



Policy Owner:	Vice President Finance and Administration			<div><div>جامعة حمد بن خليفة HAMAD BIN KHALIFA UNIVERSITY</div><div></div><div>عضو في مؤسسة قطر Member of Qatar Foundation</div></div>
Responsible Unit:	Human Resources Directorate			
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## Work Schedule Policy

Ver.	Approval Date	Effective Date	Type of Change	Approved by
00	04/11/2025	09/11/2025	Initial Release	President

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## 1 Purpose

The purpose of this policy is to define the work schedule requirements for HBKU employees. It is the policy of HBKU to establish work schedules considering operational needs, the type of work assignments required, legal requirements, and the need to maximize efficiency and economy in the use of the available workforce and resources.

## 2 Scope

This policy sets out the work schedules (regular working hours, overtime, Ramadan Working hours, ...etc.) for all HBKU employees including faculty, researchers, and staff.

## 3 Terms, Abbreviations, and Definitions


The following terms and abbreviations used in this policy shall have the meanings defined below:

Term/Abbreviation	Definition
Core Time	The HBKU Core time is from 9 AM to 1 PM, which is the period that employees including those on the Flexible Work Schedule are required to be inside HBKU premises unless authorized.
Employee	Any person engaged to perform work for HBKU under HBKU's direction and supervision.
Exempt Employees	Employees who may not receive compensation for Overtime work under HBKU Policies and the applicable law. Such employees include: <ol style="list-style-type: none"> <li>1. Heads of Boards of Directors and Managing Directors.</li> <li>2. General Managers.</li> <li>3. Managers of departments.</li> <li>4. Those who occupy supervisory positions</li> <li>5. Faculty and researchers.</li> </ol>
Extraordinary Overtime	Work on weekends (Friday & Saturday) or scheduled days off including public holidays will be considered extraordinary overtime.
Non-Exempt Employees	Employees who may receive compensation for Overtime work and are not Exempt Employees.
Start Band	The Start Band is the period from 5 AM to 9 AM during which employees on the Flexible Work Schedule can start their working day.
Finish Band	The Finish Band is the period from 1 PM to 7 PM during which employees on the Flexible Work Schedule can finish their working day
Early Departure	An employee leaves work prior to the end of his/her scheduled work departure time.
Late Arrival	When an employee is late to work, late returning from a break or late returning from any other work absence.
ESB	End of Service Benefits.
Overtime	Additional hours worked beyond the regular schedule, compensated according to HBKU policies and Qatar labor law.
Flexible Work Schedule	A flexible working arrangement allowing employees to choose their start and end times within specified bands, ensuring presence during core hours and completion of weekly required hours
University or HBKU	Hamad Bin Khalifa University

## 4 Policy

### 4.1 General Principles


- 4.1.1 Work schedules and the use of overtime must be administered in a manner that supports the operational needs of the University, to maximize the quality of services provided, and to ensure operational effectiveness and efficiency.

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- 4.1.2 Whenever possible and practical, uniform work schedules will be instituted to provide consistency in the various areas of HBKU's operations.
- 4.1.3 HBKU will keep overtime work to a minimum level consistent with operating needs and requirements. Overtime will be scheduled and paid in compliance with the applicable law and in accordance with the provisions included in the overtime section of this policy.
- 4.1.4 The Human Resources Directorate will be responsible for communicating the work schedule related basic principles, eligibility, and working hours as needed.
- 4.1.5 Managerial and supervisory staff will assign work to employees within their respective units in accordance with approved work schedules while considering the operational needs of the University and striving to ensure maximum effectiveness and efficiency in the utilization of available workforce and resources.
- 4.1.6 Employees must promptly inform their immediate supervisor of any anticipated absence, Late Arrival, or Early Departure and produce the necessary evidence justifying absences.
- 4.1.7 Employees should understand that they may be expected to work outside the normal work schedule to meet work demands.
- 4.1.8 HBKU values the importance of in-person contribution and is committed to delivering a face-to-face learning and campus experience for our students, and a face-to-face collaboration experience for our staff. For this reason, the university aims for the majority of our working time to be on-campus.
- 4.1.9 Employees are required to work onsite at their usual workplace or remotely from Qatar if approved by the President or the relevant senior administrator reporting directly to the President. In situations that require the employee to be offsite, prior arrangements will be required following the Line manager's recommendation, HR review, the Entity/Unit Head endorsement, and the approval of the President or the relevant senior administrator reporting directly to the President.


## 4.2 Work Schedules

- 4.2.1 Work schedules are established by HBKU's management based on operating requirements.
- 4.2.2 **Normal Work Schedule**
  - 4.2.2.1 Normal working hours for HBKU employees are from 7:30 a.m. to 3:30 p.m., Sunday through Thursday, to include break periods not to exceed one hour per day for prayer, rest, and lunch. Employees shall not work more than 5 consecutive hours without taking a break period.
  - 4.2.2.2 HBKU may offer flexible working hours to eligible employees, as determined by the HR Directorate, following consultation with and endorsement by the relevant Entity/Unit Head. Eligibility for flextime will take into account the Entity/Unit operational requirements.
  - 4.2.2.3 Employees directly involved in instruction or research, including faculty and researchers, will have different normal working hours as per operational needs and applicable policies such as the Faculty Workload policy.
  - 4.2.2.4 Due to operational needs, employee working hours may vary from HBKU's normal working hours provided that the employee total weekly working hours are up to a minimum of 35 hours per week and a maximum of 48 hours per week, subject to the provisions of paragraph 4.3.7. Entities/Units' Heads are responsible for managing the work schedules of employees within their Entity/Unit.
  - 4.2.2.5 Weekend days are Friday and Saturday. Yet, for employees operating on shifts, their rest days may fall on other days and not necessarily Friday and Saturday.
  - 4.2.2.6 With the exception of shift workers, the Employees shall not work more than two consecutive Fridays.

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#### 4.2.3 Flexible Work Schedule

- 4.2.3.1 The Flexible Work Schedule scheme operates on the basis of a minimum of 7 standard working hours per day plus break periods not to exceed one hour per day resulting in a minimum of 35 hours working week from Sunday to Thursday, excluding the break periods.
- 4.2.3.2 Employees on Flexible Work Schedule must be in the office/usual workplace during the Core Time except when authorized by the HR Directorate.
- 4.2.3.3 All employees on Flexible Work Schedule will still be required to complete a minimum of 35 hours of work per week excluding break periods. However, employees on Flexible Work Schedule will have the flexibility of when they complete these hours throughout the week.
- 4.2.3.4 The hours of arrival/departure of employees on Flexible Work Schedule must fall during the Start Band and the Finish Band hence no prior arrangements/approvals are required for a time in and out between the employee and his/her supervisor subject to ensuring appropriate office coverage.
- 4.2.3.5 Employees on Flexible Work Schedule are required to take break periods totaling at least one hour each working day unless the scheduled hours for that day are 5 hours or less. Additionally, employees must not work for more than 5 consecutive hours without a break.
- 4.2.3.6 Employees on Flexible Work Schedule shall get the option to make up any deficit hours by working extra hours for no more than 2 hours per weekday. These hours will not be compensated as overtime.
- 4.2.3.7 Employees on Flexible Work Schedule are not allowed to work extra hours daily to accumulate the 35 working hours in fewer days to take days off. Any absence on any working day must be pre-approved by the line manager or must be on any other form of approved leave as per HR Policies.
- 4.2.3.8 The settlement period for the employee to complete all required weekly hours is a working week. Weekend work will not be used to fulfill weekly working hours. Employees on Flexible Work Schedule must not be allowed to carry over hours till the subsequent week.
- 4.2.3.9 An employee's inability to compensate missing working weekly hours in the respective week will result in the hours being deducted from his/her pay.
- 4.2.3.10 Any employee suspected of abusing the Flexible Work Schedule scheme, will be subject to disciplinary action as per the HR Policy and may lead to employment termination.
- 4.2.3.11 The operation of the Flexible Work Schedule is not a contractual entitlement. HBKU reserves the right to amend or withdraw the Flexible Work Schedule. Employees will be notified about any adjustments prior to implementation through the HR Directorate.
- 4.2.3.12 A supervisor may request the employee to attend work outside the Core Time while considering the Entity/Unit's operational needs.
- 4.2.3.13 Eligibility to be absent during Core Time may be allowed at the supervisor's discretion particularly during exceptional circumstances. Yet, employees are encouraged to take urgent appointments outside the Core Time.
- 4.2.3.14 The Entity/Unit head can, in consultation with the HR Directorate, terminate or amend the employee's work schedule arrangements due to operational changes, staffing changes, leadership changes or performance. If the Flexible Work Schedule of an employee is terminated or amended, the supervisor shall give the employee 2 weeks' notice unless it is terminated due to poor performance, where the termination will be effective immediately.

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- 4.2.3.15 Attendance issues will be handled by the Line Managers and the Entity/Unit head in consultation with HR.
- 4.2.3.16 Requirements of certain jobs may limit the extent to which the Flexible Work Schedule can be applied, typically where services require the full presence of employees during normal work schedule to accommodate the needs of HBKU. Entity/Unit heads in collaboration with HR Directorate will identify jobs that are not eligible for the Flexible Work Schedule to ensure fairness and consistency in application of the policy.
- 4.2.3.17 The Flexible Work Schedule shall be adjusted by the HR Directorate if necessary to conform to the forecasted needs of HBKU.
- 4.2.3.18 Employees with disabilities will follow normal work schedules and will be eligible for flexible hours based on operational requirements in accordance with the Disability and Religious Job Accommodation policy.
- 4.2.3.19 Any questions or concerns regarding the working patterns or operations of the Flexible Work Schedule should be directly addressed to the concerned line manager. If any further clarification is needed, the employee Entity / Unit Head can address the employee queries to the HR Directorate.

#### 4.2.4 Shift Work Schedule

- 4.2.4.1 Certain employees may be required to work on a rotational shift cycle.
- 4.2.4.2 The shift work cycle is such that each shift is twelve (12) hours long and operates with a four (4) days on and four (4) days off basis.
- 4.2.4.3 Hours worked in excess of the official shift hours and four (4) day shift cycle will be compensated as overtime in accordance with the provisions included in the overtime section of this policy.
- 4.2.4.4 All other extra hours in excess of the 12-hour shift are subject to a maximum limit of 40 hours per month for each eligible shift employee.
- 4.2.4.5 Employees working on shift cycles will be compensated with a monthly allowance in accordance with the provision of HBKU Allowances and Benefits Policies.

### 4.3 Changes in Hours of Work

- 4.3.1 The work schedules and actual hours of work are subject to change for religious, seasonal, emergency, or operational reasons upon official announcement by HR Directorate.
- 4.3.2 Where necessary and as determined by HBKU management, employees may be required to work remotely away from their office locations.
- 4.3.3 No extra compensation will be offered to employees when working remotely unless for those employees who are 'called in' or are 'on standby duties' as per applicable policies, unless the Employees are required to work on weekends and public holidays, in which case, the Employees shall be compensated pursuant to the applicable law.
- 4.3.4 The HR Directorate is responsible for advising all Employees of changes in the work schedules in advance.
- 4.3.5 Line Managers will be responsible for ensuring the remote working schedules are effectively applied to avoid disruption to business continuity.
- 4.3.6 **Prayer Time**
  - 4.3.6.1 All Muslim Employees will be allowed reasonable break periods of up to 20 minutes, during working hours to fulfill their religious obligations. Prayer time will not be counted as part of the daily working hours.
  - 4.3.6.2 Every effort will be made to allow shift workers the opportunity to pray at the appropriate time in the facility provided for that purpose.
- 4.3.7 **Ramadan and Eid Holidays Work Schedules**
  - 4.3.7.1 During the holy month of Ramadan, the normal work schedule for all employees will be

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reduced to five hours per day and employees will receive their normal pay for the day.

- 4.3.7.2 Non-Exempt Employees on a normal work schedule, who are eligible for overtime, and are authorized to work beyond their scheduled five (5) hours a day, will be compensated for overtime work in accordance with the provisions included in the overtime section of this policy.
- 4.3.7.3 Because of the requirement for continuous work in certain areas of The HBKU's operations, shift workers will be scheduled to work the normal 12 hours with overtime payment applicable for the additional seven hours.
- 4.3.7.4 The seven hours overtime during the holy month of Ramadan will be compulsory for shift workers. In case an employee declines to work the additional hours, he may be subject to disciplinary action as per HBKU policies.
- 4.3.7.5 During Eid holidays, the 12-hour shift will be paid as overtime at the applicable overtime rate under the applicable law which is not less than the basic wage due for the ordinary working hours plus an increase of not less than 25% of such wage.
- 4.3.7.6 All other extra hours in excess of the 12-hour shift during Ramadan and Eid are subject to a maximum limit of 40 hours per month for each eligible shift employee.
- 4.3.7.7 The above will apply during other public holidays.

#### **4.4 Overtime:**

- 4.4.1 All employees are expected to complete their job assignments during the scheduled work hours. Employees may need to work beyond normal working hours to complete their job assignments as required by HBKU and will require prior management authorization.
- 4.4.2 Supervisors have a responsibility to minimize overtime through proper staffing and work planning.
- 4.4.3 For Non-Exempt Employees who are eligible for overtime compensation, the time worked and authorized in excess of normal working hours is considered to be overtime work. Extra hours worked at home on scheduled workdays or off days will not be compensated.
- 4.4.4 Employees may not work for more than (10) ten hours a day.
- 4.4.5 Overtime pay will not be considered as part of basic salary for the purpose of determining E.S.B. Also, it will not be considered when calculating cash in lieu of annual leave or partial payments of monthly salary.

#### **4.4.6 Eligibility for Overtime Compensation**

- 4.4.6.1 Employees in grades 5 - 10 are eligible to receive overtime payment.
- 4.4.6.2 Non-Exempt Employees in Salary Grades 11 - U are only eligible for compensatory time off in lieu of the extra hours worked on scheduled workdays.
- 4.4.6.3 Extraordinary Overtime will be compensated whenever an eligible Non-Exempt Employee works on two consecutive scheduled days off, or on four or more scheduled days off over four consecutive calendar weeks.
- 4.4.6.4 To be eligible for compensation for Extraordinary Overtime, the Extraordinary Overtime must last a minimum of seven (7) hours on each scheduled off day.


#### **4.4.7 Calculation of Overtime Pay**

##### **4.4.7.1 For Non-Senior staff (Grade 5-10)**

- 4.4.7.1.1 Overtime hours worked during the standard working days (Sunday to Thursday) shall be compensated for at a rate of 1¼ (or 125%) times the hourly basic rates.
- 4.4.7.1.2 Overtime hours worked on Fridays, Saturdays and public holidays, shall be compensated at a rate of 1½ (or 150%) times the hourly basic salary rates. overtime hours worked will be rounded up to the nearest half hour.
- 4.4.7.1.3 Basic Hourly rate is calculated as follows:

$$\text{Basic Hourly Rate} = \frac{\text{Basic Monthly Salary} \times 12}{40 \text{ hours} \times 52 \text{ weeks}}$$



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4.4.7.1.4 Overtime hours should not exceed 40 hours per month per employee and the maximum payment will not exceed 40 hours per month unless the following conditions are met collectively:

- Maintenance & Technician staff (not Admin/Academic staff) i.e., Operators, Maintenance Coordinators and Technicians, and Technical Assistant.
- During public holidays and emergency situations required for operational reasons.

4.4.7.1.5 HR Directorate will assess requests for overtime beyond the 40 hours limit per month and determine eligibility and amount to be paid based on the established guidelines and operational requirements.

#### 4.4.7.2 For Senior staff (Grade 11-U)

4.4.7.2.1 Non-Exempt Employees in Salary Grades 11 to U will be considered for compensatory time off in lieu of the extra hours worked on scheduled workdays (Sunday – Thursday) on equal time basis and subject to prior approval.

4.4.7.2.2 Non-Exempt Employees in Salary Grades 11 to U will be considered for Extraordinary Overtime and will be compensated as follows:

- Equal time off in lieu of each of the first two off days worked, to be taken within 30 days of being earned. Such days may not be converted to Annual Leave.
- Maximum time off compensation for senior staff may not exceed four days per month.

#### 4.4.8 Overtime Authorization

4.4.8.1 Only in exceptional circumstances may overtime be performed without prior authorization. In such cases appropriate authorization will be obtained immediately after the event.

#### 4.4.9 Control and Reporting

4.4.9.1 In the interest of proper control, the supervisor concerned is required to ensure that authorized overtime is adequately supervised and properly reported.

#### 4.4.10 Overtime Work During Business Trips

4.4.10.1 If an employee is required to work overtime during a business trip, he will not be compensated for such work.

#### 4.4.11 Call-In

4.4.11.1 Any eligible Non-Exempt employee who is called from home to undertake urgent work will be paid at the applicable overtime rate.


4.4.11.2 Employees in HBKU Grades 5- 10 called in from home to undertake urgent work will be paid at the applicable overtime rate as per HBKU policies.

4.4.11.3 Non-Exempt Employees in HBKU Grades 11-U requested to work a minimum of seven (7) hours on two (2) consecutive off days will be entitled to two (2) days off in lieu of the first two (2) days worked.

#### 4.4.12 Stand-By Duties

4.4.12.1 Non-Exempt Employees in certain functions may be required to provide support and/or assistance outside normal working hours should they be called upon to. HBKU recognizes the inconvenience that this can pose to the concerned employees and compensates them appropriately as per HBKU policies.

4.4.12.2 Entity/Unit heads will prepare and authorize a 'Stand-by Duty Roster' of the essential employees that are required to provide 'stand-by duties'. The Roster will be approved by the Entity/Unit Head and will list the names, duty dates and contact points of the nominated employees on stand-by duty who can be contacted in case of any emergency or when assistance is required outside working hours.

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4.4.12.3 During the period the employee is on “Stand-by Duty,” he will, outside his normal working hours, ensure that he will be accessible by telephone/e-mail to the appropriate Supervisor in the Entity/Unit. He will be expected to respond to any call and if necessary, return to HBKU if required.

4.4.12.4 The duration of one “Stand-by Duty” period is from 7:30 am on Sunday to the following Sunday at 7:30 am, i.e. one week and is to cover the hours that the employee is normally not scheduled to work.

## 5 Associated Procedures, Guidelines, and Supporting Documents

Overtime Request Form

## 6 References and Related Policies

Employment Categories Policy.

Compensation Policy.

Allowances and Benefits Policy.

Public Holidays Policy.

Disability and Religious Job Accommodation Policy

Attendance and Unauthorized Absence Policy

## 7 Source, Responsible Office, Authority

The Human Resources Directorate is responsible for the administration, implementation, and enforcement of this policy.