpower 4.13.4.d An approved decrease in manpower | |

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| | 4.13.4.e | Approval or rejection of requests for new units or services to be added to the organizational chart | |
| | 4.13.4.f | Approval or rejection of proposed new job titles | |
| | 13.2.9 | Following the conclusion of the meetings the HR Data Analyst Unit Manager will compile the proposed manpower plan for the forthcoming year. The plan will include two manpower totals, the first will be the actual proposed manpower and the second will show current filled positions | HR Director |
| | 13.2.10 | The HR Director together with the HR Data Analyst Unit Manager will submit the proposed manpower plan to the CEO for review, amendment if needed and approval | HR Director/HR Data Analyst Unit Manager |
| | 13.2.11 | Once the plan is amended, approved and signed by the CEO the HR Data Analyst Unit Manager will make the required changes to the manpower set up in the Oracle system and will provide the Direct Reports with a copy of their approved manpower | HR Director |
| | 13.2.12 | In the event that Changes to Departmental Structure have been agreed the Direct Report has the responsibility to: 4.13.4.b Change the Department Organizational Chart as per the approved plan and obtain the approval signature of the CEO. 4.13.4.c Ensure a copy of the revised Departmental Organizational Chart is forwarded to HR Admin Coordinator to be uploaded in the Document Gate using the standard DSFH Departmental Organizational Chart Format 4.13.4.d Ensure a Position Description is created and forwarded to the HR Admin Coordinator for every new position approved reflecting the reporting mechanisms for the position based on its location in the Departmental Organizational Chart. 4.13.4.e Ensure staff change ID Badging where required 4.13.4.f Ensure related policies are revised according to the new structure. | Direct Report |
| 4.3 | Creation of New Positions not related to the Manpower Planning Review Exercise | | |
| | 4.3.1 | Direct Reports will send an email request for creation of a new position to the CEO detailing the justification for the position and copy the HR Data Analyst Unit Manager | Direct Report |
| | 4.3.2 | The request will contain the following information: 4.13.4.b The proposed title of the new position 4.13.4.c The reporting line for the position 4.13.4.d Whether this is an additional position or it is to be established within existing approved numbers 4.13.4.e Which position is to be deleted if no additional manpower is requested | |
| | 4.3.3 | If the CEO approves the position the HR Data Analyst Unit Manager will add it to the relevant manpower database in Oracle | CEO/HR Data Analyst Unit Manager |
| | 13.3.3 | The Direct Report will forward a Job Description and a revised Organizational Chart showing the location of the requested position to the request to the HR Admin Coordinator | Direct Report |
| | 13.3.4 | The HR Director will: | HR Director |

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| | <p>4.13.4.b Convene the grading task force to assign a grade to the position</p> <p>4.13.4.c Request the HR data Analyst Unit Manger to establish a salary for the position</p> | |
| 4.4 | Maintaining the Database | |
| | 4.4.1 Maintaining the Manpower Database is a Human Resources Function | Human Resources |
| | 4.4.2 All staff movements, transfers and promotions must be requested and approved electronically and will be coordinated through the HR Data Analyst Unit Manger | HR Data Analyst Unit Manager |
| | 4.4.3 It is not permitted for any staff to move assignment unless all the appropriate steps have been followed and the release date has been agreed between both departments electronically | |
| | 4.4.4 HR Director will request any staff found to be assigned to an area different to their location in the database to return to the original assignment area until approvals are obtained for the movement | Human Resources Director |
| | 4.4.5 Disciplinary action may be initiated for non-compliance with this policy | |

Escalation Policy

1. Purpose:

- 1.1. To define and regulate the processes of ensuring employee and OUL compliance with feedback time frames for escalating issues associated with noncompliance of selected policies.

2. Definitions:

- 2.1. **Escalation Process:** A process which allows concerned staff to raise issues to a higher authority for timely resolution. An escalation process ensures that the next level of management is informed (often within a specific period of time), if an issue cannot be resolved at the lower level.

3. Policy

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| 3.1 | Employees and concerned organizational unit leaders are held accountable to meet management deadlines and resolve issues within their span of responsibility |
| 3.2 | It is the policy of DSFH to raise unresolved issues to a higher level in order to ensure such issues are resolved in a timely manner |
| 3.3 | Penalties may be applied to employees and organizational unit leaders who fail to respond to the need to meet deadlines |

4. Procedure

| Procedure Steps | |
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| 4.1 | The attached document (see attachment 1) outlines timeframes, processes and responsibilities related to completing essential management and operational procedures |
| 4.2 | Each procedural time frame, related processes and ultimate responsibility is clearly spelled out |
| 4.3 | Unresolved issues will be escalated and penalties will be applied accordingly |
| 4.4 | It is the responsibility of the related service to ensure compliance with the deadlines in the attachment and to elevate and take action accordingly |