MAZOOM COLLEGE

HUMAN RESOURCE MANUAL
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Appendix I

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MAZOOK COLLEGE POLICIES

INTRODUCTION

Mazoon College was established in the year 1999 with an objective to provide quality education to the students in the Sultanate. Since then, the College has come a long way and at present, the College is offering eight Degree programs and five Associate Degree program in addition to its short-term courses being conducted from time to time.

In the last six years, Mazoon College has grown into its size and have added a number of employees both faculty members and non-teaching staff. To run any organization and to achieve its goals, it is important that the structures and processes should be in place to deliver the organizational strategy. The metrics and reward system should also support the strategy and it should reinforce right kind of values and behaviors in employees required to achieve goals.

In this background, this Human Resource Manual is an attempt to streamline the system and processes at Mazoon to achieve our goals. This HR manual also provides the basic premise of the performance and reward for the employees in general and for the faculty members in particular. This policy document will give way to removing any kind of gap existing in terms of the structure and processes at Mazoon.

This is just a humble beginning and this document is open to all kind of suggestions and recommendations.
Part One: Career Path

I. Job Descriptions

1) Instruction
   a) Head of Department (HOD)

   Will report to the Dean.

   i. Responsible for the smooth designing, conduction and administration of the concerned courses/program to the highest standard.
   ii. Responsible for leading, managing and guiding the faculty members to adhere to the desired quality standard of the courses/programs.
   iii. Will provide guidance and support to its faculty members as and when it is required.
   iv. Responsible for allocating the teaching duties/responsibilities (desired teaching loads for morning & evening courses), service and advisory duties/responsibilities to their teachers.
   v. Responsible for maintaining a serious and learning environment in the college by adopting proper teaching and learning methods.
   vi. Responsible for the coordinating with the admission office and other offices for admission purpose and other regulatory purpose.
   vii. Responsible for contributing towards the proper examination and evaluation process for the program/courses.
   viii. Responsible for maintaining academic parity while transferring courses for their students.
   ix. Will strive for creating and maintaining a performing team of teachers and instilling a sense of motivation and morale by undertaking the necessary mentoring and guiding role.
   x. Will encourage faculty to undertake other academic pursuits such as research, publication, participation in conference/seminars/workshops, short-term programs for business and industry, management development program and consultancy.
   xi. Will encourage faculty for their contribution in teaching, research, advisory and service role.

   b) Faculty Member*

   Will report to the HOD.
i. Faculty members will be responsible for preparing for classes, preparing examinations, grading, advising students, invigilation during examination, attending departmental or other college committees’ meeting from time to time and attending to students’ problems.

ii. Faculty member is obliged to meet his/her regularly scheduled classes and to offer pertinent subject materials that are outlined in the course descriptions. A key variable that also must be recognized in the performance and conduct of regularly scheduled classes is that material presented is relevant to the course.

iii. Participation in Research: Although research is less structured than teaching in terms of a commitment to meeting at a specific time, it is no less rigorous in its demands. Research should involve students because it is a vital teaching device as well as a search for new knowledge.

iv. Participation in College Service: Membership on departmental, or college committees will be faculty members’ responsibility which leads to their participation in college governance and the interchange of views and ideas.

v. Participation in faculty meetings of the department or college is another service rendered by the faculty.

vi. Participation in the invigilation work during the mid-term or final examination.

vii. Faculty members are also required to serve as advisors to group of students.

viii. Faculty members may also required help to form and administer smaller and more efficient units within larger departments

ix. Contributing in the area of consulting, conducting workshops, management development programs and in-company training program, short-term programs etc for industry and the government organizations, if required and directed by the department.

2) Research

a) Research Committee

Research at the College is overseen by a committee which is periodically selected.

i. To promote scholarship of high quality through research.

ii. To devise ways of supporting and providing incentives for research.

iii. To encourage the most effective use of resources in support of research.

iv. To encourage the seeking of external financial support for research.

v. To foster good practice across the College through training, raising awareness and other such activities and to represent the College in research matters both nationality and internationally.
vi. To advise on College publications including College Handbook, newsletters, etc.

3) Administration

a) HR Manager

He/she will report to the Director – Finance & Administration

i. Recruitment process – legal requirement of contract and salary fixation.
ii. Resignation and terminal benefits settlements.
iii. Dealing matters with MOHE, MMP, Municipal & ROP.
v. Administration of Leave for all Administration Staff/Faculty.
vi. Assist new employee when they come to Oman.
vii. Test check attendance cards on monthly basis.

b) Director – Finance & Administration

Will report to the Dean

i. Monitoring day to day financial transactions of the college.
ii. Responsible for purchasing various requirements for the college and the hostels as per the college regulations.
iii. Coordinating with the Book store in charge & HODs regarding purchase of textbooks and arranging proper suppliers for timely delivery of textbooks
iv. Verification of weekly/monthly collection and payment reports submitted by the Accountant.
v. Arranging payments to creditors on time as per agreement. For any related party transactions, there must be a pre-written approval from all Board members.
vi. Preparation of yearly and monthly budgets.
vi. Attending Board and Executive meetings and submit various reports as per Dean’s instruction.
viii. Submitting various financial reports to MD’s office and the Board Members as and when requested.
ix. Follow-up with Accounts Dept for outstanding dues collection from students and submit the report.
x. Coordination with all HODs and offices in the College regarding any accounts related matter in order to ensure smooth running of the College.

c) Finance Manager
Will report to the Director – Finance & Administration

i. Collection of Registration Fees at the time of admission
ii. Daily collection of Study/Hostel Fees from self-sponsored full-time students.
iii. Prepare daily and weekly collection reports for the Accountant.
iv. At start of semester, prepare outstanding dues list after checking with Admission.
v. Prepare the semester-wise Outstandings statement every month.
vi. Follow-up with full time students for unpaid Study/Hostel Fees’ dues.
vii. Prepare list of students’ names, after checking with Admission, for making Bill on MOHE.
viii. Prepare list of students’ names, after checking with Admission, for making Bill on Companies.
ix. Statement of Dues for each student, on request.
x. Prepare letters to enable students avail Bank Study Loans.
xii. Control over Expats Passports
xii. Forwarding students’ status report for debt recovery to Legal Consultant through D-F&A/HR Manager.

d) Senior Accountant

Will report to the Director – Finance & Administration

i. Recording of all accounting transactions & maintaining the following records.
iii. Ledger.
v. Fixed Assets Register.
vi. Preparation of monthly financial statements & reporting the same to Management.
vii. Dealing with Bank for cash deposits, salary transfers & other payments.
viii. Carrying out monthly Bank Reconciliation.
ix. Checking & the verification of daily cash collection register with receipt books of Dy. Finance Manager and Asst. Accountants.
x. Collection of Tuition fees and other dues from evening Students as well as in the absence of Dy Finance Manager and other Asst Accountants.
xii. Supporting Petty Cashier with imprest cash.
xii. In respect of above points 3 to 7, prepare a daily statement.
xiii. Periodic verification of stock of books, stationery and Fixed Assets.
xiv. Verification of time cards for attendance and keep these records.
xv. Preparation of Annual Budgets.
xvi. Maintenance and purchase of office stationery.
e) Admission Office In-Charge

Will report to the Assistant Dean/Dean.

i. Responsible for the registration and administration process of the college.
ii. To make arrangement for the registration of the new students and existing students for the subsequent courses.
iii. To make class timetable and examination timetable for the college.
iv. To coordinate with the HODs for the smooth running of the program.
v. To make arrangement for the midterm and final examination (centralized one) and classroom allocation for this purpose.
vi. To make arrangement for the proper conduction of the courses and allocation of rooms and teaching tools required therein such as OHPs, LCDs, chairs, blackboards, etc.
vii. To maintain the individual records of the students.
viii. To maintain the data of absences of students.
ix. To maintain the results/grade of the students and overall records of their performance.
x. To provide the relevant data of students to HODs, Dean and other department as and when necessary.
xi. To make report and to communicate if required with the different ministries as and when required.
xii. I.T. Lab-In Charge
xiii. Will report to the HOD–Computer Sc/MIS and will be responsible for:
xiv. Customers in this case will be Management, Faculty, Staff as well as Students.
xv. Responsible for upkeep & maintenance of the Computer Center and also the computers installed at various places.
xvi. Responsible for smooth working of the Network.
xvii. Technical support and maintenance of Hardware: Prompt attending to problems or faults of the computers, printers, networking in the College or at the hostels.
xviii. Reinstallation and updating software programs, drivers and anti-virus proactively.
xix. Responsible for the inventory management and record keeping of the hardware and software programs.

f) Librarian

Will report to the Assistant Dean/Dean and will be responsible for:

i. Support to the Faculty and Students in terms of availability of books and references.
ii. Maintaining up to date index/catalogues for all books procured by the library.
iii. Maintaining proper system of issuance of books, journals and correct inventory of all textbooks on ongoing basis.
iv. Maintaining ideal atmosphere for the readers in the library.

II. Academic Rank Guidelines*

Mazoon College was constituted in affiliation with the University of Missouri, Rolla (UMR) and the programs being run here are under the guidance of the UMR. Taking cue from the UMR, the policy memorandum for the academic ranks is being adopted herewith that will help us in appointing, retaining and developing a competent faculty base

The objective of this policy memorandum is to establish uniform minimum qualifications for the appointment to and promotion to full time teaching academic ranks.

It is very clear that the mere fulfillment of these minimum professional qualifications does not automatically qualify one for the appointment or promotion. These guidelines are indicative of general guidelines and not as rigid rules.

1) Lecturer
   a) Masters degree in the relevant subjects.
   b) Having minimum three years of full time teaching experience at the Degree level courses.
   c) The candidate should have shown promise of excellent teaching, research and scholarship abilities.

2) Assistant Professor
   a) Doctorate or the degree of education considered to be the terminal degree from a university of repute.
   b) Minimum five years of full time teaching at the Degree level.
   c) Of these experiences, minimum three years of full time teaching experience should be post-Ph.D. teaching experience.
   d) The candidate should have shown a high degree of excellent teaching, research and scholarship abilities.
   e) The candidate should have made at least 5 publications in the refereed journal of repute.

3) Associate Professor
   a) Appropriate Qualification and a superior record in teaching and research/scholarship. The candidate must have shown a high degree of excellent teaching, research and scholarship abilities. The candidate must have made at
least 5 publications in refereed journal during his/her tenure as Assistant Professor.
b) Minimum of Eight years of full time teaching at the degree level.
c) Minimum Five years of Post-Ph.D. full time teaching at the degree level.
d) Minimum 3 years of holding the Assistant Professor position.

4) Professor
   a) Appropriate qualification and having acquired reputation in teaching or research/scholarship. The candidate must have made at least 5 publications in refereed journal during his/her tenure as Associate Professor.
b) The candidate should have shown a high degree of excellent teaching, research and scholarship abilities.
c) Minimum of Ten years of full time teaching/research at the degree level.
d) Minimum 8 years of Post-Ph.D. full time teaching at the degree level.
e) Minimum 5 years of holding the Associate Professor position.

**Important:** No promotion (or offering higher position) will be done at the time of the appointment at the Mazoon College.

III. Faculty Promotion Guidelines

The purpose of these guidelines is to disseminate expectations concerning faculty development and the requirements for the promotion to a higher academic rank.

It is expected that all faculty members are to be involved in a realistic level of service to the department and the institution through the range of committees at the college and other appropriate service activities.

1) Position of Assistant Professor

   The following consideration will be taken into account for promotion to Assistant Professor:

   a) Having Ph.D. in the relevant subject or terminal degree of education in the relevant discipline from a university of repute.
b) Having minimum three years of service as Lecturer at the Mazoon College.
c) Having the intellectual interests, personal qualities and the academic know-how required for high-quality teaching and effective academic research/scholarship.
d) The afore-mentioned qualities must be matched by his/her performance in the areas of instruction, research & publication.
e) He or she should exhibit enthusiasm and have the ability to motivate students.
f) Have shown the ability think creatively and demonstrate research and publication outcomes.
g) Have shown that they are capable and willing to participate as a respected colleague in decisions concerning the department and the college.

2) Position of Associate Professor

A critical evaluation of the teaching and research effectiveness and the professional growth of the candidate must be made at this point.

The following consideration will be taken into account for promotion to Assistant Professor:

a) Met the criteria for promotion to Assistant Professor.
b) Achieved recognition as an effective teacher as demonstrated by awards and honors, course and curriculum development and student and peer evaluation.
c) Obtained recognition as a successful researcher/scholar as demonstrated by securing research support, publication of significant research, etc.
d) Be recognized as making a significant contribution to department and institution objectives.
e) Promotion to the rank of the Associate Professor will normally be considered after a minimum of three years of service as Assistant Professor at the Mazoon College.
f) In addition to that, a minimum of eight years of full time teaching at the degree level and a minimum of five years of Post-PhD., full time teaching at the degree level.

3) Position of Professor

Obtaining the rank of professor means that one has been recognized as a senior, effective, and productive researcher and teacher. Promotion to this rank requires higher degree of critical evaluation of quality of the applicant’s work.

The following consideration will be taken into account for promotion to Assistant Professor:

a) Satisfy the criteria for promotion to Associate Professor. It means fulfilling the all criteria listed above for the associate professor rank.
b) Have a growing reputation in teaching or research. The candidate must have made at least 5 publications in refereed journal during his/her tenure as Associate Professor.
c) In addition to the above, a minimum of ten years of full time teaching/research at
the degree level out of which a minimum of eight years of Post-PhD., full time
教学 or research experience.
d) Promotion to the rank of the Professor will normally be considered after a
minimum of five years of service as Associate Professor, out of which a minimum
of three years at Mazoon College.

4) Promotion Committee

The College will constitute a promotion committee to undertake the promotion
applications submitted by the employees. To deal with the promotion of the faculty
members, the dean will constitute the committee. This committee will consist of six
members. The dean will be the chairman of this committee. The dean will nominate
the members internally from the faculty members, HODs, Assistant Dean or as
he/she thinks fit to do so. The dean will nominate at least two external members
representing institution of repute preferably an academic institution. This committee
will make decision regarding the promotion cases of the faculty members. To apply
for promotion, a faculty must have put at least 2 years of service at Mazoon. Though,
the discretion to cut down this period to one year lies with the dean. All promotion
cases should be finalized preferably in the beginning of the academic year.

To deal with the promotion cases of staff members, the dean under his/her
chairpersonship will constitute a promotion committee. This committee will consist of
5 internal members inclusive of the chair. This committee will look into promotional
aspect of staff members to make decision to be effective from the beginning of each
financial year. A staff member (non-teaching employee) must have put at least 2
years of service at Mazoon to get entitled for the promotion. Though, the discretion to
cut down this period to one year lies with the dean.

5) Exceptions

Recommendation with compelling justification for exceptions to any of the above
guidelines may be initiated at the departmental/college level.

IV. Policy for the Salary Increment and Bonus

To the extent that funds are available to the College for salary and wage adjustments
for faculty and staff, the college to retain the faculty members will implement following
provisions:

1) Yearly Increment

To tackle the cost-of-living increases, and to inculcate in employees a sense of
motivation, the college will provide yearly increment to all employees (Teaching &
Non-teaching employees) in a range of 2-7 percent of their Basic Salary. However, the following guidelines will be applicable for the faculty members:

a) For Lectures: An Annual increment of 5 percent of Basic salary or RO 15 to their basic salary, whichever is less. This will be added to the basic salary for all purposes.

b) For Assistant Professor: An Annual increment of 5 percent of Basic salary or RO 25 to their basic salary, whichever is less. This will be added to the basic salary for all purposes.

c) For Associate Professor: An Annual increment of 5 percent of Basic salary or RO 35 to their basic salary, whichever is less. This will be added to the basic salary for all purposes.

d) For Professor or other Senior Position: An Annual increment of 5 percent of Basic salary or RO 50 to their basic salary whichever is less. This will be added to the basic salary for all purposes.

2) Yearly Bonus

In addition to the yearly increment in the salary, the college has the Bonus System in place that will be awarded to the faculty based on the individual performance as evaluated within each department and reviewed by the Assistant Dean/Dean. The performance appraisal system (PAS) will be used by each department to ascertain the performance of the individual that will be reviewed and approved by the Dean. The bonus will be provided to outstanding staff and faculty members for their performances. Following criteria will be taken into point while awarding bonus:

a) Performance of the individual faculty member in that evaluation year.

b) Length of service at Mazoon. A minimum of two years service is required to qualify for the bonus.

c) Though, the discretion to award bonus to any employee not fulfilling the 2 year minimum service requirement lies with the Dean.

Part Two: Operational Policies and Procedures

This portion of the document outlines the effective recruitment and selection process to be followed for filling the position of full-time and part-time faculty members into the College.

All those involved in the recruitment and selection of staff should ensure that candidates are treated equitable and decisions are made in accordance with the College’s policies. This document lays out the process for recruiting and selecting staff to vacant posts within the College.
I. Recruitment and Selection Procedures

1) Overview

   a) The Recruitment and Selection Procedure of the College seeks to provide a framework, which will assist management to attract, select and retain the most promising candidates by using the most efficient, appropriate, fair, open and effective methods.

2) Establishing a Vacancy

   a) Appropriate alternatives to recruitment should be contemplated before approval can be sought. The Recruitment Committee can offer advice and guidance regarding a number of possible choices, including:
   b) Reorganizing work distribution;
   c) Restructuring within the related area or department;
   d) Recruiting new faculty/staff
   e) In cases of part-time appointments of less than one semester or one semester only, where it may not be appropriate to follow the full Recruitment and Selection Procedure, the advice of the Recruitment Committee should be taken as to the most cost-effective means of addressing part-time requirements.
   f) Specify the job requirements: Consideration should be given to the concerned department to provide with their requirement of faculty to run the department effectively. This will involve carrying out a mini analysis of the courses being offered for a particular semester and the number of faculty required to teach the courses in line with the college’s workload policy. Each department has to prepare a complete job profile mentioning job design and specifications.
   g) It will provide the basis for the advertisement and specify the selection criteria (differentiating between desirable and essential); to be used during short-listing and assessment. It should include:
      - Qualifications
      - Experience
      - Expertise
      - Publications
   h) Selection criteria must be relevant to the requirements of the job and must adhere to the college’s recruitment policy. It is important not to overstate or understate the qualifications and experience demanded by the job. It is important to set appropriate standards for each selection criteria.
   i) Approval process: Full consideration will be given to all vacancy requests based on the justification provided by the concerned department with the consultation of the Recruitment Committee.
3) Devising the Recruitment Plan

   a) The first procedure is for the Head of Department concerned to submit a recruitment authorization to the Dean. Following this thought is given to the best means to attract an appropriate candidate.

   b) The position is then advertised either through the college web site or via external media such as trade journals;

   c) The next stage is to determine how many selection stages will be used, and how many applicants might be expected at each stage. There is no maximum or minimum number of candidates necessary for a short-list to be created or for interviews to proceed; however, it is suggested that a maximum of six candidates be assessed for any given vacancy. Evaluation may include one or more of the following:-

      Interview(s);
      Teaching simulations or presentations (e.g. for faculty candidates);
      Assessments of a practical nature (e.g. to gauge the technical capability of non-academic staff).

   d) After the selection and assessment strategies have been agreed upon, it is necessary to secure the required resources (e.g. venues, interviewers/assessors and materials) needed at every stage and to organize this as soon as practical.

   e) Required Time-line: Tentative dates for creating a short-list and assessing the candidates should be agreed upon and the Recruitment Committee should be notified by the Head of Recruitment. Candidates must be notified as soon as practicably possible after the short-listing has taken place. However, time-scales will adopt the element of flexibility to facilitate the achievement of the desired goal. (e.g., if all applicants are internal, time-frames can be shortened whereas if applicants are external, time-scales may need to be longer).

4) Attracting Applications

   a) Local advertising in appropriate and widely circulated daily/newspapers.

   b) Contacting the local Employment Services.

   c) Internet advertising (College Website and external Internet sources like www.chronicle.com).

   d) External advertising in appropriate press or trade journals;

5) Short Listing Process

   a) HODs are to form a Departmental Recruitment Committee, which will short list the suitable candidate/s for the required position/s. During the short-listing
process the qualifications, experience, research, publications record etc. must be taken into account.

b) Departmental Recruitment Committee must short list the enough number of the candidates to have a better opportunity to select the best.

c) The list of short listed candidates along with their documents must be forwarded to the College Recruitment Committee.

d) The Head of Recruitment in consultation with the Dean and concerned Head of Department prepares the short-list with the agreed upon criteria in view and co-ordinates the assessments.

6) Assessing and Selecting the Candidate

a) Inviting Short-listed Candidates to Assessment: The Head of Recruitment is responsible for inviting the short-listed candidates for the interview/s. The following information or documentation, where appropriate, should be included:-

- The date, time and venue (with clear directions) and the nature of the assessment;
- A contact telephone number and name the candidate can use to confirm details and their attendance;
- Where appropriate, a the candidate is asked to bring evidence of their qualifications to the interview/assessment;
- Any other relevant information required by the department or College.

b) Carrying out Interview/Assessment(s): The Recruitment Committee is responsible for carrying out the interview/assessment(s), ensuring that, during the process:

- The evidence of qualifications deemed to be essential is checked initially, and, if possible, verified, ensuring that photocopies are retained;
- Candidates are advised when to expect the outcome of the selection process;
- Candidate’s current salary details are recorded, if appropriate;
- Detailed, objective, and clear notes/observations are made by the individual Committee members, as appropriate.

c) Making the Final Selection: The members of the Recruitment Committee should fill in the required Report Forms according to the established selection criteria. After the interview, the members of the Recruitment Committee members should review the candidate’s performance during the selection process and make a decision. The decision should be reached:

- Objectively and systematically, based on the evidence gathered through the selection process;
- No assumptions should be made and stereotyping should be avoided;
The Recruitment Committee must then complete a joint Assessment Report Form which completes the recruitment procedure. This is then handed to the HR department for further action.

7) Making an Offer

a) The Committee’s recommendation is sent to the Dean and Managing Director for their approval and the preparation of a Letter of Offer. Before a letter is sent two references are checked for each candidate (one of which should be a recent/current employer).

b) On the advice of the Head of Recruitment, the committee also recommends to the Dean and Managing Director a salary to be offered to the candidate. When recommending an appropriate salary, consideration is usually given to the following objective criteria:
   • The breadth, level, depth and complexity of the candidate’s understanding of different facets of the job and, where appropriate, professional, expert and theoretical knowledge;
   • The breadth and level of the required skills;
   • Qualifications
   • Amount of relevant experience;
   • Current monetary and salary benefits;

c) Following the letter of offer, which must be signed within a week of receipt, the candidate must send to Mazoon College the required documents.

d) When this package is complete it is forwarded to the Ministry of Higher Education for approval.

e) Following such approval, Mazoon College obtains manpower clearance and employment visas. A copy of this visa is sent to the candidate who informs of his/ her date of arrival. The original visa is located at the entry desk in Muscat Airport.

f) Candidates hired from out of country must bring a medical test from an approved medical center and the medical center has to be approved by the Ministry of Health in order for it to be attached to the visa documents. Candidates hired from inside of the Sultanate have to produce a medical certificate from a medical center approved by the Ministry of health.

g) Finally, HR department will coordinate obtaining a resident card for the candidate. A decision to make an offer may be made at this stage.

h) If there were multiple suitable candidates interviewed then the CVs of those who were not, in the final consideration, selected are stored in a recruitment bank so that they might be considered in future.

i) Induction Process: The College is committed to ensuring that new employees receive an appropriate induction that will familiarize them with the organization, their department and their roles.
j) Probation Period: The College has a Probation Scheme, which may be applicable to the successful candidate. Human Resources/Recruitment Committee can provide a copy of the College Probation Scheme/Contract agreement and provide advice and guidance in this regard.

8) Evaluation

a) Key Performance Indicators: The Human Resources/Dean should evaluate and monitor the appropriateness of the Recruitment and Selection Procedure through using the following key performance indicators such as timelines and ongoing vacancies. Feedback must be taken from departments to assess the effectiveness of the recruitment process.

II. Professional Duties and Responsibilities of the Faculty*

1) Instruction

a) Definition of Responsibility: The classroom teaching function includes preparing for classes, preparing examinations, grading, and attending to student office visitations. These tasks consume much more time than the actual teaching in the classroom. The professor is obliged to meet his/her regularly scheduled classes and to offer pertinent subject materials that are outlined in the course descriptions. A key variable that also must be recognized in the performance and conduct of regularly scheduled classes is that material presented is relevant to the course. The final goal of a collective classroom situation is the fullest expression of ideas and knowledge culminating in a graduate who is an educated, discerning and responsible citizen.

b) Professional Protection: As a professional in the classroom, faculty shall be allowed to have the flexibility in their choice of teaching methods and of modes of presentation to the students. They shall be assured that they have freedom of inquiry in their subject field and the right to exercise critical judgment in presenting that subject material. This freedom includes the assignment of pertinent academic and/or research activities which students might perform in other than regularly scheduled classes.

2) Research

a) Definition of Responsibility: Although research is less structured than teaching in terms of a commitment to meeting at a specific time, it is no less rigorous in its demands. Research should involve students because it is a vital teaching device as well as a search for new knowledge. Research may involve academic staff only, with a goal of increased knowledge placing it as a proper function of college
life. Research may be basic or applied, laboratory-oriented or done entirely at the desk or in the library.

b) Misconduct and dishonesty in research violate the sanctity of truth and must be prevented. Research dishonesty refers to any conduct that is intended to mislead or communicate falsely research data or results, or which communicates such data or results in reckless disregard of their false or misleading character.

III. College Service*

1) Responsibility

   a) Membership on departmental, or college committees has been a traditional faculty responsibility which leads to participation in college governance and the interchange of views and ideas.
   b) Participation in faculty meetings of the department or college is another service rendered by the faculty.
   c) Participation in the invigilation work during the mid-term or final examination.
   d) Membership in professional societies and participation in regional, national, and international meetings are other avenues of college service.
   e) Faculty may also serve as advisors to group of students.
   f) Faculty may also help to form and administer smaller and more efficient units within larger departments

2) Professional Development

   a) Conscientious faculty members will spend considerable effort on the improvement of their capabilities. This can be done through self-study, attendance at short courses, sabbatical leaves, research effort, and participation in professional meetings, etc.

3) Involvement with Industry or Government Organizations

   a) Another area of faculty activities is that of consulting, conducting workshops, management development programs and in-company training program, short-term programs etc for industry and the government organizations. If such activity is commensurate with the standing and dignity of the college, and if the time commitment is such that it does not interfere with properly assigned college duties, it should be encouraged as an activity beneficial both to the individual and to the college.
IV. Faculty Workload Guidelines**

Faculty members at the Mazoon College are expected to contribute to the areas of teaching, research/training/ consultancy/creative activity and service. The distribution of effort between these three areas will vary for different faculty members. The HOD has the responsibility for determining the workload of each faculty member using the following general guidelines.

1) Instruction

a) MC regards a full time teaching load as 18 contact hours per week for each semester or the equivalent thereof, plus a minimum of 12 office hours per week. As discussed below, individual faculty members may also be released from a portion of their full time teaching load to engage in research and service activities consistent with the mission of the College.

2) Research

a) To fulfill its research and graduate education missions, MC expects its faculty to establish an active program of research or scholarship funded at a level consistent with the expectations of the discipline, either in the faculty member’s academic discipline or in the teaching and pedagogy associated with their respective discipline. Release time from teaching is provided to fulfill this responsibility. In addition, released time may be provided to other faculty who can document an established and active program of research or scholarship. Faculty who engage in scholarly activity commensurate with the expectations of their discipline will be facilitated less teaching loads depending upon the circumstances and demands of the situation. To receive this released time, there must be an established record of the research or scholarly activity including regular publications in a refereed journal of recognized standing, published monographs, or other forms of recognized scholarly or creative work. In addition, a faculty member who is active in research will make presentations of the results of their research or scholarship at national or international professional meetings, and will supervise students undertaking projects.

b) Faculty members with exceptional recognized programs of research or scholarship may receive additional released time with the approval of the HOD and Dean. Evidence of an exceptional research program would include a recent publication history of several articles per year in refereed national and international journals, frequent publication of monographs, and the ability to attract grants. Under normal circumstances, the maximum amount of time that can be released from teaching for research
or scholarship related activities is 6 contact hours per week, or the equivalent.

3) Service

a) In order to fulfill its service mission, MC will provide teaching release time to faculty for service activities. Service activities include college committee work, student advising, instructional support activities and supervising, service to the local community on behalf of the College, and service to the professional community at the local level, national, or international levels. It is the HOD’s responsibility to ensure that each faculty member is assigned sufficient service related duties to justify a reduction of teaching load based upon service considerations. Faculty members with part time administrative duties may receive additional time released from teaching.

4) Accountability

a) At the end of each academic year, the HOD will make a report to the Dean of his or her unit, detailing (i) the teaching load of each faculty member in the department (ii) the factors as outlined above that justified any reduction in teaching load, and (iii) the HOD’s recommended workload for each faculty member of the department for the next academic year, as determined through discussion with the faculty member. The actual teaching load assigned to each faculty member for the coming year is then to be determined by the faculty member’s HOD in consultation with and approval by the Dean.

5) Special Circumstances

a) The HOD will make every effort to assign workloads consistent with these guidelines. However, it is recognized that fluctuations in enrollment and changes in the division of a faculty member’s teaching and research emphasis over time might make it necessary for there to be a temporary deviation from the guidelines. Deviations from the guidelines may also be warranted in the event of pregnancy, childbirth, pilgrimage for Hajj, or unusual medical or family circumstances consistent with the college policies.

6) Consultancy, Training and Short Term Courses

a) Faculty members are encouraged to undertake consultancy, training, MDPs and short-term courses without hampering their normal teaching at the college. One-third of the fees collected by the College on such courses will be
given to the concerned faculty members or team of faculty members who are undertaking such program. Prior approval is mandatory in this regard.

V. Participation in International Conferences and Seminars

a) The College awards grants to its faculty members to support their attendances/participation at international conferences/seminars.

b) The College maintains that the primary benefit, for the faculty member as well as the College, obtained from attendance at such conferences, is the chance to report on relevant research to global audiences of experts and receive feedback that could result in fresh ideas in both the College and the Sultanate.

c) However, there should certain criteria to base the decision to support & fund the attendance at any conference.

d) Usually funding to support conference attendance is only given for conferences highly relevant to the applicant's research field.

e) The applicant has to present a paper or hold a senior position at a conference of international standing, be invited to a prestigious conference or demonstrate what significant academic benefits will be gained by the individual and the College.

f) Grants are not normally made to applicants who are already on study programs abroad at the time of the conference.

g) Important: Applicants who will not present a paper or occupy a senior office at a conference must detail the circumstances and offer a statement of the benefits for the faculty member and the College.

h) Attending a conference should in no way interfere with the running of the college.

1) Number of Participants

The College will provide 10 opportunities to its Academic Staff to attend conferences during the academic year (September to August), distributed as follows:

   a) Lecturer (Master Degree holder) 1 No. during the year
   b) Asst Professor (Ph. D. holder) 2 Nos. during the year
   c) Associate Professor (Ph. D. holder) 3 Nos. during the year
   d) Professor (Ph. D. holder) 4 Nos. during the year

2) Eligibility

To qualify for Conference Travel Expenses, the applicant must hold or have been appointed to a permanent position in the College:

   a) Contracted to a period of not less than two years;
   b) Has completed 1 year of service in the College;
c) Is outstanding and actively participating, besides teaching, in the activities of the College;

d) If the applicant is an invited speaker, a copy of the invitation must be provided when making the application. A circular is not considered to be a personal invitation;

e) He/she should have published a paper in peer-reviewed journals, academic books, chapters in books or published papers.

3) Level of Support

The college has limited funds available for conference travel grants. The level of support will further depend on the applicant's research achievements and the importance of the conference. However, the same will be limited to RO 600 per conference.

The overall expenses, subject to limits given below, will be reimbursed to the staff on his/her return to Muscat. In other words, no advance will be paid by the College. Following guidelines will be kept into mind while reimbursing the expenditure:

a) Grants will be considered for the conference registration fees.

b) Costs of travel from Muscat to the conference venue at the most by economy class.

c) Lodging expenses to the extent of 50% against proof of hotel bills. The check-in/check-out time should be in line with the dates of the conference. As far as possible the hotel arrangement should be done in advance. In cases, where the conference fee includes the cost of accommodation, College will not reimburse the lodging expenses.

d) No visa charges or allowances or transportation charges will be allowed. Staff attending conferences outside Oman will have to arrange for their own medical, accident or any other type of insurance and pay the premium thereof.

The College will make arrangement for the tickets and the same will be booked by the College through its Travel Agent and payment will be directly made to the travel agency.

The availability of funding from other sources will be taken into consideration, and such funds must be declared in the application.

Grants once sanctioned and not used will lapse and any subsequent application will be treated on merits.

4) Maximum Presentations

Usually members of staff are limited to one travel grant per annum and applicants are advised to choose the conference on the grounds of location, its membership, knowledge and scholarship dissemination and the most appropriate forum for the presentation of the particular research paper.
Where there are two members of staff wishing to attend the same conference they need to provide compelling justification as to how multiple attendance will benefit the college and themselves more than other individuals attending separate conferences.

In such cases also, every thing being equal, seniority in the College will be the determining factor.

5) Application Procedure

a) Application should be submitted at least 3 months in advance or in other words, the College is to be notified 3 months prior to the date of commencement of the Conference.

b) The original application is to be submitted to the Research Centre. Applications must be complete and all supporting evidence should be attached. Applicants should retain a copy of the completed application. Following documents will be required:

c) Abstract of the paper is to be submitted. The original paper (in duplicate) will be required to be submitted to the College one and half months before the conference if required and requested by the RC.

d) List of participant’s publications and the research grants received in the past.

e) Copy of Travel quotation obtained through the College Office.

f) Evidence of conference registration fees.

g) Copy of personal invitation (where applicable)

h) Tentative dates of leaving Muscat, arriving at destination and likewise, dates of departure from the Conference venue/city and arrival in Muscat.

6) Reports

a) Grantees are required to submit a report to the College within 3 weeks after attendance at the conference. The report should provide details of the benefits to the individual or the College arising from participation in the conference.

b) In addition the Grantee is required to submit the brochure of the conference highlighting his name and presentation/paper therein and give a copy of any certificate of participation or appreciation given by the Organizer.

c) Such documents will help, in turn, the RC in establishing its reputation over a period of time as well as assist in discharging its accountability.
7) Forfeiture of Grants

   a) Grants not spent by the due date will normally revert to the College so that unspent balances can be re-allocated.

Part Three: Service Contract

I. Employment Overview

1) Recruitment Policy for the Non-Teaching Employee/Staff

   a) When an existing position has been vacated or after a new position has been created. The concerned Department will raise Personnel Request and obtain the Dean’s signature on the Request form. The Department will receive the application forms or resume directly and after short-listing the appropriate candidate; it will forward the candidate’s name to the HR department for further action.

   b) The short listing process will strictly take into account the minimum qualifications and experience set forth against the position likely to be filled. Hence all applicants referred to the department for consideration should possess the required minimum qualifications.

   c) The concerned head of the section in consultation with the recruitment committee established for that section/department will review the applications and determine whom he/she wishes to interview. As a rule, there should be at least five applicants to be interviewed for a position.

2) Permission from the Ministry for Hiring Non-Omani Employees

   In keeping line with the Omani law, the jobs specifically reserved for Omani are filled with candidates from locals and in case of certain skills not available in Oman, expats are recruited for this purpose. In this context, the permission for the position has to be obtained by the concerned ministries. This process should be well aligned to minimize the timeframe for the recruitment process and to ease out the hardship involved thereon.

3) Employment Contract

   a) The selected candidate has to execute an Employment Contract with the college, which will specify the terms and conditions of his/her employment, including rights, benefits and obligations of each party to the contract. A copy of this contract will be given to the Candidate for his/her record.
b) The contract will be valid for the period as specified thereon and the employee, like the College, will be bound by the terms of the contract. Both parties can terminate the contract provided they fulfill the conditions as specified thereon. It can be amended by the mutual consent of both parties. The Oman Labour Law will be applicable on those matters not covered under the contract.

4) Renewal of Employment Contract

On expiry of the period specified in an Employment Contract, the same will be automatically renewed for a similar period unless the Employee or the College notifies in writing, at least 2 months in advance before the expiry date, its intention for non-renewal.

5) Period of Probation

There will be a minimum of 3 months’ probation period commencing from the date of joining and the College has the right to terminate his/her services during this period without giving any reason. The satisfactorily performance of the employee will lead to the end of the probation period. In certain cases, where the college is not satisfied, the probation can be increased up to a maximum of three months more.

6) Performance Appraisal

Yearly performance appraisal of the employees will be carried out by their immediate superiors. This will take into account the key performance areas and the performance of the employees. Separate form will be made for the teaching and non-teaching employees.

7) Promotion Policy

a) The promotion of the College represent a mechanism for assuring that the employees, who are the key resource of the College, have the talents, abilities and motivation to carry out the objectives of the College. The College has adopted a performance policy for its employees.

b) The promotion process will adequately demonstrate that, due consideration is given to the employee’s scholastic achievement, experience, his/her abilities, skills, competence and performance and contribution towards the realization of key result areas of the individual.

c) Every 6 months, each staff will be reviewed for his/her performance by using the proper performance appraisal tool and this information will form basis of promotion in addition to the students’ feedback for the faculty members.
Employees will become eligible for their first promotion after completion of a period of 2 years service at the College. Subsequent promotions will be considered on the aforesaid criteria and the availability of suitable position for the concerned employee.

8) Discipline

a) Every employee is expected to abide by the work regulations and instructions issued from time to time by the College or the concerned authorities in the Sultanate.

b) Every employee has to observe the instructions to be followed for the safety of the employees and the workplace being notified in writing.

9) Restrictions on other Employment

No employee working for the College shall, unless permitted in writing by the College Management, take up any other employment or vocation on a full/part time basis in the Sultanate. Any violation will be viewed seriously and the College can terminate the Contract of Employment of such employee and forfeit the right to pay the return ticket for the employee and his family.

10) Termination

a) The College has the right to terminate the services of the Employee if he/she violates any of the provisions of the contract or if he/she defames the College and if otherwise it necessitates by the interest of work at the College and he/she shall be notified within 1 month in advance after which period the contract of service will be cancelled.

b) The employee is entitled to one month’s basic salary and allowances for the notice period if the College terminates the services during the validity of the contract and after completion of the probation period.

c) If the employee wishes to cancel the contract during the its validity he/she should notify the College in writing 3 months in advance and failing to do so, has pay the College an amount equivalent to the three months salary inclusive of full allowances.

d) Moreover, notwithstanding anything contained in the contract and or in these rules, the employee shall not exercise the right for cancellation, whether on renewal or otherwise, of the contract during the academic year and in case of violation he/she shall pay to the college all expenses incurred on.

11) Benefits on Termination/Separation

a) Upon expiry of service, whether on termination or separation, the employee will be entitled to an “End of Service Gratuity” (EOSG). The EOSG will be
equal to half month’s pay of basic salary for each contractual year of the first
3 years and 1 month salary for each contractual year of the rest of his/her
service, which is calculated against the last basic salary drawn by the
employee.
b) Any loss of pay should not be included in the EOSG.
c) The employee will not be entitled for EOSG if he/she does not abide by the
notification period stated of the contract or if any terms of contract of
employment, signed with the College, are breached.
d) An employee, upon termination of service may be allowed economy class air
passage for self, spouse and 2 children below the age of 18 years.
e) In case, the college is being declared financial bankrupt by the appropriate
authority of the Government, the College will not liable to pay any end of
service gratuity to its employees.

12) Labor Card

a) College will undertake the formalities of providing visa & labour card and it
should be complied as per the law of the land. Every non-Omani staff, on
joining, has to undergo the medical tests and finger printing formalities with
the concerned authorities as established by the Government and required by
the Law.
b) In case of the dependent spouse (who is on College visa) will undergo the
finger printing formalities before being issued the Resident Card.
c) The employee/spouse is required to carry his/her Labour Card or the
Resident Card all the time. This has to be produced before any Omani
Government law enforcement agency if required.
d) Similarly for banking/financial transactions, including remittances outside
Oman, these cards are to be produced and/or photocopies taken and
attached to the application or records.
e) Labour Card is a must for every non-Omani employee and it is required in all
transactions such as opening a bank account for the salary remittance, to
transfer fund outside Oman, to get a phone/GSM connection or to apply for a
driving license or to have the liquor permit or to get a road permit for travel to
UAE (Dubai).
f) The Labour/Resident Card needs to be carried by the employee/spouse once
this is issued to them when they are going out of Oman and/or are coming
back after the leave, vacation etc. The airport’s immigration personnel may
check the card to ascertain the genuineness of the case.

II. Overview of Timings

1) Working Hours & Reduced Working Hours during Ramadan
a) The College will have staggered timings for its non-teaching staff viz. one set of employees will work straight from 8 am to 4 p.m. and the other that will work from 8 a.m. to 1 p.m., followed by a break of 3 hours and then from 4 p.m. to 7 p.m.

b) The College adopts reduced timing during the Ramadan. The classes timing will also reduce to facilitate the morning classes to get finished early. The reduced working hours will be applicable to those faculty members and staff who are observing fast during the holy month of Ramadan.

c) Total working hours for faculty members are 30 hours per week. Those faculty members who are teaching in the evening courses will have flexible work hours in consultation and approval of their HODs so that they can effectively teach in the evening courses. As good no of courses are being offered in the evening for the part time associate and bachelor degree programs.

2) Weekly Off

The College will observe Thursday and Friday as normal Weekly Off. In special circumstances due to the urgency of work or in extraordinary situation, the employees may be required to work on Thursday.

3) Holiday for Faculty and Staff

As specified by the College from time to time, the college will make academic calendar that will include the leave and holidays for its faculty members. The month of August is meant for the summer vacation period. The semester break for the faculty members will be part of each year’s academic calendar and faculty members will get at least one week of semester break after each semester i.e., Fall and Spring. The HR department in consultation with the dean will decide about the non-teaching employees’ leave and holidays.

4) Annual and other Leave

a) Employees are entitled for 30 days annual leave with a basic salary and a full allowance at the end of one year of continuous work in the College.

b) In order to ensure that the interest of the College should not be hampered, the annual leave will be availed by the employee with advance intimation, duly consented by the College. The annual leave, as far as possible be availed during the summer vacation of the College (Month of August).

c) If any employee fails to report to work without any legal justification or without officially notifying the college or to resume work within a lapse of 10 days after the authorized leave, his/her contract will stand terminated.
d) If the College is notified for the days of absence it may deduct from the balance of his normal leave or otherwise shall be considered leave without pay and allowances or as decided by the College.

5) Accumulation of Annual Leave

Every employee has to avail his 30 days leave entitlement for the year failing which it will lapse and the same cannot be encashed. However, the leave entitlement can be carried forward if any employee is not able, in an academic year, to avail of the annual leave owing to exigencies of work and at the behest of the College then the same will be carried forward to the next year and the employee will be able to avail the accumulated leave i.e. previous leave entitlement as well as current year leave entitlement with full pay and allowances. Any accumulated leave in excess of 60 days will lapse.

III. Overview of Salary

1) Salary Administration

Salary will be paid by the end of the month. In the month of Ramadan or for the Eid Al-Fitr & Eid Al-Adha, the salary will be paid before the start of Eid holidays.

2) Composition of the Salary

The salary payable to an employee consists of 3 parts. One is the basic salary and the other 2 parts are for House Rent Allowance and other allowances (including conveyance, electricity and water). Gratuity is payable at the time of leaving the job as per the directives of the contract.

3) Salary Remittance to Bank Account

a) The College will give a letter of introduction for the purpose of opening of a bank account, preferably with Bank Muscat where we have our College’s bank account.

b) The account number and the bank’s details will be given to the Finance department so that the salary can be credited to the concerned employee’s account on specified days of the month.

4) Advances

a) On joining the College a recruit may be allowed an advance up to 150 percent of his monthly basic salary and allowances. This advance will be deducted in equal installments from the salary payable over the next four months.
b) Any other amount advanced and its recovery is subject to the discretion of the College Management

5) Salary Slip
Every month, the Finance Dept will give all employees a salary slip showing therein the Gross Salary and the Deductions carried out for the month. Reimbursement of ticket charges, on joining the College, is also paid through the salary. The net salary will be remitted to the bank.

6) Overtime
a) All efforts should be made to streamline the College working within the specified workloads of individual (Staff and faculty members) and Overtime should be avoided. In case of unavoidable situation, the overtime assigned to individuals are to be documented assigning reasons and the hours required. Prior sanction has to be obtained from the Dean or Assistant Dean.

b) The rate of remuneration for faculty members depends on the qualification of the individual and the need of that situation but in no case more than RO 10/- per hour will be paid in lieu of Overtime working hours. For Masters, a rate of RO 8 per hour and for Doctorates a rate of RO 10 per hour is the recommended rate. However, these amounts will be paid at the end of the month along with the salary based on the list approved by the Assistant Dean/Dean.

IV. Overview of Benefits

1) Workmen’s Compensation Policy
The College has taken a Workmen’s Compensation Policy whereby an employee is covered and entitled to compensation due to death or permanent total or partial disablement caused by accidental injury within Oman.

2) Non-contributory Health Insurance
a) A Health Insurance Policy is taken by the College for the staff, dependent spouse and 2 children up to the age of 18 years.

b) The dependent spouse and children need to be resident in the Sultanate of Oman to avail of the Insurance benefit. In case of spouse, she/he should be under the College visa. In case there are more than 2 children below the age of 18 years, then the employee may elect and submit names of the children to be covered for insurance coverage. Once the option is elected, no change will be normally allowed at a subsequent date unless one of the children, elected previously, turns a major.
3) Medical Facilities
   a) In order to extend medical treatment to staff and their family the College has entered into an agreement with a reputed Insurance Company to provide medical care in case of illness. The College will directly deal with the Insurance Company for the treatment, including medicines. However, medical care does not include perennial and congenital diseases, eye test, dentures, delivery and purchase of medicines from pharmacies without any prescription.
   b) The same conditions as noted under Health Insurance apply here.
   c) Under both of the above benefits, the employee, joining the College, is required to fill in a form (available with HR) giving name, his/her age and date of joining and similar details of the eligible family members.
   d) On resigning or leaving of any employee for any reason the employment of Mazoon College, the HR Dept will communicate, through Finance Dept, to the Insurance Company as well as the Medical Centre and have the same deleted from their records.
   e) Finance Dept will ensure that the premium payable is adjusted accordingly. Claim, if any, need to be promptly lodged with proper supporting documents.
   f) It may be noted that cases falling under Workmen Compensation Policy will be excluded from the above and are dealt separately.

4) Employee going on Local and Foreign Travel
   a) This part summarizes the College travel authorization requirement for employees such travel may be inland or outbound, as is associated with job performance or conference or related to research activities.
   b) In all cases of foreign travel, prior authorization is required. Any foreign travel—defined here as travel outside Oman, whether or not at College’s expense, must be authorized in writing by the Office of the Dean, prior to departure.
   c) Employees may attend meetings locally with authorization for reimbursement of reasonable and necessary expenses within Oman.
   d) An employee will be, prior to departure on a tour, allowed by the Dean’s office, can avail financial advance sufficient to defray reasonable lodging and boarding expenses and other incidental expenditures thereon. Every effort should be made to make prior hotel bookings so that the advance amount is kept to the bare minimum.
   e) On return, the employee shall submit Expenses Report along with original bills for expenditure incurred and the air ticket/boarding pass. Any excess or shortfall in the expenses will deal with accordingly as per the authorization.
f) Authorization for reasonable and necessary expenses shall be given to the faculty members responsible for the supervision of student travel, such as field trips, with the approval of the HOD and Dean of the College.
g) The above expenses either will be paid directly through the Payroll or by the Cash or Cheque Voucher payments.
h) The College will not spend or allow reimbursements to employees for travel of dependent spouse and children accompanying such employee on official tours, within or without Oman.

5) Air Passage Benefits
   a) The College shall provide a candidate or new recruit with economy class air passage:
   b) From the place of residence/location to Muscat, upon arrival for the first time to assume office duties. However, such recruit (employee) shall have no right for the ticket if he/she is contracted from within the Sultanate of Oman.
   c) From Muscat to residence/location and return upon taking normal leave once a year or once every two years and 75% of the rebated value of the ticket may be encashed if the employee so wishes for him or her.
   d) If the College agrees to allow an employee, who is married, to bring in his/her family to the Sultanate of Oman, the College shall provide economy class air passages for dependent wife and 2 children below the age of 18 years.
   e) The benefit of round tickets and encashment in lieu thereof, as given in (b) above, will also apply to the dependent wife and 2 minor children.

V. Leaving Employment

1) Leaving the Job
   a) The separating Staff has to obtain a No Dues Certificate from Telecomunication Company for the GSM/Phone connection that the College had enabled the staff to procure. In case such letter is not submitted to the college then such amount will be retained by the College and will be paid to Telecomunication Company. The College will refund any excess amount.
   b) The College will book tickets and provide the same to the staff and the College’s PRO will accompany the Staff to the Airport where he will arrange to get the visa cancelled.

2) Release of the Employee
   a) An employee may apply for a release to work with another party in the Sultanate provided he/she has worked for a minimum of 2 years with the College.
b) The College may allow an employee release subject to the satisfactory fulfillment of the requirement.
c) An employee, granted a release to work for another party, will forfeit the right to return tickets for self, dependent spouse and 2 minor children.

3) Omani Labour Law

For any provisions regarding wage, benefits, service conditions, working conditions, working hours, leave and holidays or any other issues regarding the employment and benefits which are not covered by this HR manual, the provisions made under the Oman Labour Law will be applicable.

Part Four: Residential Privileges

I. Domestic

1) Accommodation

The College will have no responsibility for providing accommodation facilities to its employees. The College pays to its employees a house rent allowance and they have to make arrangement of their own for the accommodation.

2) Telephone/GSM Connection

a) The College as a policy does not give any employee any GSM instrument. However to enable the employee to communicate within/outside Oman, the College will issue a recommendation letter in favour of the staff to Telecommunications Company for a postpaid connection.
b) All initial deposits and charges as well as monthly GSM usage payments will be paid directly by the Staff to Telecommunications Company. The College is no way responsible.
c) The employee, on separation, will ensure that all dues to Telecommunications Company are paid and a No dues certificate is produced to the College at the time of the final settlement.
d) The College in the absence of such certificate will hold back such amounts as it deems fit to discharge the said staff’s GSM charges, including cancellation charges, if any.
e) In case of a release allowed for the employee, the College may, on request of the separating staff, allow the continuation of the GSM Number provided Telecommunications Company and the new employer agree to that.
3) Driving License

In order to enable a few staff to obtain a driving license the College will arrange for an ‘introduction letter’ to the Royal Oman Police (ROP) and the College’s PRO will accompany the staff to ROP. All expenses in connection with the license will be borne by the Staff.

4) Car Loan

The College does not have policy of giving loans to staff for purchase of cars and the College will not stand guarantor for any bank or finance companies’ loans availed by the employee for purchase of vehicles, etc. The College will, however, require that the concerned employee at the time of his annual vacation and separation submit a letter to the College in proof of having discharged his liability against the loans availed.

5) Liquor Permit

The College in certain cases, on application by employee, allows its staff to avail the Liquor Permit. Application is to be made in a format and submitted to the Dean through the HOD/Asst Dean. The decision to allow or reject will be that of the College and this decision will be final and binding on the staff.

II. Visa Related Issues

1) Renewal of Visa of Family Members

a) Passports of the full time staff members are required to be kept in safe custody of the College and the same are released, at their request, for the purposes of travel, renewal, etc. The College does maintain and takes responsibility to keep track of the expiry date of the visa so that timely renewal is done.

b) The staff’s family members’ passport that is not in the custody of the College even though the visa is issued by the College. It follows that it is not the responsibility of the College to maintain and monitor expiry dates of passport or visa renewal. The College will help in the renewal of such visa during the tenure of employment.

c) This is to reiterate that the staff members will be responsible for the timely renewal of the visa(s) and have to bring the same to the attention of Admn/HR or PRO at least 15 days before the expiry date.

d) It may be noted any delay, in renewal of visa of family members, and/or penalty thereof will have to be borne by the concerned staff member.
2) Visa for Parents(s)/Relatives

The College may accede to such requests subject to the following conditions:

a) The concerned staff member has completed one year of service in the College.
b) At a time only one relative will be allowed visa. However, in case of parents of staff member visitor visa for both parents will be allowed.
c) The entire cost for the visa, tickets, etc will be borne by the staff member.
d) The parents or relative visit(s) the Sultanate of Oman with return ticket(s) and the same may be required to be deposited with the College.
e) Likewise, the parents’ or relative’s passport may be required to be deposited with the College during the stay.
f) The visiting parents or relative will have to pre-arrange for a comprehensive travel accident and medical insurance policy. A copy of such policy is to be deposited with the College on arrival of the relative/parent(s).
g) The concerned staff member will be fully responsible for the parents’ or relative’s stay, well-being, etc while he/she/they is/are in the Sultanate of Oman. In other words, the staff member will be totally responsible for the visitors from start to the end of the visit.
h) Deposit of documents required under above points (4), (5) & (6) is only to safeguard the interest of the College. The College will not be responsible in any way and if any amounts becomes payable by the College then it has the right to deduct such amounts from the salary/terminal benefits of the concerned staff member.

3) Visa for Domestic Help

a) At the request of a staff member who has worked for more then one year, the College may allow a visa for a housemaid on the condition that the staff member will bear all expenses in connection with the visa, tickets, labour card, salary and all other benefits, including medical treatment, accident insurance, return tickets and terminal benefits, whether on expiry of visa or otherwise.

b) The College would normally expect the said housemaid to work for the staff member’s family throughout the visa tenure but in case of any problem/dispute whereby the housemaid’s services are dispensed with, then the College expects the staff member to send back the said housemaid after dues settlement, etc., The College will not give any “release” for such housemaid.

c) Above staff member has to give a written authorization/indemnity given below to the College that he/she will comply with the above requirements and/or the Labour Law & Rules of the Sultanate of Oman and in case of any non compliance he/she will pay and indemnify the College against loss, penalty,
etc., The College, in the above circumstances, also reserves the right to recover any such amounts from the salary and end of service benefits.

Indemnity

I, Mr/ Ms __________________ working with Mazoon College from ______ till date, request the College for visa for a housemaid.

I accept full responsibility for the housemaid (if sponsored by College) and will discharge all my responsibilities/ obligations as above and as prescribed by the Labour Laws of the Sultanate of Oman.

I hereby agree to indemnify Mazoon College against any claim, liability that may arise on this account and further authorize Mazoon College to recover from my salary & end-of-service benefits any such amounts which I would have to pay on the above account.

III. Passport

1) Submission

All employees are required to deposit their Passport with the Management appointed representative. However, on submission of a request form duly signed by the Dean or Assistant Dean, the same can be retrieved by the employee for the purposes of renewal of passport, visa and for authorized travel outside Oman. Custody of passport is also a requirement laid down under certain specific insurance policies like the Fidelity Insurance policy.
Appendix I

**Candidate Short-listing Form**

**Vacancy:** ____________________________  **Short-listing** ____________________________  **Date:** ____________________________

<table>
<thead>
<tr>
<th>Short-listing Criteria</th>
<th>Candidate Names</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualifications, Experience and Expertise</td>
<td>1.</td>
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</tbody>
</table>

**Essential:**

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</table>

**Desirable:**

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</tbody>
</table>

1. Please complete the above form and forward it along with C.V. & certificates to Chair/ coordinator - Recruitment Committee.
2. Recruitment Committee will invite the short listed candidates for an interview at an appropriate time.
3. List of selected candidates will be forwarded to the Dean/ MD for approval.

**Departmental Committee**

1. **HOD:** ……………………
   Name (member): …………………

   Signature
   Signature...

2. **Name (member):** …………………

   Signature...
   Signature...

3. **Signature:** …………………
   Signature...
# Appendix II

**Interview/Assessment Report Form**

<table>
<thead>
<tr>
<th>Selection Criteria Including Key Skills</th>
<th>Candidate Names</th>
</tr>
</thead>
<tbody>
<tr>
<td>y Subject knowledge</td>
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<tr>
<td>y Communication skills</td>
<td></td>
</tr>
<tr>
<td>y Computer skills</td>
<td></td>
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<tr>
<td>y Teaching/Industrial Experience</td>
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<td>y</td>
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<td>y</td>
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</tbody>
</table>

**Additional Comments:**

**Overall Rating:**

**Decision: (delete as appropriate)**

<table>
<thead>
<tr>
<th>Offer / Reject</th>
<th>Offer / Reject</th>
<th>Offer / Reject</th>
</tr>
</thead>
</table>

**Rating Guide:**

<table>
<thead>
<tr>
<th>Un acceptable</th>
<th>Below Standard</th>
<th>Meets Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Falls short of most standards for the role; needs to develop all areas</td>
<td>Falls short of some standards for the role; needs to develop most areas</td>
<td>Meets all standards for the role; some further development needed</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

**Prepared by (Committee Members):**

**Name:**

**Sign:**
*Adpated from our affiliate University’s website at www.campus.umr.edu
** Adapted from our affiliate University’s website at www.provost.mst.edu