



Human Resources Policies and Procedures Manual

DRAFT



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PURPOSE AND SCOPE

This Manual contains the policies, instructions, and standards used to determine the qualifications, skills and ability of employees work for COMPANY X. The qualification requirements in this Policy are used when filling Schedule of Position Grades starting from 1 through 22. The requirements must be met by all individuals appointed to this schedule. This policies, instructions and standards apply to both initial appointments and in-service actions after the effective date without retroactive effects.

The minimum qualification standard and KSA was excerpt from U.S. Office of Personnel Management (OPM) and Occupational Information Network that is created by U.S. Department of Labor (DOL), but they have been revised to adapt to Yemeni environment. The grades and points were inspired by Hey Group work result.

HRD is responsible with the head of department and GM for determining the minimum qualification standards for each position, and HRD is responsible with GM for changing the policies, and instructions in cooperation with other departments.



Definations

The following definitions are made for the purposes of this Policy

Undergraduate Education from University or accredited Institute is uncompleted years of education above the high school level, obtained in a local college, university, or other educational institution that has been accredited by the Ministry of Education, where the student intend to get Bachelor or Diploma degree.

Concurrent Experience is experience obtained by more than one position, during the same period of time with either the same employer or different employer.

Graduate Education is successfully completed education in a graduate program to get a bachelor or Diploma degree.

High School Graduation means the employee or applicant has received a high school certificate.

In-service Position is a position which is already filled with a current employee through promotion, reassignment, transfer, reemployment, or through some way.

Essential Knowledge, Skills, and Abilities (Essential KSA's) are the factors required to perform a job and are generally shown through qualifying experience, education, or training. Knowledge is information which is obtained from experience, education or training and used directly to perform the works. Skill is a way of how the information and interpersonal characteristics are used to perform the works properly in different environment. Ability is the quality of being able to do and accomplish something successfully because you have skill.

Promotion is the pattern of movement from low grade to higher grade, that considers the minimum qualification requirements e.g. education, experience, essential KSA and quality factors

Position means the officially assigned duties and responsibilities that make the work to be performed by an employee.

Quality Factors are inessential knowledge, skills, and abilities that could be expected to enhance the performance of work. Employee or applicant who has such KSA's may be ranked above who does not, but no one may be considered ineligible solely for failure to have such KSA's.

Related Professional or Technical Education is education that has supplied the employee or applicant with the knowledge, skills, and abilities to perform his duties successfully. Education can be relating to the duties of a specific position or to specific occupation.

Occupational Workchart means positions similar as to specialized work and qualification requirements. Series are designated by a title and number such as the Administration supervisor Grade 11 to Grade 12; and junior accountant or accounts assistants from Grade 4 to Grade 7.

Specialized Experience is experience that has supplied the employee or applicant with the particular knowledge, skills, and abilities to perform the work successfully.



Entry-Level Job: Job which is appropriate for applicant who is inexperienced or has little experience in a field.

Straight-time experience: is a longest experience year in particular field or position.

Degree Mill: is an organization that awards academic degrees with substandard or no academic study and without recognition by official accrediting bodies. [Webster's Third New International Dictionary](#) defines a diploma mill as "An institution of higher education operating without supervision of a state or professional agency and granting diplomas which are either fraudulent or, because of the lack of proper standards, worthless."

Technical direction: directions which need a technical knowledge and skills which are relating to specific occupation.

Troubleshooting: as defined by [Wikipedia, the free encyclopedia](#) that is the identification or diagnosis of "trouble" in a system. The problem is initially described as symptoms of malfunction and troubleshooting is the process of determining the causes of these symptoms.

KPI: is Key Performance Indicator that is defined by [Wikipedia, the free encyclopedia](#) as are financial and non-financial metrics used to quantify objectives to reflect strategic performance of an organization. KPIs are used in Business Intelligence to assess the present state of the business and to prescribe a course of action



Recruitment, Termination and Promotion

DESCRIPTION OF QUALIFICATION STANDARDS

Purpose of Standards

The minimum qualification standards in our policy manual determine which employees or applicants can be able to satisfactorily perform duties in the positions that to be occupied. The education, training, experience, or other requirements such as KSA included in the qualification standards are minimum requirements which it would not be likely that an employee or applicant will be able to satisfactorily perform duties in a position or if he or she did not have such qualifications.

Essential KSA should be included in the minimum qualification requirements because the required skills and abilities are to ensure that the product of the work is of the appropriate level of competence.

Content of Standards

Minimum qualification standards should include education/training, experience, or a combination of the two, some specific KSA. Some qualification standards have specific education, specialized, professional licensure, or certification requirements that may apply only to specific positions in an occupational work chart.



APPLICATION OF QUALIFICATION STANDARDS

Selecting the Appropriate Qualification Standard

HRD in cooperation with each department, should select the qualification standard that covers the occupational work chart to which a position has been classified.

Implementing New or Revised Standards

Revised qualification standards for current position which are issued by HR in cooperation with other departments, must be implemented within 6 months of the transmittal date of the published standard. And new qualification standards for new position should be implemented before being filled by any of applicant.

Experience Requirements

Experience that is described in our manual, as either general or specialized experience.

a) General experience which is required at low business risk Job where knowledge and skills needed to perform the duties of a specific position are not a mandatory (prerequisite), but where employee or applicant must have demonstrated the ability to acquire the particular knowledge and skills.

b) Specialized experience is required for positions above the entry level Job where employee or applicant must have demonstrated that they have the ability to successfully perform the duties of a position after a normal period. Specialized experience is typically in or related to the work of the position to be filled.

Each head of departments should describe experience of a position that to be filled in Job Description Form-The following information should be included in describing experience in Job Description Form:

Head of department should describe the specific experience or education required to fill a particular position.

A position description by providing information related to the detailed duties and responsibilities of work in an occupational work chart or position. This information is useful in the staffing process in identifying specialized experience requirements and also in determining the level of experience possessed by employee or applicant.

Determining level of experience--Minimum qualification standards require that a certain period of the qualifying experience be at a level of difficulty and responsibility equivalent to a particular position.

Identifying specialized experience which is related to the work of the position. The description of detailed duties and responsibilities along with the position title, help in identifying the kinds of work experience that would meet this requirement and in



identifying the salary range. In addition, the required knowledge, skills, and abilities to perform particular work can be described too.

An employee whose position is high-graded, should meet the qualification requirements of the high-graded position, since he or she has been performing the higher-graded work. Also, employees in up graded position, must meet any licensure or certification requirements, as well as any minimum educational and experience requirements.

If an employee or applicant has mixed of different type of experience, the appropriate experience is given for the percentage of time that the employee or applicant spent on the qualifying duties.

The minimum requirements for type and level of experience and/or education apply to all employees and applicants.

c) Concurrent experience in more than one position--Concurrent experience can be as follows:

General experience - gained concurrently in more than one position depending on its applicability. If the experience meets the minimum requirements of particular position, work experience period should be counted for the time worked in each position.

Specialized Experience—Concurrent, straight-time experience in a a position can meet specialized experience requirements only if it contributes significantly to the employee's or applicant's possession of the specific KSA's required for the position to be filled.

d) Education and experience gained concurrently—As Yemeni economic condition is undeveloped; the most of the Yemeni young people study in educational institution and work concurrently. So when qualifying education and experience have been gained concurrently, education and experience should be considered during the evaluation of employee or applicant.

e) Determining level of experience based on considering required KSA's--Some jobs are classified and graded on the basis of the duties that constitute the primary reason for establishing the position. However, a position may include many other significant duties that need required KSA.

If an employee who currently has specialized job in COMPANY X, has previous general experience for more than 2 years, only one year should be considered for his general experience in addition to his specialized experience, e.g. If current IT employee worked previously for administration for 3 years and worked previously or till now for 3 years for IT, HRD should consider the 3 years working for IT and one year only working for administration, and vice versa for current job of COMPANY X employee that does not need any specialized experience.



Educational, Training, Professional Licensure or Requirements

COMPANY X also accept and urge the employee or applicant to get generally accepted professional credentials, such as engineering registration, successful completion of certain actuarial examinations, or a Certified Public Accountant certificate as being equivalent to meet minimum educational requirements.

Agencies should use the following criteria to determine the acceptability of high school and undergraduate education or training. It is the employee's or applicant's responsibility to provide documentation or proof that he or she has met the applicable educational provisions described in Job Description. Statement from the institution's appropriate official. HRD must ensure that the employee's or applicants' education or credentials meet the criteria below.

a) Accredited Institution and Distance Learning Course—This category includes only those institutions that grant academic or degrees professional certificate. Such as:

Accredited Institutions—teaches the applicable curriculum which was appropriately accredited by an accrediting authority recognized by the Governmental Authority of Education.

Correspondence or distance learning course which is organized by International recognized Institution is also acceptable if the applicable school within the institution or applicable curriculum is accredited by an accrediting body that is recognized by Governmental Authority of Education. The distance learning courses should indicate the credit hours for each course and be indicated on the degree transcript together with traditional course work and credits.

b) International recognized study or Certificate—The employee or applicant who has international recognized certificate or professional licensure, he or she will be ranker than who have only local professional licensure or certificate to fill the position.

c) Non-Qualifying Foreign or Local Education or training—Non-qualifying foreign education is education that is not accredited or determined to be equivalent to accredited educational programs as described in paragraphs (a), (b). This category includes educational institutions or sources commonly known as “degree mills”. COMPANY X should not accept such education or training. HRD should ensure if the employee provided degree mill by searching the accredited institution in the following website:

- [Online School.](#)
- [U.S. Department of Education’s Office of Postsecondary Education](#)
- [UK accredited institutions.](#)

If HRD has any doubts about an online program, HRD should:



- See if the online institution is accredited and by whom. Check to see if the accrediting agency is reputable or officially sanctioned. Lists are available from several accrediting organizations.
- [listings of national and regional accrediting agencies](#)
- [Council for Higher Education Accreditation](#) which maintains an [international database](#) in case the university or college applicant or employee is interested in is located outside the United States
- [U.S. Department of Education](#). To check whether if the accrediting agency is recognized by the U.S. Department of Education. Department of Education delegates works to [private credential evaluation services](#) to evaluate academic or professional qualifications.
- [National Association of State Administrators and Supervisors of Private Schools](#).
- [Oregon Student Assistance Commission](#) - Overview of diploma mills and a list of unaccredited colleges and some diploma mills.
- [Michigan's list of unaccredited colleges and universities \(PDF\)](#).
- Check with licensing boards and professional associations to see if the program delivers an acceptable level of training.
- Not limit its searching to classified ads or survey the Web in search of the right course or program.
- Ask the employee or applicant to send his qualification to one of the above mentioned accredited agencies to evaluate and recognize his qualification, or provide any evidence proves that his education is accredited.

If you intend to transfer any online credits earned to another college or university, early on check with that institution to see if they accept those credits.

Non-Qualifying Local Education or Training is an education or training that is not accredited by Ministry of Education, University bodies or any other accrediting authority. This

If employee or applicant obtains a degree or takes a course from a non-accredited institution, COMPANY X will not recognize his unaccredited qualification. Accreditation can help COMPANY X to identify and avoid "degree mills". If the COMPANY X's Management decided to accept the unaccredited qualification of employee or applicant, HRD should give the employee or applicant lower rate/rank than the person who has accredited qualification because an unaccredited institution gives certificate without ensuring students are properly qualified or not.

For employee who has two certificates for the same major, only one certificate will be considered. If an employee has two certificates for different major one is general major and another one is specialized major, the two certificates should be considered,



and if an employee has two different specialized major, the two degrees should be considered but one of them will be considered as general major and another one as specialized major.

HRD must consider the final degree obtained by employee or candidates but if the higher degree was different major from the another one the both of them should be considered and HRD should decide with head of department which one will be general or specialized major (e.g. if IT employee got Master degree in business administration and had Bachelor degree in Computer Science, the MBA should be considered as general education and the BaCs should be considered as specialized education). High school education is considered general education and must not be considered if an employee has higher degree of education (e.g. if an employee has diploma (post high school degree) in accounting, HRD must ignore the high school education and consider the higher degree that is diploma in accounting)

Each head of department and HRD should determine which educational or academic majors that are considered as specialized major for each department. Any major other than the specified specialized major should be considered as general major for that department (e.g. if Finance Manager determined that accounting major, business administration major are only considered as specialized major, an employee who has educational degree other than those major, it shall be considered as general major). The same thing should be applied for training, where trainings are for providing the basic concept for computer users and management are considered as general training, but training provides specific skills should be considered as specialized training. Also the licensure or certificate of obtaining the general and basic concepts of computer and management should be treated as training, such as ICDL should be considered as general professional licensure, but the professional licensure is certificate that obtained by person who gets specific KSAs and pass all particular exams, should be considered as specialized licensure. Each department should determine the training and professional licensure that is considered specialized and general. The criterion of distinguishing between general and specialized training or licensure is the common or shared training and professional licensure among departments should be considered as general training or licensure.

If an employee or candidate has both general and specialized or two specialized trainings and professional licensures, both shall be considered, but the first main specialized training licensure should be considered as main professional licensure or specialized training, and the second training or licensure shall be considered as additional licensure or general training.

If an employee who currently has specialized job in COMPANY X and has general training or general professional licensure, HRD shall consider this non-specialized or general training or licensure in addition to his specialized training or professional licensure.

Training that is organized by internationally accredited firm, and the professional licensure that is obtained from internationally accredited institution shall be considered higher quality rank than those provided by regionally accredited firm that gives higher quality rank than those provided by locally accredited institutions or associations.



Using Essential KSA factors

It is important that clearly and adequately identify the requirements of a position in Job Description enable the employee or applicants understand the basis on which they will be evaluated. In most instances, this explicit description of required general or specialized experience in the Job Description will ensure that employee or applicant have the necessary KSA to perform the work of a position.

There are some positions needs specific qualifications which are absolutely required because a person cannot perform successfully in the position without such qualifications. These can include requirements for specific KSA's or requirements for licensure or certification. The KSA factor becomes part of the minimum requirements for a particular position, and employee or applicant who does not meet it is considered ineligible.

If a head of department wishes to use KSA factor to fill a vacancy or position, it must complete Job Description, list the KSA factors, include the position description or other official communication describing the duties and responsibilities of the position, and describe why KSA factors are necessary for successful performance.

KSA factors cannot (1) be so narrow that they preclude from consideration applicants who could perform the duties of the position, (2) require KSA's that could be learned readily during the normal period of orientation to the position.

The KSA's gained from experience, education and training may be used as KSA factors too

Using Quality Factors

Heads of departments can request quality factors to help determine which of the basically qualified employee /applicant is likely to be better qualified for a position. Quality factors are KSA's that could be expected to enhance significantly performance in a position, but, unlike essential KSA factors, that are not essential for satisfactory performance. Employee or an applicant who has the quality factors can be ranked above those who do not, but no one can be considered ineligible solely for failure to have a quality factor.

The KSA's used as quality factors may have been obtained through either experience or education. Therefore, relevant and accredited academic courses can provide evidence of possession of quality factors even for occupations. This would be particularly true at entry grade levels where many employees or applicants may not have experience that demonstrated the applicable KSA's. For example, Accounts Assistant, Administration Assistant or Logistic Assistant position may involve basic duties that no particular qualifications are required for such basic eligibility as assistant, but for employee or applicant who will fill supervisory or senior position, or particular clerk in Finance, Administration, IT or Logistic, should meet the minimum qualification requirements on the basis of education, experience and KSA, such as



business administration, finance, or economics, regulations might reasonably to enhance performance in the position. Each head of department should determine the quality factors (e.g. head of department can put general rank such as excellent, very good, good, etc)

In-service Posion:

In-service position may meet minimum qualification requirements based on education and/or experience, as specified in the appropriate qualification standard in Job Description. To qualify, they must usually have the same level and type of experience or education that is required for initial appointment. However, there are some special provisions, as follows:

a) *Minimum educational requirements*--When there is a change to or addition of minimum educational requirements to an occupational work chart, COMPANY X's employees currently classified to that position does not have to meet the new educational requirements. (Also see (b) below.)

b) *The minimum experience requirements*-When there is a change to or addition of minimum experience period requirement and the current employee's performance is appropriate for his position, the Heads of department needs only add on the difference between the length of experience required for the current position and the length of experience required for the proposed position. For example, a Grade 5 employee in accounts assistant position qualified for his or her current position on the basis of bachelor degree in accounting. The employee would be eligible for promotion to Grade 6 after 2 years of employment to be accountant, since the difference between the experience acquired in Grade 5 (7 months) and the experience requirements for Grade 6 (2 years) is 1 year and 5 months, and at this case, a bachelor degree in accounting is credited the same as 1 year and 5 months of experience, this practice is called "add-on experience period".

The "add-on experience period" can be used for any in-service position action as defined in this Manual; however, the following restrictions apply If minimum educational & experience requirements have been established or changed for an employee's grade position, the "add-on rule" can be used to return the employee to that grade only if:

The employee has maintained current occupational knowledge, Skill and ability through employment or education and meets any licensure or certification requirements; and

Comparison of the position descriptions or other documentation of work performed shows clearly that the employee's former position included all the duties of the position to be filled and provided the knowledge, skills, and abilities necessary to perform the duties of the new position

c) *Modifying experience requirements for certain in-service placement actions*—This case treats the condition of changing upper or lower experience period and KSA



requirements for certain in-service position , and add-on experience period can not be used or applicable. The head of department and the management with HRD may determine that an employee can successfully perform the work of a position even though that person may not meet all the requirements in this Policy. In that situation, After taking the approval of the GM, head of department and HRD are authorized to modify minimum qualification standards for reassignments or reinstatements to lower grades, when the employee's background includes related experience that NOT provided the KSA's necessary for successful job performance; reinstatements, and repromotions to a grade higher than a grade previously held when the employee's background includes related experience that provided the KSA's necessary for successful job performance. This authority should be used only when there is a reasonable likelihood that the employee will fail to or successfully make the transition to the new position.

The HRD and Head of Department use of a modified standard should be documented sufficiently to show that it was intentional, and that the assignment did not result from misinterpretation of this manual or aggressive behavior against the employee.

d) Crediting education or training for promotion-- Education or training can be credited as experience towards promotion for employees who are granted to get education or training courses for the purpose of obtaining specialized knowledge and skills. The agency must determine that the education or training contributes materially to the competence of the employee in his/her work and that the employee has the knowledge, skills, and abilities needed for successful performance in the position to be filled.



Other Provision:

a) *Law compliance*--HRD should put into the consideration the labor law and Yemenization Law to accept any applicant:

b) *Medical/Physical*--The basis on which COMPANY X may ask the candidate for doing medical examination before accepting him to work for COMPANY X. Specific medical standards or physical requirements should be met by candidate. In general, there must be a direct relationship between the medical standard or physical requirement and the actual duties of the position being filled. Failure to meet an medical standard or physical requirement means that the candidate is not qualified for the position *unless* there is sufficient evidence that he or she can perform the duties of the position safely and efficiently despite a condition that would normally be disqualifying.

c) *Written and performance tests*--Occupational work chart/positions with written and/or performance test requirements are identified in the next paragraphs of this Manual. Written and performance tests are to be used as follows:

Initial appointments--Tests are required for some occupational work chart, either for all employees or applicants or for those employees or applicants who do not meet specific requirements indicated in the standard. If a test is required, applicants or employees who are subject to that test must pass or have previously passed it to be eligible for initial appointment.

In-service position--(1) Tests required by HRD and head of department. Test is required for all occupational work charts for by HRD and head of departments for in-service position. For such positions, HRD and head of departments must use and employees must pass the appropriate COMPANY X test. All employees who are subject to that test must pass or have previously passed it to be eligible for the current position or to promotion to higher grade.

in-service employees can be examined. In occupations other than those where COMPANY X requires a test for in-service position, if an HRD and head of department prefers to use alternatives to testing (e.g., evaluation of training and experience, performance appraisal, etc) to measure qualifications, it can do so, or it may use a test as *one of several tools* in evaluating employees. Tests can be used to determine basic eligibility (i.e., on a pass-fail basis) or as the sole basis for ranking in-service position employees, *only* when specific approval has been received from GM.

Performance tests. As a general guide, performance tests (e.g., typing proficiency tests) can be used to evaluate in-service position employees when, within the past 2 years, they have not performed successfully in a position that required proficiency in the skills needed for the position to be filled.

Professional certification, registration and other requirements—Employees or applicants for positions in some occupational work chart and position should meet professional certification , or registration requirements in addition to meeting experience and/or educational requirements, if such thing is required by Yemeni Oil



industry. In other work chart, employees or applicants can qualify fully on the basis of professional certification, registration, or special training as an alternative to experience and/or educational requirements. Such requirements are noted in the qualification standards or individual occupational requirements for those occupational work charts.

Supervisory Positions

All supervisory positions require a combination of knowledge, skills and managerial abilities related to getting work done through other people, e.g., planning, assigning, reviewing work, and evaluating performance. The relative importance of supervisory skills and knowledge will depend on the specific duties of the position being filled. Therefore, employees/applicants for supervisory positions may be evaluated using the appropriate standard for the occupational work chart *and/or* the supervisory standard in the coming Sections of this Manual. In determining the level of subject-matter knowledge required, it should be kept in mind that the subject-matter duties are not always classified at the same grade level as the supervisory duties.

In some instances, employees or applicants are assigned to supervise work in a occupational work chart other than the one to which their positions are classified, and it will be necessary to determine whether this supervision provided them with appropriate experience to qualify for a position in the occupation supervised. For example, was the supervision purely administrative in nature, or was the supervisor also required to have essential knowledge of the work performed to provide technical direction? If it is determined that the supervisor provided technical direction, the grade-level of the subject-matter duties involved should be determined in higher grade than supervisor who provided administrative direction.



UPDATING QUALIFICATION STANDARDS

COMPANY X's objective is to maintain minimum qualification requirements in this Manual as current as possible. Therefore, heads of departments are requested to inform the Human Resources Department of substantive changes to occupation or position so that the appropriate qualification standard can be revised. Additionally, Departments that are facing difficulty in obtaining well qualified applicant for specific or in-service position on the basis of the current qualification requirements should contact HRD to determine whether the standard is in need of revision or searching for new applicant for this position, or providing training for in-service employee,...etc.



Minimum Qualification Standard for

Entry-Level & Junior Positions

This qualification standard prescribes minimum requirements for Entry-level & junior positions per grading system and below and provides guidance for evaluating the qualifications of employees or applicants for such positions.

For entry-level positions, minimum duties for entry-level employee are:

- Perform a wide variety of clerical
- Need to be highly organized
- Possess effective written and oral communication skills and must have a strong knowledge of computer application.
- Assist with other workmates to perform the works properly.
- Quick learner for new tasks

Minimum qualification requirements for entry-level positions:

- High School degree, but Bachelor or Diploma degree is preferred for specialized areas, or Proof of required education such as college transcripts, degrees, and/or certificates
- Good working knowledge of MS Excel and MS Word
- Have Knowledge with basic concept of concerning area
- Interpersonal skills necessary to deal effectively with a diverse group of external and internal people
- Effective oral & written communication skills.
- Have 6 months experience

Minimum duties for junior positions are:

- Work under general supervision in preparation for advancement
- Perform complex calculations
- Effective time management & multi-tasking skills used to meet deadlines, and heavily involved in the month-end close process
- Responsible for the daily activities and
- Meeting authorization for payment or purchasing
- Perform reconciliation between two databases
- Good communication
- Assist in the continued improvement and implementation of internal controls.
- Assist for Performing special projects and ad-hoc reporting as required

Minimum qualification requirements for entry-level positions:

- Ability to work independently and as part of a team to deliver high quality solutions
- Excellent oral and written communication skills for fulfilling deliverables as well as interfacing with team members, management, the customer and industry professionals
- Focus on achieving project milestones that meet technical requirements on schedule while minimizing cost yet delivering high quality projects with great customer satisfaction.



- Strong desire to learn new technologies and acquire new skills, as needed
- Should have experience with excel and pivot tables
- Should have 1-2 years experience.
- Bachelor Degree is required.
- Good at using Software.
- Good working knowledge of MS Excel and MS Word

Seniority Positions

Minimum duties for junior positions are:

- Involves supervising junior staff to ensure the productivity and meeting deadlines on projects
- Work with supervisor and manager to complete a variety of jobs at hand on a timely basis
- Understanding of public accounting as a career choice
- Assist in large-scale projects and programs
- Assist to design data analysis routines and tools to detect technical error and/or control weaknesses
- Train junior team members in data analysis techniques and tools
- Interact with the staff and other external sources for the purpose of obtaining relevant information and documents
- Evaluate internal control structures and data to help identify weaknesses and associated risks
- Summarize, analyze, and prepare analysis reports and findings
- Assist in evaluating the general risk faced by oil industry and the impact of those risks on the Company
- Collect information and documentation that may be treated as evidence.
- Work closely with other departments.

Minimum qualification requirements for entry-level positions:

- Bachelor's degree from an accredited college/university in specialized field or a similar discipline
- Between 2-3 years of experience in the specialized field.
- Strong understanding of the regulatory environment
- Strong analytical, statistical and quantitative abilities
- Excellent written and verbal communication skills
- Ability to manage multiple tasks and prioritize changing work loads
- Ability to work independently, exercise good judgment, and be resourceful
- Proficient in Excel, Word, Excel, Access and PowerPoint.
- Ability to develop his career

Supervisory & Manager Positions



This qualification standard prescribes minimum requirements for supervisory and managerial positions per grading system and below and provides guidance for evaluating the qualifications of employees or applicants for such positions.

Supervisory & managerial positions may be staffed with persons who have not had specific supervisory experience, provided they have the essential supervisory or managerial aptitudes. For example, to meet future staffing needs for supervisory positions, COMPANY X may identify a number of candidates of current employees with supervisory potential and provide appropriate training for them. Such training is encouraged either before or at the earliest possible time after individuals are selected to fill supervisory positions. The satisfactory completion of supervisory training is to be given appropriate weight in evaluating the overall supervisory or managerial abilities of candidates for positions covered by this standard.

SUPERVISORY OR MANAGERIAL ABILITIES

Employees or applicants must have demonstrated in their work experience or training that they have the potential to develop the qualities of successful supervision, as listed under the appropriate category below. Decisions as to the appropriate minimum supervisory qualities should be based on actual job requirements.

For supervisory positions, ability to:

- Review work of subordinates, train and work effectively with subordinates from a variety of backgrounds and with different levels.
- Accomplish the quality and quantity of work within expected cost and time.
- Plan own work and carry out assignments effectively.
- Communicate with others effectively both orally and in writing.
- Take good tactical decision and good problem solver for questions relating to the work.
- Understand and further management goals as these affect day-to-day work operations.
- Develop improvements in or design new work methods and procedures.
- Provide guidance and training to new employees.
- As a "team leader" that involved coordinating and integrating the work of others into a completed work product.
- That required the candidate to work closely with others to resolve problems, coordinate activities, or gain acceptance of a product or procedure.
- As a "troubleshooter" or source of advice to others regarding the work of the unit or organization.
- That involved devising new work methods and procedures or improvements in existing work practices, and getting the cooperation of employees in applying the new methods and practices.

For managerial positions at higher levels:



In addition to the abilities required for managerial positions, employees or applicants for these positions at higher levels must have the potential to develop, and the ability to:

- Deal effectively with individuals or groups representing widely divergent backgrounds, interests, and points of view.
- Plan and adjust work operations to meet changing or emergency program or production requirements within available resources and with minimum sacrifice of quantity or quality of work.
- Establish objectives or performance goals and assess progress toward their achievement.
- Coordinate and integrate the work activities.
- Analyze organizational and operational problems and develop timely and economical solutions and take strategic decisions
- Represent the activity both within and outside the Company to gain support for the Company's goals.
- Develop improvements in or design new work methods and procedures.
- That required the employee or applicant to devise ways to accommodate work operations to new and changing programs or requirements such as work practices and procedures, staffing and budget requirements, and similar matters.
- Should be involved in complicated controversial issues, i.e., disagreements on program requirements, policy positions, or operating procedures;
- Having strong public interest
- Task forces, planning, or special study groups that involved substantive work in (1) planning for new programs; (2) reviewing program operations to develop or improve methods, procedures, or controls.

PERSONAL Characteristic

The characteristics listed below are important to success in supervisory or managerial positions at all supervisory levels. Accordingly, employees or applicants for all supervisory positions must demonstrate all of the following personal qualities:

- Objectivity and fairness in judging people on their ability, and situations on the facts and circumstances;
- Capacity to adjust to change, work pressures, or difficult situations without undue stress;
- Willingness to consider new ideas; and
- The skills, abilities, and personal characteristics described above may have been demonstrated in many types of either supervisory or managerial position.

TECHNICAL REQUIREMENTS



Employee or applicant may meet the good technical requirements if their backgrounds clearly show that they have the strong knowledge, skills, and abilities needed in the occupation to which the position is classified.

For these higher positions, technical expertise is as much significant as supervisory management skills are significant to success in a particular field. In such situations, the technical knowledge and skills should be emphasized. The total background of the employee or applicant should demonstrate strong affirmative evidence that he or she:

- Has the necessary level of supervisory or managerial skills, abilities, and attributes to perform the work successfully; and
- Has the necessary level of professional or technical competence for the supervisory position being filled.

DETERMINING JOB REQUIREMENTS

All supervisory positions share some common requirements, such as the ability to get work done through others. However, the particular knowledge, skills, and abilities essential to supervisory success vary in kind and in importance from one supervisory position to another. These variations reflect differences in operations, such as in (1) the kind of work operations supervised, (2) the place of the position in the management hierarchy, and (3) the goals and objectives of higher management.

The kind of work operations supervised or programs managed

Many supervisory positions require specialized knowledge and experience. The depth and variety of this knowledge must be established to determine the degree to which the knowledge is essential.

The role and level of the position in the managerial hierarchy

The role of the position in the managerial hierarchy may be a clue to the relative importance of job requirements. All supervisory positions demand considerable skill in interpersonal relationships in guiding and controlling day-to-day work operations, and dealing with employees supervised. However, for supervisory positions at the higher levels, such demands as the ability to translate management goals and objectives into well-coordinated and controlled work operations, or the ability to establish and monitor production or performance priorities may assume additional importance.

The goals and objectives of higher management, as they relate to the activities to be supervised

Management's expectations play an important part in determining the supervisor's role in the total work effort of the organization. These expectations are reflected in the amount and kind of authority and responsibility delegated to the position which, in turn, affects the skills and abilities required to do the work successfully. To be sure that these expectations are clearly understood and taken into account in evaluating employee or applicant, it is highly desirable that the management official directly



responsible for the activity in which the position exists participate in identifying the qualifications required.



Recruitment and Termination Procedures:

Recruitment:

If the head of department needs fill out new job or position, he/she should provide the Job Description and the minimum requirements of new job, then submitted to HRD to review it and forwarded to GM after ensuring if the cost of new job is within the budget, Finally approval should be obtained from GM for hiring new person or transfer current employee to new job.

If there is no current employee meets the minimum requirements, HRD shall announce in newspaper or contact any audit firm or employment firm to fill the position. HRD shall obtain and evaluate the C.Vs and select the best C.Vs of people who exceed then meet the minimum requirement, and forward them to head of requesting department to select the candidates for interview.

The head of requesting department with head of HRD shall make an interview with the candidates, HRD should ensure the validity of candidates' educational and experience qualifications before giving an offer to any of them.

The head of requesting department and head of HRD select one of the candidates to fill the position, they should take the approval from GM for giving an offer to the selected candidate.

Offer should be written in brief and include the gross and basic salary, position, date of start working for COMPANY X, name of candidate. Two original of Offer should be signed by GM and candidate.

When the employee join and start working with COMPANY X, HRD should prepare an employment contract with limited period for one year, that must be two original signed by GM and employee.

HRD should provide copy of offer and contract of each employee to payroll officer. Payroll officer shall include the new employee into the Payroll Sheet and inform the Social Security or Pension Authority for hiring new employee.

New employee shall fill out the Personal Details Form and forward it to HRD, and new employee should sign on tools or equipment holding Form and forward that should be kept by concerning department.

Termination:

COMPANY X can terminate any employee for redundancy or retirement. Redundancy can be of low performance work that it shall be based on Evaluation Report; or of inflation in employment if the COMPANY X's activity or operation decreased.

Head of department must inform HRD and GM of not desire keeping an employee, HRD shall investigate on this issue after taking the notice from head of department



HRD shall discuss and give an opinion on this issue but the final action should be made by GM to approve the termination or not.

If the termination is approved by GM, HRD shall notice the employee for the termination and give him/her one month notice to clear all his/her outstanding obligation, and deliver the works to appropriate person.

HRD shall send another copy of termination notice to payroll officer to consider it for preparing the Payroll Sheet and Informing Social Security or Pension Authority for terminating an employee. And prepare check for his fiscal entitlements.

After the terminated employee signs on Clearance Form, HRD shall prepare Certificate of Experience that certified the employee worked with COMPANY X for specific period, clears his entire obligation, and received all his entitlement.



Individual Occupational Requirements for

Finance Department Work Chart

Accountant Assistant (Entry-Level) & Junior Accountant Positions:

Duties & Responsibilities:

- Contact with vendor directly for any information of payments or invoice. (AP & Treasury)
- Interacts with vendors and employees.
- Perform daily activities of three-way matching for local payments (AP)
- Issuing Bank Vouchers, and cheques and forward them to authorized people to obtain the signatures on. (Treasury)
- Analyzes basic general ledger accounts. (GL).
- Prepare Bank and Petty Cash Reconciliations (AP).
- Runs subsidiary balancing reports such as Disbursement Sheets for Senior Accountant. (GL).
- Assists with invoice preparation and cash application. (Treasury)
- Maintains accurate records of data in bank and petty cash register to support general ledger. (AP & Treasury)
- Serialized the invoices received from vendors by putting Job No. on the invoice.
- Files and maintains central file index for management and administers record retention.
- Maintains office equipment.
- Provides general office support.
- Involved in the month-end close process, which includes the close of various sub ledgers by performing the below process.
- Stop process any payment from 28th till the end of each month.
- Submit the updated Bank and Petty Cash registers with coding to Senior Accountant by the end of each month.
- Preparing Disbursement Sheets by the end of each month.
- Submit the Bank & Petty Cash Reconciliations to Senior Accountant by 3rd of next month.
- Bank, Petty Cash Reconciliations and other activities as required to produce accurate financial statements. (GL).
- Assist in month-end close activities
- Assist in the continued improvement and implementation of internal controls
- Participate in external and internal audits coordination
- Participate in performing special tasks and ad-hoc reporting as required.
- Hold and monitor the Petty Cash. (Treasury)
- Maintaining Petty Cash and Bank Register, and update them with daily transactions incurred. (Treasury)
- Update the Invoice Register with the invoices received from vendors, the status of invoices, and the date of local payment.
- Assists in all departmental mailings.



Qualification Requirements:

- High School degree or equivalent with 3 years relevant bookkeeping or related accounting experience; Bachelors Degree in Accounting, Business, Information Technology or a similar discipline; or Bachelor Degree in any field with 1 year relevant bookkeeping or related accounting experience.
- Good working knowledge of MS Excel and MS Word
- Knowledge with basic accounting software
- Interpersonal skills necessary to deal effectively with a workmate and direct supervisor.
- Ability to plan and organize responsibilities to ensure that deadlines are met in a timely and efficient manner with direction
- Highly disciplined and organized
- Attention to detail
- Effective oral & written communication skills
- Good communication, organization and analytical skills are necessary
- Good understanding of general ledger is helpful.
- Must have solid GL experience with good analytical ability
- Experience with Oracle, People Soft softwares

Accountant Position

Duties & Responsibilities:

- Contact with vendor directly for any information of payments or invoice. (AP & Treasury)
- Interacts with vendors and employees.
- Prepares and enters journal entries in General Ledger system. (GL).
- Analyzes intermediate general ledger accounts. (GL).
- Runs subsidiary balancing reports for Accountants.
- Preparing invoice, Debit and Credit Note.
- Maintains accurate records of data to support general ledger. (AP & Treasury)
- Files and maintains central file index for management and administers record retention.
- Assists in all departmental mailings.
- Provides training for Junior and entry-level accountants.
- Maintains office equipment.
- Provides general office support.
- Involved in the month-end close process, which includes the close of various sub ledgers as well as general ledger.
- Additional responsibilities include the preparation and inputting of journal entries. (GL).
- Perform Account Reconciliations and other activities as required to produce accurate financial statements. (GL).
- Analyze standard cost and purchase price variance for inventory items ensuring accurate costing.
- Perform monthly account reconciliations for various balance sheet accounts and assist in month-end close activities such as. (GL).



- Reconciliation between GL and other sub ledger register.
- Reconciliation between JIB and GL.
- Reconciliation between SOE and GL.
- Assist in the continued improvement and implementation of internal controls
- Participate in external and internal audits cooperation
- Perform special tasks and ad-hoc reporting as required
- Assist in any ad-hoc duties as assigned
- Prepare monthly budget vs actual and variance reports for each account
- To process invoices prior to payment
- To collate, verify & prepare reimbursable to relevant parties

Qualification Requirements:

- Bachelors Degree in Accounting with 1-2 years experience in accounting or auditing, or Diploma in Accountancy and 3-4 years in accounting.
- Experience with payment processing and policies and closing schedules
- Have very good working knowledge of MS Excel and MS Word
- Knowledge with any accounting software
- Interpersonal skills necessary to deal effectively with supervisors and workmates
- Ability to plan and organize responsibilities to ensure that deadlines are met in a timely and efficient manner with direction
- Highly disciplined and organized
- Attention to detail
- Demonstrated analytical ability
- Effective oral & written communication skills
- Good communication, organization and analytical skills are necessary Core understanding of general ledger is helpful.
- Must have solid GL experience with good analytical ability
- Meticulous with numbers

Senior Accountant:

Duties & Responsibilities:

- This position involves supervising junior staff accountant and accountant to ensure the productivity and meeting deadlines on projects.
- Will work with Supervisor to complete a variety of jobs at hand on a timely basis.
- This position will work directly with our departments and other external parties to provide quality services and accurate information.
- Responsible and motivated employee or applicant with an understanding of public accounting as a career choice and oil accounting as specialized preferred
- As directed, prepare various year-end audit schedules and work with the company's external auditing firm and internal auditors
- Analyze standard cost and purchase price variance for inventory items ensuring accurate costing.
- Composes letters for management signature and distribution.



- Assist in large-scale projects and programs
- Design data analysis routines and tools to detect control deficiency or control weaknesses
- Assist accountants in detecting and preventing material error in their activities
- Train junior team members in data analysis techniques and tools
- Interact with various parties and other external sources for the purpose of obtaining relevant information and documents
- Collect information and documentation that may be treated as evidence
- Basic financial statement analysis, including balance sheet analysis and determining profitability
- Assist with the tracing and uncovering assets.
- Maintain Fixed Asset register and communicate monthly depreciation calculations to Supervisor.

Qualification Requirements:

- Bachelor's degree from an accredited college/university in Accounting and 2-3 years of experience in auditing or 4 years in oil accounting.
- Good understanding of the regulatory environment such as (PSA, JOA, Farm-In or Farm-Out Agreements, Tax Law, Social Security And Pension Law, Labour Law, etc).
- Good analytical, statistical procedures made and quantitative abilities to perform the work properly.
- Good understanding of GAAP, IAS, ISA and Oil Accounting Practices and Standards.
- Excellent written and verbal communication skills.
- Ability to manage multiple tasks and prioritize changing work loads.
- Ability to work independently, exercise good judgment, and be resourceful.
- Team player with a positive, flexible, and energetic attitude.
- Proficient in EXCEL, WORD, ACCESS, and PowerPoint.

Accounts Supervisor:

Duties & Responsibilities:

- Ensure that Corporate transactions and Joint Venture Accounts are properly reflected in the Company's General Ledger on a timely basis in accordance with GAAP.
- Have a view of consolidated Financial Statements of the Company's.
- Ensures that controls and reporting requirements placed on the company and are properly executed.
- Must understand both basic and complex accounting concepts, including a strong working knowledge of GAAP to include revenue recognition, contingencies, balance sheet classifications, etc.
- Review monthly financial statements, ensure balance sheet accounts are properly analyzed and review sub ledger reconciliation
- Review variance analyses between budget and actual cost prepared by Accountant
- Ensure that foreign currency transactions and translation are properly recorded



- Provide Financial analysis to Accounts Manager/Finance Manager as required
- Monitor and maintain foreign currency equivalent set of books
- Review bank reconciliations, Petty Cash Reconciliations, Disbursement Sheets, Bank Registers, Petty Cash Registers, Invoice Registers.
- Ensure that Opex and capital expenditures are properly authorized and coded before processing the payments
- Update and monitor monthly cash flow analyses by rig
- Review SOE and JIB,. And Ensure that Tax and overheads are properly calculated per provision of PSA, JOA, and other relevant agreements.
- Assist in preparation of annual budget, forecasts and outlook
- Under minimal supervision, performs complex accounting activities which may include maintaining general ledger accounts and developing financial statements and reports.
- May provide functional advice and training to less experienced accountants.
- Supervise and perform Month-end closing of G/Ls.
- Monthly & Quarterly reporting of financial results into Control.
- Review and post all journal entries.
- Review all invoices, debit or credit notes.
- Perform Ad-hoc reporting / analysis as assigned.
- To analyze operational expenses incurred & prepare special ad-hoc reports
- Prepare yearly budget for next year.
- Take ownership of the cost control function
- Evaluate internal control structures and data to help identify weaknesses and associated risks.
- Perform statistical analysis on data and interpret the results.
- Summarize, analyze, and prepare analysis reports and findings.
- Assist in evaluating the general risk faced by Oil industry and the impact of those risks on the Company.
- Conduct research on the Company and business trends, as well as analyze research performed by Associate staff members.

Qualification Requirements:

- Bachelors degree in Business with a major in Accounting with At least 2-3 years of Auditing and about 1 year in oil accounting and reporting experience and relevant month end close experience. Have 1 years or more experience in general ledger accounting preferred
- Strong written and verbal communication skills
- Provides high level of service to Manager
- Works with a sense of urgency and efficiency
- Takes ownership for all assigned areas of responsibility
- Identifies dependencies and risks and then develops and implements solutions
- Promotes feedback and appropriately escalates issues
- Stays on deadlines schedule, meet reasonable deadlines and estimates/manages time efficiently and effectively.
- Flexible, organized, and able to handle competing priorities
- Must be able to multi-task during monthly close processes
- Able to adapt and contribute to organizational change in a fast paced environment



- Demonstrates maturity and integrity.
- Successfully presents ideas and influences others to get results
- Must have knowledge of financial analysis and financial reporting as well as solid general ledger accounting experience.
- Excellent attention to detail with very good analytical skills.
- Ability to handle multiple activities successfully.
- Must have understanding of company processes, financial system functionality, and apply accounting and business knowledge, and reasoning ability in resolution of financial problems.
- Must be excellent or become excellent in General Ledger, People Soft system applications, and running system or database reports.
- Strong knowledge of Excel, Word, Access and Power point.
- Strong process improvement and problem solving skills
- Excellent quantitative, reasoning and analytical skills
- Very good technical and tactic decision maker.
- Willingness to learn new accounting systems.
- Must be able to prioritize tasks, receive guidance and work independently, be action-oriented, understand key objectives, and display ethics and values in all actions.
- Possesses and applies broad knowledge of accounting principles, practices and procedures by having:
 - Very good understanding of Oil industry, and relevant accounting Standards.
 - Very good understanding of GAAP, IAS, ISA, other standards.
 - Very Good understanding of the regulatory environment such as (PSA, JOA, Farm-In or Farm-Out Agreements, Carrying Interest Agreement, Tax Law, Social Security And Pension Law, Labour Law, etc).

Accounts Manager

Duties & Responsibilities:

- Demonstrates accountability for functional, business, and broad company objectives.
- Integrates and develops processes that meet business needs across the Company.
- This role contributes to the overall strategy and manages complex issues within functional areas of expertise.
- Proactively identifies new accounting standards applicable to the business and develops appropriate implementation strategy.
- Works effectively with Finance leaders to proactively drive key initiatives to successful conclusion.
- Advise Finance leaders regarding complex financial accounting and reporting issues and transaction structuring.
- Lead the businesses work in complying with particular Acts, and agreements.
- Lead the general accounting, and payroll operations.
- Interpret and implement General Accounting Procedures (GAP) and Generally Accepted Accounting Principles with Finance Manager.
- Compliance focal point for accounting issues.



- Maintain accounting, financial reporting, financial control and information systems to ensure adequate records, ensure appropriate authorizations of transactions and safeguard assets.
- Lead direct reports in general accounting (including certain treasury operations) and payroll organizations in support of organizational objectives.
- Develop the performance of the work, internal controls and financial system.
- Key contact for Corporate and external auditors.
- Overseeing all audit, tax and statutory reporting / Liaises with the bankers, auditors and tax consultants after the Finance Manager does.
- Ensure timely submission of reports and all necessary management reports
- Cash and Cash Flow Management function.
- Ensure compliance with systems of internal control and standard operating policies and procedures.
- Preparation of statutory accounts
- Handle all statutory filings with Finance Manager.
- Preparation of financial reporting.
- Payroll management & related issues
- Review and perform all tax and SOE submissions to Finance and then other relevant parties
- Handle all legislative and compliance matters
- Prepare monthly financial management reports
- Budgeting and forecasting
- Liaise with outsourced accountants, tax authority and auditors
- Supervise staff on accounting, financial and management reporting
- Manage ad hoc duties when assigned.

Qualification Requirements:

- In addition to the all qualification requirements which should be satisfied by Accounts Supervisor, the below should be considered as well:
- Accounts Manager should have 2-3 years' experience overseeing an Accounts team at a Supervisory capacity in Oil Company.
- Well versed with current International Financial Reporting requirements and Tax Laws
- Strong interpersonal and communicational skills
- A committed team player
- Responsible to supervise medium or large team and take care of the overall functions of the Accounts department.
- Able to work independently.
- Strong and demonstrable quantitative skills, analytical abilities and well-developed financial modelling capabilities.

Finance Manager

Duties & Responsibilities:

- Responsible for reviewing the accounts
- Preparing the Financial Statements.



- Review reconciliation schedules for all balance sheet accounts.
- Review month end journals and investigate, correct the journalisation of all default accounts.
- Review of Revenue, Opex, Capex and overhead accounts.
- Preparation of cost recovery
- Manage timely submission of Tax and Statutory Returns.
- Prepare and provide advice on plans and budgets.
- Design and implement internal accounting controls.
- To co-ordinate the development and management of a global tax plan to reduce the burden of international taxes.
- The strategies for achieving this objective will address both primary taxes such as corporation tax (including all transfer pricing issues) and secondary taxes such as import/export duties.
- To manage, on an ad hoc basis, other projects and activities that, from time to time, the area Finance Manager may specify.
- Responsible for development, and review of quality procedures and works instructions. Monitoring implementation of procedures.
- Responsible for implementing the Companies Health, Safety and Environmental Policies pertaining to the Company headquarter location.
- Ensure that the Companies' books and records are accurate, up-to-date and in compliance with applicable laws and regulations, and Accounting Standards.
- Have the corporate view for consolidated Financial Statements.
- Ensuring that the company has good liquidity planning to cover the projected obligations.
- Ensuring that invoicing is being arranged, accounts are being maintained and payments are being prepared in accordance with local and/or company requirements.
- Ensuring that tax obligations are recognized and followed up in line with applicable rules and regulations
- Ensuring that the finance department has sufficient resources to maintain the required quality and output.
- Reporting to the General Manager and the MENA Finance Manager in compliance with company requirements.
- Review the report actual and forecast costs versus budget.
- Work with other Joint Venture Accounting group on the Work Program & Budget (WP&B) and Year End Revision & Budget Carry-Over for Joint Venture partners & clients approval
- Internal Management Reports to assist the higher Management in planning, controlling and decision making
- Assist in procurement process through direction of purchase requisition to the Procurement team and ensure all Vendors Invoices are properly accounted and paid
- Follow up Joint Interest Billing submission to Joint Venture partners and payment.
- Follow up SOE submission to MOM.
- Monitor project spending and ensure compliance to Joint Operating Agreement.



- Monitor on actual spending against budget (Approved Contract Value and Authorization for Expenditures) to ensure cost share- ability among Joint Venture partners and cost control.
- Manage finance and accounting teams integral to supporting the daily function of the business.
- Provide operational insight for the company, working closely with the MENA Finance Manager as well as other departments to manage the business and drive operational efficiency.
- Help implement and oil risk management, cash management and financial reporting programs.
- Closely manage team in preparation and issuance of monthly financial and operational reports for the MENA Finance Manager.
- Identify key cost drivers and solutions related to the company's performance which represent deviations from budget, prior year or attainable levels.
- Assist MENA Finance Manager in managing budgeting and financial planning processes to ensure they are linked with corporate strategy and overall business goals.
- Be key leader in search for improvements within the Company's operations through use of financial indicators.
- Provide financial reporting, analysis and recommendations on business performance.
- Involved in long-term planning.
- Establish and maintain professional relationships with banks and relevant bodies

Qualification Requirements:

- Bachelor's degree from an accredited college/university in Accounting.
- Local CPA license, or ACCA.
- Able to use the Accounting System
- Generate reports from the system as required by the management
- At least 7 years experience in accounting or auditing, including 2 years experience of supervision preferred.
- A key success factor is having held a lead financial/accounting role in a large, sophisticated financial services organization.
- Deep financing and accounting experience in a complex financial organization.
- Exceptional leadership skills, coupled with the ability to drive measurable results and promote accountability within the department.
- Very good at English
- A demonstrated ability to scope, plan and administer projects of high complexity.
- Hard driving work ethic.



HR and Administration Department Work Chart



Information Technology Department Work Chart



Logistics & Materials Department Work Chart



Community & Governmental Affairs Work Chart



Technical Department Work Chart



Drilling Department Work Chart



Work/Job Performance Evaluation & Grading System:

New Position and Existing Position Evaluation

New Positions

Newly established regular positions shall be evaluated by the Human Resources Department and Head of requesting department for the appropriate job grade and title.

Evaluation for Existing Positions

COMPANY X recognizes that staff positions may change in work content or responsibilities. Therefore, a position may be evaluated when there has been a significant change in required job qualifications, skills or responsibilities.

Procedure for Job Evaluation

A request to establish a new staff position or to evaluate an existing position shall be initiated by the head of department and discuss it with the related employee then submitted to the HRD.

Work Performance, KSA & Quality Rank factors Evaluation Report (Attachment 1) should include the essential KSA, the quality rank rate if they are exceed the requirement, meet the requirement or needs to be improved, and the work if it is performed properly with high quality and speed or not.

Head of department should evaluate his/her employees fairly and providing an evidence of any KSA that exceed the requirements or excellence of quality rank.

The head of department should show the evaluation report to employee and discuss with him/her on the contents.

When employee discussed the evaluation with his supervisor, the Job Evaluation Report along with PMP should be signed by employee as evidence that the employee was given the opportunity to discuss the official review with the supervisor, and by supervisor.

Then Job Evaluation Report should be submitted to HRD along with PMP for review and documentation, HRD should prepare the Summary of Employee or Candidate Evaluation and determining the increment or promotions, and merit bonus. The head of HRD should sign on the Evaluation Report, and Summary of Employee/Candidate Evaluation Report (Attachment 2) as reviewer. The head of HRD is allowed to discuss



with head of department on the promotion, increment or merit bonus, if head of HRD can reject the evaluation report but with providing justification of rejection.

GM should approve the Summary of Employee Evaluation that is annually prepared and for paying merit bonus, increment or giving promotions.

KPIs

Each department should determine the department's KPIs with the GM, and each supervisor should determine the KPIs of his/her subordinates. KPI should be understandable, comparable, consistent, logic and practical that enables each department to check if they achieve the target or not.

Promotion Action

Any promotion shall be based on proper preparation and review of work performance and employee evaluation report and shall be effective at the beginning of the first pay month following action or approval made by GM.

Grading system:

Definition of grading system:

Points: are marks that are given to specific qualification factors. The more and better qualifications employee possesses; the higher grades, position, and salary he obtains.

- Grades: is numbering level which employee has reached in COMPANY X by getting more points.
- Points are numbers given to the years of experience, educations, and quality of other qualifications and KSA that have been possessed by employee.
- Position: is job title granted to employee who reaches to specific grade.

Points:

The educational and experience qualifications, Professional Licensure and training were categorized two groups, specialized field and non-specialized field, Specialized field gives or needs employee to get specific knowledge, skills and ability to do the works properly, but non-specialized field that provides or needs employee to have general knowledge, skills and abilities to perform the works properly. The purpose of these categories is to distinguish between the jobs that can be done by any person who has general KSA, and the jobs that needs specific employee that possesses particular KSAs who are scarce in usual; This Manual gives the employee who works in COMPANY X within particular and difficult duties more points than who works within general duties.

Educational qualification:



Educational qualification is classified to five categories, High School, Undergraduate, Diploma, Bachelor, MBA, The total points given for educational qualification is 250 points for specialized field and 180 for non-specialized field. And the points are allocated as follows:

Educational Qualification Standards or Requirements	Outside Specialized Work field (General work field)	Within Specialized Work field
High School	10	10
Diploma (Post high school)	60	130
Undergraduate Education	50	120
Bachelor Degree	120	200
MBA	180	250

Experience qualification

Few points are given for first lower experience period and increases if the experience period increases, but the points of first two low specialized experience category is fewer than of general experience category because 0-12 months is not enough for someone to obtain good experience and skills to perform particular works properly, but it will be quite good experience period for someone to get skills to perform general works properly.

Experience Qualification Standards or Requirements	Outside Specialized Work field (General work field)	Within Specialized Work field
0-6 months	15	5
6 – 12 months	40	30
1 -2 years	60	120
2-3 years	120	180
3-4 years	160	220
4-6 years	210	270
6-12 years	260	320
Over 12 years	290	350

Professional Licensures and Training:

If an employee obtained training in his current general or specialized job or obtained professional licensure in his current general or specialized job, he/she will obtain the



below maximum points for each category. If second professional licensure is greater quality rank than the first, HRD shall reallocate the second licensure to the first category, and the lower quality rank as additional professional licensure.

Qualification Standards or Requirements	Outside Specialized Work field (General work field)	Within Specialized Work field
Professional Licensure		
Local Licensure-Specialized		150
Int'l Licensure-Specialized		200
Licensure is recognized by < 3 countries-Specialized		170
Additional Professional Licensure		
Local Licensure-Specialized	90	
Int'l Licensure-Specialized	150	
Licensure is recognized by < 3 countries-Specialized	110	
Training		
Training-Int'l accredited institution	100	120
Training-Local accredited institution	80	90
Training-COMPANY X	90	100
Int'l General Computer Concepts	50	
Int'l General Management Concepts	60	
Local General Computer Concepts	30	
Local General Management Concepts	40	

If an employee registered for professional licensure, and passed some parts or materials of the licensure and still having s some other materials or parts that have not been tested yet, the obtaining parts or materials are considered as training until the employee get the certificate of licensure that it shall be reallocated to professional licensure.



Essential KSA and quality factors

This manual assigned 240 points for the knowledge, skills and abilities possessed by employee, each employee are different in KSA, so each employee may obtain between 0 to 240 points depending on his KSA. Also, some employees have the same KSAs, but they must be different in quality for performing the works efficiently and economically.

Qualification Standards or Requirements	Points
Essential KSA factors	240
Quality factors	170

The 240 points are allocated to different KSA factors that is determined by head of department, the percentage of the importance of each KSA is changed by head of department and HRD according to duties, responsibilities, local labor market, etc.

Essential KSA		Admin Dept	L & M Dept	Finance Dept	IT Dept	CA Dept	Drilling Dept	Technical Dept
Knowledge - Knowledge is a set of facts and principles needed to address problems and issues in particular parts of a job.								
Administration and Management	Knowledge of principles and processes involved in business and planning, organization, coordination, directing and execution. This includes strategic & tactical planning, resource allocation, human resources, leadership techniques, and work activities.			10%				
Geology, geophysics	Knowledge of the geological or geophysical matters or substances			3%				
Computers, Electronics and Theology	Knowledge of the following: Electric circuit boards, processors, chips, and computer			8%				



Essential KSA		Admin Dept	L & M Dept	Finance Dept	IT Dept	CA Dept	Drilling Dept	Technical Dept
	hardware Software, and net work Microsoft applications (Excel, Access, Word, Power point, Outlook) and programming.							
Serving the Requesting Department and procurement	Knowledge of principles and processes for providing the requesting departments with services and materials they need, Knowledge of assessment techniques, quality service standards, Knowledge of alternative delivery systems, and requesting departments' satisfaction evaluation techniques. Knowledge of local or global markets to purchase materials or services at good cost, quality and terms. Knowledge of purchasing controls.							
Economics and Accounting	Knowledge of economic and the financial markets Knowledge of accounting principles and practices, accounting & auditing standards. Knowledge of the analysis and reporting of financial data. Knowledge of Internal controls of all areas.			25%				
Law, Government, and regulations	Knowledge of Tax, Labor, Social Security & Pension laws. Knowledge of Customs, Transportation laws or regulations. Knowledge of Investment, Commercial Companies and trade laws. Knowledge of provisions of PSA, JOA, Farm-In, Farm-Out and Carrying Interest Agreements.			12%				
Engineering and Technology	Knowledge of equipment, tools, mechanical devices, and their uses and other applications. Knowledge of the nature of equipments, tools and mechanical devices, and in which general category is classified.			5%				
English Language	Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar. Knowledge of vocabularies and pronunciation.			10%				
Other Foreign Language	Knowledge of the structure and content of a foreign (non-English) language including the meaning and spelling of words,							



Essential KSA		Admin Dept	L & M Dept	Finance Dept	IT Dept	CA Dept	Drilling Dept	Technical Dept
	rules of composition and grammar, and pronunciation.							
Mathematics, Arithmetic & Statistics	<p>Knowledge of numbers, their operations and computations, and interrelationships including arithmetic, algebra, geometry, calculus, statistics, and their applications.</p> <p>Knowledge of making reasonable estimates by using arithmetic method.</p> <p>Knowledge of uses tables, graphs, diagrams, and charts to obtain or convey quantitative information.</p> <p>Knowledge of choosing appropriately from variety of mathematical and arithmetic techniques and quantitative data to approach practical problems and construct logical explanations for real situations;</p> <p>Knowledge of expressing mathematical ideas and concepts orally and in writing; and understands the role of chance in the occurrence and prediction of events.</p>			11%				
Personnel and Human Resources	<p>Knowledge of policies and practices in personnel/human resource functions (e.g. recruitment, selection, training, and promotion regulations and procedures; compensation and benefits packages; labor relations and negotiation strategies).</p> <p>Knowledge of behavioral science.</p> <p>Knowledge of body language</p> <p>Knowledge of different philosophical systems and religions, including their basic principles, values, ethics, ways of thinking, customs, and practices, and their impact on human culture.</p>							
G&G, Drilling and Production Process	Knowledge of the inputs and outputs G&G, drilling and production, quality control, costs and costs control, and techniques for maximizing the productivity efficiency and minimizing the costs.			6%				
Public Safety and Security	Knowledge of weaponry, public safety, and security operations, rules, regulations, precautions, prevention, and the protection of people, data, and property protection.			2%				
Sales and Marketing	Knowledge of principles and methods involved in showing, promoting, and selling crude oil. This includes marketing			4%				



Essential KSA		Admin Dept	L & M Dept	Finance Dept	IT Dept	CA Dept	Drilling Dept	Technical Dept
process	strategies and tactics, sales techniques, and sales control systems.							
Logistics	Knowledge of principles and methods for moving people or materials by air, rail, sea, or road, including their relative costs, advantages, and limitations. Knowledge of the limitation of freight forwarder's, shipper's, customs broker's, seller's and buyer's responsibilities. Knowledge of transportation insurance for materials.			4%				
Inventory	Knowledge of each item and its use Knowledge of Inventory Evaluation Method. Knowledge of inventory controls. Knowledge of materials insurance Knowledge of inventory handling							
<p>Skills - Some of the skills are developed over time and are used not only to do work but also to learn other skills. Other skills are important for performance on many jobs.</p>								
Learning & Monitoring	Ability of acquiring new skills and information and update existing skills by: Identifying the sources of information and finding assistance Evaluating informational resources Grasping information's implications Ask questions to increase knowledge and clarify understanding Finding ways to structure or classify multiple pieces of information. Knowing how to find information and identifying essential information. Knows How to Learn and to be trainer Teach others to extend their knowledge, and improve their skills, or to perform their tasks properly. Act as a teacher and mentor Exhibit patience with self and others			17%				



Essential KSA		Admin Dept	L & M Dept	Finance Dept	IT Dept	CA Dept	Drilling Dept	Technical Dept
	Use multiple approaches to learning or teaching new things							
Listening	Listening to what other people are saying and asking questions as appropriate. Ability to receive, interpret, and respond to verbal messages.			3%				
Coordination	Adjusting actions in relation to others' actions. Understand and work in way to perform the work on time and in harmony with different actions.			1%				
Critical Thinking	Having far version and behave as being: Creative Thinking: Ability to use imagination freely and combine ideas or information in new ways. Decision Making: Ability to Specify goals and constraints, generate alternatives, considers risks, and evaluates and chooses best alternatives. Weighing the relative costs and benefits of a potential action. Problem Solving: Ability to recognize the existed problem; identify possible reasons for the discrepancy; makes and implements a plan of action to resolve it; Evaluate and monitor progress, and revise plan as indicated by findings. Reasoning: Ability to discover a rule or principle underlying the relationship between two or more objects and applies it in solving a problem; apply rules and principles to a new situation, or determines which conclusions are correct when given a set of facts and a set of conclusions; and ability to use logic and analysis to identify the strengths and weaknesses of different approaches; and identify the things that must be changed to achieve a goal. Problem Identification: Ability to identify the nature of problems. Idea Generation: Ability to generate different approaches to problems. Idea Evaluation: Ability to evaluate the likely success of an idea in relation to the demands of the situation.			30%				



Essential KSA		Admin Dept	L & M Dept	Finance Dept	IT Dept	CA Dept	Drilling Dept	Technical Dept
	<p>Solution Appraisal: Ability to observe and evaluate the outcomes of a problem solution to identify the impact of the solution.</p> <p>Troubleshooting: Ability of determining what is causing an error and deciding what to do about it.</p> <p>Developing approaches: ability to develop approaches and systems for implementing an idea or planning.</p> <p>Far Version: Ability of determining the long-term outcomes of a change in operations.</p>							
Managing Materials, equipments and tools	<p>Performing routine maintenance and determining when and what kind of maintenance is needed.</p> <p>Determining the kind of tools and equipment needed to do a job.</p> <p>Obtaining and seeing to the appropriate use of equipment, facilities, and materials needed to do certain work.</p> <p>Conducting tests to determine whether equipment, software, or procedures are operating as expected.</p> <p>Developing an image of how a system should work under ideal conditions.</p> <p>Repairing machines or systems using needed tools.</p> <p>Watching gauges, dials, or other indicators to make sure a machine is working properly.</p> <p>Inspecting and evaluating the quality of products.</p>							
Implementation Instructions	Ability to develop the desk top procedures to implement the instructions properly.			4%				
Installation	Installing equipment, machines, wiring, or programs to meet specifications.							
Management of Financial Resources	Determining how money will be spent to get the work done, and accounting for these expenditures.			7%				
Mathematics and quantitative methods	Using mathematics and quantitative methods to solve problems.			5%				
Negotiation	Ability of: Bringing others together and trying to reconcile differences.							



Essential KSA		Admin Dept	L & M Dept	Finance Dept	IT Dept	CA Dept	Drilling Dept	Technical Dept
	Presenting facts and arguments Recognizing and empathizing with different points of view Offering options Making compromises Deal appropriately with irate customers Communicate with customer to clearly define requirements							
Operation Analysis & Control	Analyzing needs and facilities requirements to perform and monitor the work properly. Controlling operations systems.							
Programming	Writing computer programs for various purposes.							
Reading Comprehension	Understanding written sentences and paragraphs in work related documents. Ability to Locate, understand, and interpret written information in prose and documents including manuals, schedules, etc to perform tasks; infers the meaning of unknown or technical vocabulary; and judges the accuracy, appropriateness, style, and plausibility of reports, proposals, or theories of other writers			3%				
Social Perceptiveness & Management	Being aware of others' reactions and understanding why they react the way they do. Actively looking for ways to help people. Managing one's own time and the time of others. Persuading others to approach things differently. Motivating, developing, and directing people as they work, identifying the best people for the job. Ability of understanding the body language in ways that are appropriate to the purpose			15%				
Speaking	Talking to others to effectively convey information. Organizes ideas and communicates oral messages appropriate to listeners and situations; participates in conversation, discussion, and group presentations; selects an appropriate medium for conveying a message; uses tone, and level of complexity to the audience and the occasion; speaks clearly and communicates message; understands and responds to listener feed back; and			2%				



Essential KSA		Admin Dept	L & M Dept	Finance Dept	IT Dept	CA Dept	Drilling Dept	Technical Dept
	asks questions when needed.							
Systems Perceptions & Evaluation	Knowing the effects of important changes have occurred in a system or are likely to occur. Looking at many indicators of system performance, taking into account their accuracy. Distinguish trends, predict impacts on systems operations, diagnose deviations in systems' performance, correct malfunctions			8%				
Writing	Communicating effectively with others in writing via. Send and receive e-mail messages Complete daily final inspection log Maintain cross-shift communications and shift reporting Organize ideas to ensure coherence, logical progression, support for ideas in writing Complete daily final inspection log			5%				
Abilities - An ability is an attribute that influences performance on a variety of tasks								
Category Flexibility	The ability to produce many rules so that each rule tells how to group (or combine) a set of things in a different way.							
Control Precision	The ability to quickly and repeatedly make precise adjustments in moving the controls of various things to exact places.							
Depth Perception	The ability to judge which of several objects is closer or farther away from the observer, or to judge the distance between an object and the observer.							
Far & Near Vision	The ability to see details at a distance. The ability to see details of objects at a close range.							
Fluency of Ideas & Information Ordering	The ability to come up with a number of ideas about a given topic. It concerns the number of ideas produced and not the quality. The ability to correctly follow a given rule or set of rules in order to arrange things or actions in a certain order.							



Essential KSA		Admin Dept	L & M Dept	Finance Dept	IT Dept	CA Dept	Drilling Dept	Technical Dept
	The ability to quickly make sense of information that seems to be without meaning or organization. It involves quickly combining and organizing different pieces of information into a meaningful pattern.							
Originality	The ability to come up with unusual or clever ideas about a given topic or situation, or to develop creative ways to solve a problem.							
Mathematical Reasoning & Number Facility	The ability to understand and organize a problem and then to select a mathematical method or formula to solve the problem. The ability to perform simple arithmetic operations: addition, subtraction, multiplication, division; Calculate percentages, averages, rates, ratios, proportions							
Oral Expression & Comprehension	The ability to communicate information and ideas in speaking so others will understand. The ability to listen to and understand information and ideas presented though spoken words and sentences.							
Problem Sensitivity & Solving	The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem. It recognizes that a problem exists and identifies possible reasons for the problems, Use deductive reasoning: apply general rules to specific problems Use inductive reasoning: extract rules or principles from given information Make comparisons, differentiate among/sort/classify items, information, or ideas Come up with a logical explanation for why a series of events occur together Apply known rules and principles to a new situation Considers risks, goals, constraints, consequences, and weighing alternatives Generate ideas using divergent (brainstorming) approaches Analyze alternate scenarios							



Essential KSA		Admin Dept	L & M Dept	Finance Dept	IT Dept	CA Dept	Drilling Dept	Technical Dept
	Develop approaches for implementing an idea Devises and implements a plan of action to resolve it. Evaluates and monitors progress, and revises plan as indicated by findings. Develop original processes, methods and procedures as needed							
Reaction Time	The ability to quickly respond to one signal when it appears. (Security & HSES)							
Selective Attention	The ability to concentrate and not be distracted while performing a task over a period of time.							
Speech Clarity & Recognition	The ability to speak clearly to that it is understandable to a listener. The ability to identify and understand the speech of another person.							
Written Expression & Comprehension	The ability to communicate information and ideas in writing so others will understand. The ability to read and understand information and ideas presented in writing.							
Responsibility & Attitudes	Demonstrates a high level of effort and perseverance towards goal attainment. Works hard to become excellent at doing tasks by setting high standards, paying attention to details, working well, and displaying a high level concentration even when assigned an unpleasant task. Displays high standards of attendance, punctuality, enthusiasm, vitality, and optimism in approaching and completing tasks. Desiring to take the risks of failure.							
Self-Management	Assesses own knowledge, skills, and abilities accurately; Sets well-defined and realistic personal goals; Monitors progress toward goal attainment and motivates self through goal achievement; Exhibits self-control and responds to feedback unemotionally and non-defensively; is a "self-starter."							
Integrity/Honesty	Can be trusted. Recognizes when faced with making a decision or exhibiting							



Essential KSA		Admin Dept	L & M Dept	Finance Dept	IT Dept	CA Dept	Drilling Dept	Technical Dept
	behavior that may break with commonly held personal or societal values; Understands the impact of violating these beliefs and codes on an organization, self, and others; Chooses an ethical course of action							



Positions & Grades

The employee may be promoted to a higher grade but within the same current position, if the employee gets more points that make him eligible for promotion to higher positions. Each grade has a minimum point and maximum points, if the employee obtains some points that allow him to exceed the maximum points of the current grade, a promotion action should be made for this employee to a higher grade.

The positions that should be filled are entry-level, junior, senior, supervisor and manager positions. Points and grades are differently allocated and assigned to the degree of risk associated with the nature of jobs to determine the significance of each department or job. Each head of department with HRD assesses the degree of risk associated with the nature of jobs in each department, (e.g. in Oil Industries, the core or significant departments or jobs are Technical, Drilling & Operation Departments, the jobs of geologist, geophysicist and petroleum engineers are considered significant jobs. The significance of the Finance Department is considered moderate, because the risk of performing the financial activities and functions is assigned by the risk of improper recording, presenting and disclosing the financial information to the users that affect investors in the Stock Exchange Market, where the bad or good indication given from Financial Statements may reduce or increase the market value of the company. If the Company decided to comply with SOX Act 2002, additional and significant duties were forwarded to the Finance Department per that Act can change the significance of finance to high).

Grade	Position	Points Range for Low Risk		Position	Points Range for Moderate Risk		Position	Points Range for High Risk		Position	Points Range for Significant Risk	
		Min	Max		Min	Max		Min	Max		Min	Max
1	Entry-Level1	70	132	Entry-Level1	170	225	Entry-Level1	170	224	Entry-Level1	170	221
2	Entry-Level2	133	195	Entry-Level2	226	281	Entry-Level2	225	279	Entry-Level2	222	273
3	Entry-Level3	196	258	Entry-Level3	282	337	Entry-Level3	280	334	Entry-Level3	274	325
4	Junior1	259	321	Junior1	338	393	Entry-Level4	335	389	Entry-Level4	326	377
5	Junior2	322	384	Junior2	394	449	Junior1	390	444	Junior1	378	429



Grade	Position	Points Range for Low Risk		Position	Points Range for Moderate Risk		Position	Points Range for High Risk		Position	Points Range for Significant Risk	
		Min	Max		Min	Max		Min	Max		Min	Max
6	Junior3	385	447	Junior3	450	505	Junior2	445	499	Junior2	430	481
7	Senior1	448	510	Junior4	506	561	Junior3	500	554	Junior3	482	533
8	Senior2	511	573	Senior1	562	617	Junior4	555	609	Junior4	534	585
9	Senior3	574	636	Senior2	618	673	Senior1	610	664	Junior5	586	637
10	Senior4	637	699	Senior3	674	729	Senior2	665	719	Junior6	638	689
11	Supervisor1	700	762	Senior4	730	785	Senior3	720	774	Senior1	690	741
12	Supervisor2	763	825	Supervisor1	786	841	Senior4	775	829	Senior2	742	793
13	Manager1	826	888	Supervisor2	842	897	Supervisor1	830	884	Senior3	794	845
14	Manager2	889	1000	Supervisor3	898	953	Supervisor2	885	939	Senior4	846	897
15	Manager3	1001		Manager1	954	1009	Supervisor3	940	994	Senior5	898	949
16				Manager2	1010	1100	Supervisor4	995	1049	Supervisor1	950	1001
17				Manager3	1101		Manager1	1050	1104	Supervisor2	1002	1053
18							Manager2	1105	1200	Supervisor3	1054	1105
19							Manager3	1201		Supervisor5	1106	1157
20										Manager1	1158	1209
21										Manager2	1210	1300
22										Manager3	1301	



Salary Scales and Other Compensations & Payroll Procedures

The COMPANY X intends to attract and retain qualified employees by maintaining a salary scale and compensation system that is externally competitive and internally consistent.

Salary Scale

Job Grades

The COMPANY X uses a salary structure that consists of 22 job grades and establishes a salary scale for each regular staff position within the salary structure. Each position gets a job grade based on factors such as

- Educational qualification,
- Experience qualification,
- Essential knowledge, skills and abilities,
- Quality factors,

Each job grade has a salary range with a minimum, average and maximum of the range.

- For the purposes of this policy, the following definitions apply:
- The minimum of the range of pay level is determined to be attractive for employees who meet the minimum qualifications for the job;
- The average of the range is the mathematical midpoint of the salary range; and
- The maximum of the range is the highest pay rate in a job grade.

An employee whose salary may exceed the top of the range of job grade, he should be reevaluated to be promoted to higher grade. If not, the employees can receive a higher salary than the maximum range of his current positions or annual bonus that is based on his performance.

Salaries shall be compared to external market place applying published Hey Group data surveys used to establish rates for specific types of work.

Human Resources Department should perform market analysis and using COMPANY X job Descriptions to determine the range of salary of each grade every year.

The review shall consider factors such as pay for similar kinds of work in the appropriate area of market, pay for comparable benchmark universities, salary analysis and availability of funds.



Human Resources Department is responsible from a COMPANY X perspective for developing, managing and communicating the guidelines, structure and overall equity of the compensation program.

Human Resources Department is responsible for making recommendations to the GM for Finance and Administration regarding the competitiveness of salaries within the COMPANY X.

New Hires

Starting salary for new hires shall be determined as follows:

The head of department and HRD shall review the new employee's relevant education and length of related experience, as well as knowledge and skills. If the new employee has only the minimum requirements for the position, the HRD and head of department should set the salary at the minimum.

If the employee possesses relevant education, skills or experience beyond the minimum required, the HRD and head of department shall propose a starting salary from minimum to the average.

For salaries above the average, the head of department and HRD shall propose a salary and provide justification to the GM for approval prior to the offer signed by the employee. All salary range shall be approved by GM.

The HRD shall review the proposed salary for compliance with policy and the local labor market prior to final approval of an offer.

Promotion

Promotion is advancement to a position with a higher job grade.

Salaries for employees who are promoted shall be proposed and approved in the same manner as new hires except that Human Resources may approve an increase of 20% of the prior salary in low risk level, 17% of the prior salary in moderate risk level and 14% and 15% for high and significant risk level respectively.

Promotional increases greater than the above percentage require approval of Head of department, Human Resources Department and GM.

The HRD receives Promotion Request in Job Evaluation Report along with new salary. The HRD should review this request and ensure if the promotion and new salary are within this manual.

If an employee was promoted before the effective date of a merit increment or general scale adjustment increase, the head of department should consult with the HRD to determine the proper salary.

Effect of KSA and quality factors on salary:



Some positions require that an employee obtain specific KSA or additional certifications, registrations, licensures or relevant academic degrees as an ongoing requirement for the position.

KSA or additional credentials shall be related to the job duties of the position. When additional credentials are obtained or KSAs that are possessed by employees are verified by head of department and HRD, an employee's supervisor may propose that the employee's salary be increased as much as matched with KSA and quality of employee, but not to exceed the maximum salary of the job grade.

Employment Transfer

Employment Transfer is the movement by an employee to another department with re-evaluating his current grade and position.

In case of the employment transfer from low risk job to higher risk job, employee should re-evaluated for new job, and if the employee is in higher grade than he was, the employee shall receive increase in pay and get promotion, but if the employee is in lower grade than he was, the employee should demoted to the lower grade, and his salary should be considered whether he will receive the same salary without increment, or decrease his salary to be appropriate for new grade.

In case of the employee transfer from higher risk job to lower risk job, employee should re-evaluated for new job, and if the employee is in higher grade than he was, the employee shall receive increase in pay and get promotion, but if the employee is in lower grade than he was, the employee should demoted to the lower grade, and his salary should be considered whether he will receive the same salary without increment, or decrease his salary to be appropriate for new grade.

If the employment transfer was in the same risk job, employee receives no increase and he will not be promoted to higher grade.

Demotion

A demotion is the movement of an employee with a full-time equivalent from one regular position to a position with a lower grade level.

The rate of pay for a voluntarily demoted employee shall be determined by the head of department and HRD.

The employee's salary in the new position shall normally be adjusted to the same relative percentage of the grade from which the employee was demoted.

The salary of a person demoted for unsatisfactory work performance shall normally be the starting rate of the lower grade.

Acting Assignments Pay



An employee shall receive a salary increase for assuming a position on an “acting” basis.

An employee in an acting role shall normally receive 20% increase over his/her current salary, unless that exceeds the salary for which the employee would be eligible if hired on a regular basis.

Upon completion of the acting assignment, the employee’s salary shall return to his previous regular salary except for merit increases percentage earned during the acting assignment that shall be still paying to employee.

Hours Worked

Hours work in COMPANY X is from Saturday through Wednesday, and from 8:00 a.m to 5:00 p.m and there is one hour for lunch break start from 1:00 p.m to 2:00 p.m. COMPANY X management can change those working hours if in the management's view that the changes is for the Company's interest.

Time traveling from home work and another place for work or training is working time if travel is as part of the duties of the work.

Basic Salary and Supplemental Compensation

COMPANY X recognizes the need for supplemental pay for employees in some designated positions and/or for hours of work which may be in periods of time or in circumstances in addition to those considered normal. The HRD is responsible for establishing and administering supplemental pay policies.

Basic Salary

All employees are entitled for basic salary. The below table shows the net basic salary for each grade and level risk job, the more higher risk position the more payment this position will get.



HUMAN RESOURCES POLICY AND PROCEDURES MANUAL

Grade	Position	Points Range for Low Risk		Salary Scales						Position	Points Range for Moderate Risk		Salary Scales						Position	Points Range for High Risk		Salary Scales						Position	Points Range for Significant Risk	
		Min	Max	Min Monthly Net Salary	Max Monthly Net Salary	Average Monthly Net Salary	Hourly Average Net Salary	20% increase of Monthly Average Net Salary for promotion	Min		Max	Min Monthly Net Salary	Max Monthly Net Salary	Average Monthly Net Salary	Hourly Average Net Salary	17% increase of Monthly Average Net Salary for promotion	Min	Max		Min Monthly Net Salary	Max Monthly Net Salary	Average Monthly Net Salary	Hourly Average Net Salary	14% increase of Monthly Average Net Salary for promotion	Min	Max				
1	Entry-Level1	70	132	200	300	250	1.39	50.00	Entry-Level1	170	225	300	450	375	2.08	63.75	Entry-Level1	170	224	450	550	500	2.78	70.00	Entry-Level1	170	221			
2	Entry-Level2	133	195	240	360	300	1.67	60.00	Entry-Level2	226	281	351	527	439	2.44	74.59	Entry-Level2	225	279	513	627	570	3.17	79.80	Entry-Level2	222	273			
3	Entry-Level3	196	258	288	432	360	2.00	72.00	Entry-Level3	282	337	411	616	513	2.85	87.27	Entry-Level3	280	334	585	715	650	3.61	90.97	Entry-Level3	274	325			
4	Junior1	259	321	346	518	432	2.40	86.40	Junior1	338	393	480	721	601	3.34	102.10	Entry-Level4	335	389	667	815	741	4.12	103.71	Entry-Level4	326	377			
5	Junior2	322	384	415	622	518	2.88	103.68	Junior2	394	449	562	843	703	3.90	119.46	Junior1	390	444	760	929	844	4.69	118.23	Junior1	378	429			
6	Junior3	385	447	498	746	622	3.46	124.42	Junior3	450	505	658	987	822	4.57	139.77	Junior2	445	499	866	1,059	963	5.35	134.78	Junior2	430	481			
7	Senior1	448	510	597	896	746	4.15	149.30	Junior4	506	561	770	1,154	962	5.34	163.53	Junior3	500	554	988	1,207	1,097	6.10	153.65	Junior3	482	533			
8	Senior2	511	573	717	1,075	896	4.98	179.16	Senior1	562	617	900	1,351	1,125	6.25	191.33	Junior4	555	609	1,126	1,376	1,251	6.95	175.16	Junior4	534	585			
9	Senior3	574	636	860	1,290	1,075	5.97	214.99	Senior2	618	673	1,053	1,580	1,317	7.32	223.86	Senior1	610	664	1,284	1,569	1,426	7.92	199.68	Junior5	586	637			
10	Senior4	637	699	1,032	1,548	1,290	7.17	257.99	Senior3	674	729	1,233	1,849	1,541	8.56	261.91	Senior2	665	719	1,463	1,789	1,626	9.03	227.64	Junior6	638	689			
11	Supervisor1	700	762	1,238	1,858	1,548	8.60	309.59	Senior4	730	785	1,442	2,163	1,803	10.01	306.44	Senior3	720	774	1,668	2,039	1,854	10.30	259.51	Senior1	690	741			
12	Supervisor2	763	825	1,486	2,229	1,858	10.32	371.50	Supervisor1	786	841	1,687	2,531	2,109	11.72	358.53	Senior4	775	829	1,902	2,324	2,113	11.74	295.84	Senior2	742	793			
13	Manager1	826	888	1,783	2,675	2,229	12.38	445.81	Supervisor2	842	897	1,974	2,961	2,468	13.71	419.48	Supervisor1	830	884	2,168	2,650	2,409	13.38	337.25	Senior3	794	845			
14	Manager2	889	1,000	2,140	3,210	2,675	14.86	534.97	Supervisor3	898	953	2,310	3,464	2,887	16.04	490.79	Supervisor2	885	939	2,472	3,021	2,746	15.26	384.47	Senior4	846	897			
15	Manager3	1001		2,568	3,852	3,210	17.83		Manager1	954	1,009	2,702	4,053	3,378	18.77	574.23	Supervisor3	940	994	2,818	3,444	3,131	17.39	438.29	Senior5	898	949			
16									Manager2	1,010	1,100	3,162	4,742	3,952	21.96	671.84	Supervisor4	995	1,049	3,212	3,926	3,569	19.83	499.66	Supervisor1	950	1,001			
17									Manager3	1,101		3,699	5,549	4,624	25.69		Manager1	1,050	1,104	3,662	4,475	4,069	22.60	569.61	Supervisor2	1,002	1,053			
18																	Manager2	1,105	1,200	4,174	5,102	4,638	25.77	649.35	Supervisor3	1,054	1,105			
19																	Manager3	1,201		4,759	5,816	5,288	29.38	740.26	Supervisor5	1,106	1,157			
20																									Manager1	1,158	1,209			
21																									Manager2	1,210	1,300			
22																									Manager3	1,301				



Field Allowance

Each employee who is work in nature is not in Field, is entitled field allowance of \$41.17 as gross or \$35.00 as net per day spent in Field. This rate can be changed according to GM's instruction and Local Market. If employee spends some time and work in the field on weekend or public holiday, the employee's is entitled for field allowance in addition to a day off for each weekend day or public holiday spent for work in field, but if the employee takes a day off in the field or does not spent the public holiday or weekend for work, he will be only entitled for field allowance.

Transportation Allowance:

All employees are entitled for monthly fixed transportation allowance which should be within the limit determined per the Tax regulations. COMPANY X should comply with the current tax regulations in force, that is 20% of the basic salary but not exceed the YER 20,000.

Medical Allowance:

All employees are entitled for monthly fixed medical allowance of \$30.00. This allowance should be entitled to employee in addition to medical insurance coverage; this allowance is for normal medical check made by employee and not covered by medical insurance coverage.

Representative/Appearance Allowance:

All employees are entitled for monthly fixed representative or appearance allowance which should be within the limit determined per the Tax regulations. COMPANY X should comply with the current tax regulations in force that is the representative allowance shall be 25% of the basic salary but not exceed the YER 25,000.

Operation Bonus:

All employees who work during the drilling operation period are entitled for operation bonus; head of department should determine the amount of the bonus for each one of their subordinates, and the GM should determine the amount of the bonus for each head of department. All operation bonuses should be approved by GM; GM can change the bonuses of each person before giving his approval.

This bonus is only paid for employees once a year and if the drilling operated during that year. If there are no drilling activities operated during a year, the employees shall not be entitled for this bonus.

Ramadan Bonus:

COMPANY X complies with all Yemeni laws including the Civil Law which states that any bonus or amount a company is used to pay for its employees regularly and the employees considered it as a part of their salaries is considered as supplemental pay for the employees. And COMPANY X is used to pay the Ramadan Bonus for its



all employees since years ago, and COMPANY X employees considered it as part of their payment, so all employees are entitled for Ramadan bonus on annual basis.

On-Call Bonus

On-call pay is a premium pay amount when an employee is scheduled to remain available to be called to work during a scheduled period of time.

The employee who is not called to work during the scheduled on-call period shall receive the appropriate on-call pay although no hours were worked.

An employee who is called to work during the scheduled on-call period shall receive pay for two hours, whichever is greater.

The employee who receive on-call bonus should not receive overtime pay simultaneously.

The basis of the calculation of On-Call Bonus should be determined by head of department and HRD and approved by GM.

Merit Bonus:

The high performance employee or department can get merit bonus if KPIs show that the department's or employees' performance is high. Merit bonus for head of department shall be determined by GM, and for subordinary shall be determined by his/her supervisor and GM. Paying for and determination of the amount of merit bonus should be based on Employee Evaluation Report.

Compensation for Overtime

Supervisory position shall not be entitled for overtime compensation because of high salary they earned; Senior and lower positions are entitled for overtime positions based on their duties and his supervisor's request.

The non-exempted position from overtime will be compensated for all hours worked over 8 hours in a work day. And the rate should be calculated per Yemeni Labor Law.

The Yemeni Labor law secures the minimum rights of employees, so if the employer wants to pay more than the rights stated in labor law, it will be accepted legally too, so the overtime pay is earned for hours in excess of 8 hours in the regular work day and compensated at a wage rate of one and one-half times the hourly wage rate if the employee worked for the period from 8:00 p.m to 8:00 a.m and on Thursday; overtime pay is earned for hours spent for work in Friday or Public holiday and compensated at a wage rate of two times the hourly wage rate. The GM can change this basis of overtime calculation, but not paying less than rights stated by labor law.

For determining eligibility for overtime pay, supervisor should judge if the works assigned for employee is addition to his regular works and outside of his duties and responsibilities, supervisor should ask overtime for the employee if the employee spent more than his regular working hours. If the supervisor fairly judges that the



works should have been done by employee within his regular working hours but the employee has not done it within his regular working hours because of the employee's careless, absence, low performance, the supervisor shall not ask for overtime for the employee.

For a non-exempt staff employee from overtime, HRD shall review and investigate if the employee needs overtime and either approve or deny such compensation claimed by head of department.

Termination and Retirement entitlement:

Terminated employee is entitled for working days spent during the termination month, annual leave if has not been credited, and Ramadan bonuses of the termination year if it has not been paid to employee.

The Company should consider and not pay less than the minimum requirement stated in Yemeni Labor Law for termination entitlement.

Saving Plan Program:

The saving plan place the End of Service award, According to the Social Security and Pension Law, the employee shall not claim for End of Service award as long as the Company paid its and employee's contributions on monthly basis to the local authority, but Saving plan is make the employee tries to save a part of his salary and Company contribute by 3.20% of monthly salary that shall be added to the monthly amount saved by employee and deposited to bank as fixed deposit, saving account or investment fund, when the employee leave the company he/she will get the summation of total amount saved by him, in addition to summation of Company's contribution of 3.20% of his monthly salary and the accumulated returns of the invested saving in bank. The Company's contribution of 3.20% and returns of invested saving can be considered as End of Service Award (e.g. if an employee has got monthly salary of \$1,000 and desired to join the Saving Plan Program and save 5% of his monthly salary (\$50 monthly), and the Company invest the employee's contribution of \$50 and company's contribution of \$32 (3.20% of employee's monthly salary to deposit account at a bank at annual compounding interest of 4%, and if the employee resigned after 5 years from his joining for Saving Plan Program, he will get \$ 6,630 (\$4,080 for the summation of employee's contribution for 5 years, \$1,920 for the summation of company's contribution and \$630 for cumulative returns of investment, so \$2,550 can be considered as End of Service bonus for the employee)

Saving Plan is optional Program that is different from the Social Security and Pension Law, if an employee doest not desire to join the Saving Plan, he/she will not be entitled to receive any money from the Company at the end of his service.

GM, Human Resources Manager and Finance Manager should select the type of investment to invest the saved money.

Employee shall determine the percentage of his contribution from his monthly salary that shall be deducted from his salary and being saved, employee's contribution should be not more than 6.80% and less than 3.20%. Company shall pay its



contribution of 3.20% of employee's monthly salary. Payroll Officer should deposit the both contributions to the bank to be invested cumulatively.

Employee will be entitled to receive his saving money along with Company's contribution and his portion of cumulative returns if he/she is terminated, retired before or after 4 years from his join for this program or resigns after involving for this program for 4 years. If an employee resigned before completing 4 years from the date of joining this program, he/she will be entitled for receiving only his total contribution (the \$4,080 only without company's contributions and returns of investment that are shown in the previous example) and Company's contribution will be returned back to the company but the returns of investment will be allocated to other available employees.

The actual rate of return is dependent on the type of investment selected, it is important to remember that future rates of return can't be predicted with certainty and that investments that pay higher rates of return are generally subject to higher risk. The actual rate of return on investments can vary widely over time, especially for long-term investments. Payroll Officer or HRD should maintain a register for saved and invested money that show the periodic contributions of employees and Company's periodic contribution of each employees, periodic returns and the summation of employee's contribution, Company's contributions and returns of investment, join date of Saving Plan Program for each employee. This register should be reviewed by Finance Manager, Human Resource Manager



Loans and Salary Advances to Employees:

Employee Loans

Each head of department are allowed to claim for loan by settling any loan previously obtained and filling out the Loan Advance that must be signed by head of department, GM as approver, the loan shall not exceed four times of monthly salary, and being deducted for twelve months. Payroll controller shall obtain copy of this form to deduct the loan installment from employee's salary.

If the Company applies the Saving Plan Program, the employee who joins this program will be allowed to claim for loan that not exceed 90% of his current saving balance, in condition that an installment must not be exceed 33% of his current net pay, if so the loan will be deducted for 24 installments from his salary. (In the previous example, if we suppose that the employee spent 5 years from his start joining this program, which his saving balance reach \$6,630, the employee is allowed to claim for loan of \$5,960 (90% of \$6,630) that its each monthly settlement installment will be \$249 which represents 24% ($\$249/\1000) of employee's current net pay for two years). If any employee is terminated, retired, resigned, or dead and his loan has not completely settled, COMPANY X is allowed to hand back the remaining non-settled loan from employee's saving balance, and returned the net saving plan to the employee or his inheritants.

Salary advance to employee

Any employee is allowed to take salary advance that must not exceed third of his next net pay in condition that to be paid within the period from 7th day to 10th day of next month. On other hand, any employee shall not claim for salary advance after 10th of next month as long as the salary payment is made on 25th of each month

Salary Advance Claimer should fill out Salary Advance Form and sign on it, forwarded to Human Resources Department to sign on the form as review, and Finance Manager to approve it, finally to Payroll Officer to sign on it as Payroll controller to take copy of this Form and deduct the advance from next net pay.



Payroll Procedures:

Payroll controller should be obtained adequate supporting documents and details of:

- New employee.
- Terminated employee
- Increase or decrease in salary.
- Field allowances
- Other variable bonuses.
- Details of overtime.

After obtaining the details of above cases along with adequate supporting documents, Payroll controller should prepare the following:

- Payroll Sheets that should be prepared earlier to enable the employees to receive their salary payments on 25th of each month.
- Bank Payment Voucher and allocate the cost of salaries to appropriate accounts.
- Certified Check Form
- Check
- Memo to IBY to distribute the payment to each employee's account.
- Pay Slips for all employees and send them via emails after the review of Finance Manager

The Bank Payment Vouchers should be reviewed firstly by Finance Manager, then check and certified check form should be prepared, and resubmitted to Finance Manager along with Payroll Sheets to review the payroll sheets, approve the Bank Payment Voucher and sign on check and certified check form as B-class authorized signatory, then they will be forwarded to GM to approve the Payroll Sheets and sign on the check and certified check form as A-class authorized signatory.

Payroll Officer should go by himself to get the certified check from Calyon and send the Memo along with certified check to IBY by 24th of the month.



Attachment 1

OIL SEARCH YEMEN LIMITED
SANA'A, YEMEN
Human Resources Department

Employee Name: _____
Join Date: _____

Department: Finance

Work Performance, KSA & Quality Rank factors Evaluation

Essential KSA	Description and Evidence	Rating	Points
Knowledge.	Knowledge is a set of facts and principles needed to address problems and issues in particular parts of a job		
Administration and Management		Meets Requirements	6.24
Geology, geophysics		Needs Improvement	0.96
Computers, Electronics and Theology		Exceed Requirements	6.4
Serving the Requesting Department and Economics and Accounting		N/A	0
Law, Government, and regulations		Meets Requirements	15.6
Engineering and Technology		Meets Requirements	7.488
English Language		Needs Improvement	1.6
Other Foreign Language		Needs Improvement	3.2
Mathematics, Arithmetic & Statistics		N/A	0
Personnel and Human Resources		Meets Requirements	6.864
G&G, Drilling and Production Process		N/A	0
Public Safety and Security		Needs Improvement	1.92
Sales and Marketing process		Meets Requirements	1.248
Logistics		Meets Requirements	2.496
Inventory		Exceed Requirements	3.2
		N/A	0
Skills.	Some of the skills are developed over time and are used not only to do work but also to learn other skills. Other skills are important for performance on many jobs		
Learning & Monitoring		Meets Requirements	10.608
Listening		Meets Requirements	1.872
Coordination		Meets Requirements	0.624
Critical Thinking		Exceed Requirements	24
Managing Materials, equipments and tools		N/A	0
Implementation Instructions		Meets Requirements	2.496
Installation		N/A	0
Management of Financial Resources		Needs Improvement	2.24
Mathematics and quantitative methods		Meets Requirements	3.12
Negotiation		N/A	0
Operation Analysis & Control		N/A	0
Programming		N/A	0
Reading Comprehension		Meets Requirements	1.872
Social Perceptiveness & Management		Meets Requirements	9.36
Speaking		Meets Requirements	1.248
Systems Perceptions & Evaluation		Meets Requirements	4.992
Writing		Meets Requirements	3.12
Abilities	An ability is an attribute that influences performance on a variety of tasks		
Category Flexibility		Meets Requirements	1.872
Control Precision		Needs Improvement	3.2
Depth Perception		Meets Requirements	3.12
Far & Near Vision		Meets Requirements	3.12
Fluency of Ideas & Information Ordering		Meets Requirements	3.744
Originality		Meets Requirements	1.872
Mathematical Reasoning & Number Facility		Exceed Requirements	9.6
Oral Expression & Comprehension		Exceed Requirements	4
Problem Sensitivity & Solving		Meets Requirements	7.488
Reaction Time		Meets Requirements	2.496
Selective Attention		N/A	0
Speech Clarity & Recognition		Meets Requirements	4.368
Written Expression & Comprehension		Meets Requirements	4.368
Responsibility		Exceed Requirements	8
Self-Management		Needs Improvement	0.32
Integrity/Honesty		Meets Requirements	6.24
Total Points			186.576
KSA Target achievement			78%
Quality Rank Evaluation	Good		75%

Employee: _____

Date: ____/____/____

Evaluated by: _____

Date: ____/____/____

Reviewed by: _____

Date: ____/____/____



Attachment 2

OIL SEARCH YEMEN LIMITED
SANA'A, YEMEN
Human Resources Department

Summary of Employee or Candidate Evaluation

Employee's Name	Ali Mohamed
Employee's Joining date	1/12/2006
Position	Junior
Department	Admin

	Minimum Requirments	Points
<i>Education</i>		
First degree	General Bachelor Degree	High School 120
Second degree	N/A or Not Yet	N/A or Not Yet 0
<i>Period of Experience</i>		
General experience		0
Specialized experience	1.5	1 120
Essential KSA	65%	84% 156
Quality Factors	75%	84% 127.5
Main Professional Lincensure	N/A or Not Yet	N/A or Not Yet 0
Additional Professional Lincensure	N/A or Not Yet	N/A or Not Yet 0
<i>Training</i>		
General	N/A or Not Yet	N/A or Not Yet 0
Specialized	N/A or Not Yet	N/A or Not Yet 0
Current Grade	6	
Current Salary (Net Pay)	800.00	
Total Points		524

Summary of Evaluation Results:

Grade

Position

Grade Status

Salary Scale	
Minimum	716.64
Average	895.80
Maximum	1,074.95

Salary Status Employee's salary is less than the average

Minimum Requirement Status The employee is overqualified and exceed the minimum requirments of the current position

Prepared by:

Reviewed by:

Approved by:
