

*Here is a plain statement to men, a guidance and instruction to  
those who fear God! (Quran- 3: 138)*

# **TOWARDS SHARIAH COMPLIANCE**

PEOPLE MANAGEMENT SYSTEM  
IISO-8001 : 2007  
Version 3



**Faiez H. Seyal**

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## **IMPORTANT NOTICE**

Appreciating the good work of International Organization for Standardization (ISO<sup>1</sup>), the “general requirements” section of these People Management System have been developed, based on ISO-9000 series of standards (i.e. Quality Management Systems), hence making the implementation of these People Management Standards easy for organizations already enforcing ISO-9000 standards. A “non-ISO” version of this People Management System will be available soon.

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<sup>1</sup> For detail introduction of ISO and its work, kindly visit [www.iso.ch](http://www.iso.ch)

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**SC**

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PEOPLE MANAGEMENT SYSTEM (IISO-8001) : 2007  
Version 3**

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## About the (Proposed) IISO and the Standard

Since the formation of International Standard Organization<sup>ii</sup> (ISO) and with the introduction of ISO 9000, ISO 14000, and ISO 17000 series of standards, etc. there has been an increased awareness throughout the Islamic world for the establishment of an organization on the same lines as of ISO. Although no such entity has yet been formed but a group of committed professionals is exploring the possibility of the formation of such an organization which may be called the International Islamic Standards Organization<sup>iii</sup> (IISO). IISO will be an international no-profit organization committed for research, development and introduction of standards based on the Islamic Shariah<sup>iv</sup>. In addition to revisions and marketing of Shariah-based Standards in all the functional areas of management, IISO will stand committed to developing and supporting the complete infrastructure to support Shariah-based Standards including licences to third-party auditors, training of auditors, etc.

One of the foremost challenges facing Proposed IISO would be to develop or bring together all such standards which include global best management practices in different functional areas of management, and are also aligned with the Islamic Shariah. In this regard, substantial work has been done by various groups in Islamic Banking and Financial Standards as well as Islamic Accounting Standards. Adding to the list, is this modest attempt by the author, "People Management Standards"<sup>v</sup> - the first-ever and the most comprehensive human resource management standards named IISO-8001. Hopefully, the standards in other functional areas of management will follow. Compliance with all of the management standards in the family of IISO's Set of Standards may form the basis of prestigious certification as SC<sup>vi</sup> (i.e. Shariah Compliant).

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<sup>ii</sup> [www.iso.ch](http://www.iso.ch)

<sup>iii</sup> The author first realized the need for Islamic Good Governance practices in 1999, shared in his first book, "The Road to Success", published in 1999. Later on the dream of the formation of an Islamic Organization IISO was transpired in 2001 during his participation in Islamic Society of North America's (ISNA) convention, and was shared in his paper titled "The Changing Workplaces: *How Flexible is Your Organization?*", Presented at the International HRD Congress held in Islamabad, Pakistan on June 7-8, 2003, attached with this publication as Annex "A".

<sup>iv</sup> "Shariah" is Islamic teachings as revealed in Qur'an and documented in various Hadith sources.

<sup>v</sup> These People Management Standards are inspired by the Faiez H. Seyal's, pioneering work of relating Shariah teachings with modern management principles titled as "*30-Second Manager – A Rare Collection of Global Best Management Practices*", published by Ace One (2000-2007).

<sup>vi</sup> SC is a proposed Certification Mark, inspired by the author's paper titled "The Changing Workplaces: *How Flexible is Your Organization?*"

These standards could be enforced in all type of organizations, public or private, profit or no-profit, service or manufacturing, small or large, wanting to achieve business excellence and committed to enhance the quality of work life (QWL). This is the first issue of IISO-8001 and with periodic revisions, it will continue to evolve as interested parties identify areas of improvements as the markets and business conditions change.

Insha'Allah, that day is not too far away when IISO will become a living reality and its Certification Mark "SC" would become as prestigious within Islamic world as that of "CE" mark, proudly marketed on the corporate letterheads. If you would like to be a part of these efforts<sup>vii</sup> in any way, please contact us.

**E-secretariat of (Proposed) IISO**

**http:// [www.iiso.org](http://www.iiso.org)**

**Email: [info@iiso.org](mailto:info@iiso.org)**

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<sup>vii</sup> *Help ye one another in righteousness and piety, but help ye not one another in sin and rancour: fear God: for God is strict in punishment. (5: 3) To each is a goal to which God turns him; then strive together (as in a race) Towards all that is good. Wheresoever ye are, God will bring you Together. For God Hath power over all things. (2: 148)*

# CONTENTS

<b>ABOUT THE (PROPOSED) IISO AND THE STANDARD</b> .....	<b>7</b>
<b>A. INTRODUCTION</b> .....	<b>11</b>
1. Purpose .....	11
2. Scope and Application.....	11
3. Terms and definitions .....	12
<b>B. GENERAL REQUIREMENTS</b> .....	<b>15</b>
1. People Management System.....	15
2. Management representative.....	15
3. Organizational vision and policy .....	16
4. Process for designing of people management system.....	16
4.1 Determination of requirements and inputs .....	16
4.2 Communication with internal and external customers.....	17
4.3 Interim development review and verification .....	17
4.4 Final development validation and approval .....	17
5. People Management Strategy, Planning and Implementation.....	17
6. Communication Regarding People Management System .....	18
7. Provision of resources .....	19
8. Documentation requirements .....	19
8.1 General .....	19
8.2 HR manual.....	19
8.3 Control of documents.....	19
8.4 Control of records .....	20
9. Management Review .....	20
9.1 Review input .....	20
9.2 Review output.....	21
10. Internal Audit, and Corrective and Preventive Actions.....	21
10.1 Internal audit.....	21
10.2 Corrective and Preventive actions.....	22
10.3 Continual improvement.....	22
11. Customers Satisfaction .....	23
12. Control of Suppliers/Subcontractors .....	23
<b>C. SPECIFIC REQUIREMENTS</b> .....	<b>24</b>
1. Responsibility and Authority .....	24
2. Recruitment and Placement.....	24
2.1 Job creation and placement advertising.....	25
2.2 Short-listing and selection committee.....	25
2.3 Applications receiving, shortlisting and selection .....	25
2.4 Notifications .....	26

2.5 Employment contract.....	26
2.6 Employee's handbook .....	27
2.7 Welcome, orientation and placement .....	27
<b>3. Workplace.....</b>	<b>28</b>
3.1 Child labor and forced and menial jobs .....	28
3.2 Safety and security .....	28
3.3 Health and Environment .....	29
3.4 Equal opportunities.....	30
3.5 Verbal and sexual abuse and harassment.....	<b>Error! Bookmark not defined.</b>
3.6 Gender equality and equity.....	<b>Error! Bookmark not defined.</b>
3.7 Access to justice, Grievance Handling, freedom of association & right to collective bargaining .....	<b>Error! Bookmark not defined.</b>
3.8 Working hours and remuneration .....	<b>Error! Bookmark not defined.</b>
<b>4. Learning and Change .....</b>	<b>Error! Bookmark not defined.</b>
4.1 Training and development .....	<b>Error! Bookmark not defined.</b>
4.2 Personal and professional development .....	<b>Error! Bookmark not defined.</b>
4.3 Career development .....	<b>Error! Bookmark not defined.</b>
4.4 Performance management.....	<b>Error! Bookmark not defined.</b>
<b>5. Probation, Termination and Separation .....</b>	<b>Error! Bookmark not defined.</b>
5.1 Probation and the probationary period .....	<b>Error! Bookmark not defined.</b>
5.2 Termination and Separation .....	<b>Error! Bookmark not defined.</b>

***I have a Dream!*..... Error! Bookmark not defined.**

Glossary of Terms  
References  
Bibliography  
About the Author

*Annex A: Changing Workplaces - How Flexible is Your Organization?*

## A. Introduction

### 1. Purpose

- 1.1 “An organization is known by the people it keeps”. The quality of organizations depends on the quality of its people – a universal principle as old as the human beings, which was re-discovered by modern management science and as a result organizational people were declared as “Human Capital”. In classical business, the labor was considered simply as a component of economic activities, however with the development and research, it is no longer a dormant component. With proper utilization of this capital invested, better returns are guaranteed. More than just a Capital, people are living beings, with body, mind and soul. They observe, they act, they feel, they think, they observe, and they react. They can also learn, unlearn, grow and develop.
- 1.2 Such realizations are directing the organization’s focus on recruitment and retention of the talent. To plan and implement effectively the aforementioned functions, organizations need sound people management principles and practices, which are fair, just and transparent and lead towards fostering a high-performance working environment. This Standard is meant to achieve the same purpose:
- It will help attracting and recruiting the best people from wherever they can be found;
  - It will help establishing a safe and neutral working environment in which each member of staff will be treated fairly;
  - It will provide people with equal opportunities to grow, irrespective of gender, age, class, religion or disability;
  - It will promote a culture of self-responsibility and accountability;
  - It places high value on learning and growing and will help people meeting the challenges of change by learning, growing and practising their new learning; and
  - It will create conditions in which excellence and dedication will be recognized and rewarded.

### 2. Scope and Application

- 2.1 This standard specifies requirements for good people management practices to enable an organization to:
- a) develop, maintain, and enforce human resource policies and procedures to address various regulatory, business, or people related issues;
  - b) demonstrate to other interested organizations that its human resource policies, procedures and practices are Shariah Compliant and are also in conformity with the national and international requirements;

- c) enhance employees' customers' and stakeholders' satisfaction through the effective application of this human resource management system, including processes for continual improvement of this human resource management system.

2.2 All requirements of this People Management Standard are generic and shall apply universally irrespective of geographic location, industry sector and organization size.

### 3. Terms and definitions<sup>1</sup>

1. **Definition of an organization:** Any organization or a formal association of people, either profit or no-profit, government-owned, public or privately owned, offering services or products responsible for implementing the requirements of this standard.
2. **Definition of people:** All the employees, i.e., directors, executives, management, supervisors, and non-management staff, whether full-timer or part-timer, directly or indirectly employed, contracted or otherwise employed in or with any of the department, office, process or location of the organization.
3. **Definition of human resources:** As the definition of people, above.
4. **Definition of supplier/subcontractor:** An establishment, an individual, group or organization, which provides the organization with goods and/or services, for the production of the organization's goods and/or services.
5. **Definition of internal customers:** Any department or employees of an organization using outputs produced by other departments with the organization.
6. **Definition of gender harassment:** Not all harassment is sexual harassment. An individual can be harassed because she is a woman or because he or she transgresses gender roles, and so forth. The concept of "gender harassment" is meant to permit redress where a person is harassed on the basis of his or her gender but the conduct is not sexual or does not take place in a sexual context. Gender harassment would include physical assault or interference; inappropriate display or transmission of gender-degrading material or graffiti; as well as anecdotes, slurs (including gender-derogatory nicknames) or comments-insulting, demeaning or derogatory toward a person because of gender, which are obviously offensive or continue after the speaker is informed that the comments are unwelcome and/or have caused offence.
7. **Definition of sexual harassment:** Sexual harassment is a conduct characterized by repeated and undesired words, acts or gestures with a sexual connotation which by nature attack the dignity of the physical or psychological integrity of the person or lead to unfavorable working and learning conditions or dismissal. Sexual harassment

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<sup>1</sup> Definitions No. 2, 4, 10, 13, 15, 16 and 17 adopted from SA8000®: 2001, published and © by Social Accountability International, New York, USA (www.sa-intl.org)

corresponds to those behaviors with a sexual connotation which are unilateral and undesired and which attack a person's well-being and human rights. Such behavior may take a variety of forms including, but not limited to: suggestive comments about one's appearance or special situations like pregnancy; unwanted touching or other physical contact (e.g. caresses, pinches or kisses); remarks, comments, allusions and jokes of sexual nature; use of vulgar or indecent language; verbal or physical advances of sexual nature including leering, making sexual gestures; exposure to pornographic pictures, displaying of suggestive objects, cartoon or posters; any unwanted *verbal* or *physical* conduct of a sexual nature.

8. **Definition of gender equity:** Gender equity is the process of being fair to women and men. To ensure fairness, measures must often be available to compensate for historical and social disadvantages that prevent women and men from otherwise operating on a level playing field. Equity leads to equality.
9. **Definition of gender equality:** It means that women and men enjoy the same status. Gender equality means that women and men have equal conditions for realizing their full human rights and potential to contribute to national, political, economic, social and cultural development, and to benefit from the results. Gender equality is therefore the equal valuing by society of both the similarities and differences between women and men, and the varying roles that they play.
10. **Definition of remedial action:** Action(s) taken to amend the behavior of an employee for any violation related to these standards.
11. **Definition of corrective action:** The implementation of an agreed solution to ensure an immediate and ongoing remedy to a non-conformance to this standard.
12. **Definition of minor:** Any individual less than 14 years of age.
13. **Definition of young worker:** Any worker over the age of a child as defined above and under the age of 18.
14. **Definition of child labor:** Any work by a child younger than the age(s) specified in the above definition of a minor.
15. **Definition of forced labor:** All work or service that is extracted from any person for which the said person has not offered him/herself voluntarily.
16. **Definition of remediation of children:** All necessary support and actions to ensure the safety, health, education, and development of children who have been subjected to child labor, as defined above.
17. **Definition of homeworker:** A person who carries out work for an organization under direct or indirect contract, other than on an organization's premises, for remuneration, which results in the provision of a product or service as specified by the employer, irrespective of who supplies the equipment, materials or other inputs used.
18. **Definition of top management:** Senior personnel at the top of the organizational hierarchy employed or not (e.g. CEO, directors, shareholders, proprietor, partners, general managers, etc.) responsible for the operation of an organization.
19. **Definition of shariah:** Principles of Islam including two sources, i.e. the Holy Qur'an – the divine book of Muslims as well as the Sayings of the Prophet Muhammad<sup>PBUH</sup>,

which forms the integral part of Islamic teachings as revealed by Allah Himself in the Holy Qur'an: "And obey God and the Apostle; that ye may obtain mercy" (3: 132)

20. **Definition of vision:** A statement describing an organization's destination in a foreseeable future (where the organization would like to be).
21. **Definition of mission:** A statement describing an organization's present status and competencies (what the organization is and what it does). For example, "we are a fast-food company committed to serve our customers through our fresh, tasty, and quick-served selection of soups, salads, sandwiches, deserts and hot n cold beverages.
22. **Definition of values:** A selection of carefully chosen set of core principles providing behavioral guidelines to organizational people without which the organization can never realize its vision. For example, teamwork, integrity, justice, service, excellence, innovation, etc.
23. **Definition of performance appraisal:** Performance appraisal is an important part of performance management system. In itself, it is not performance management, but is one of the important aspects of the "performance management system". It is essentially an opportunity for the individual and those concerned with their performance – most usually their supervisor – engaged in a dialogue about the individual's performance, development and the support required from the supervisor.
24. **Definition of performance management:** Performance management is a holistic process bringing together many activities which collectively contribute to the effective management of individuals and teams in order to achieve the highest possible level of organizational performance.
25. **Definition of knowledge:** Basic knowledge about the fundamentals of the respective functional area (acquired through relevant college degrees, diplomas or self learning)
26. **Definition of skills:** Skills to perform a respective job (acquired through experience and practice. For example, a Draftsman in addition to having requisite educational qualification (i.e. diploma), should also be skilled in the use of AutoCAD software.
27. **Definition of ability:** Any other competency critical to perform the job effectively not covered either as Knowledge or Skills falls under this category. For example, some jobs might demand willingness to work late hours or travel extensively or ability to work under tougher conditions, etc.
  
28. **Definition of strategic objectives:** A selection of critical objectives without which organization cannot realize its vision. For example, ".....by providing our customers state-of-the-art home appliances at competitive price" and/or "..... by ensuring the availability of our products and after-sale-service to our customers in each major city through a network of sales and service outlets".

## B. General Requirements

### 1. People Management System<sup>2</sup>

- 1.1 The organization shall design, develop, document, implement and sustain people management system. To this end, the organization shall:
- a) identify and document its key people management processes as required by this standard,
  - b) determine the logical sequence and interaction of these key people management processes with each other as well as with other business processes,
  - c) identify and document procedures thereof required for the effective implementation of these people management system,
  - d) determine and implement criteria as well as methods to ensure the effective implementation as well as the control of these people management processes,
  - e) identify resource (i.e. material, information, technological, and people) requirement, and ensure the provision of such resources to support the effective implementation of these processes and supporting procedures'
  - f) install processes to continually examine and evaluate the performance of these processes and procedures against planned results,
  - g) identify and implement necessary actions to achieve planned results, and,
  - h) implement procedures for continual improvement of these processes.
- 1.2 These processes shall be managed by the organization in accordance with the requirements of this Standard.

### 2. Management representative

- 2.1 Top management shall appoint a dedicated member of senior management team (such as Head of HR) who shall have the complete responsibility and authority of people management system<sup>1</sup>, which includes, but not limited to:
- a) ensuring that people management processes needed for the implementation of this standard are established, implemented and maintained,
  - b) reporting to the top management team on the organizational performance against this standard;
  - c) reporting to top management any need for improvement, and
  - d) liaison with external parties such as external auditors, consultants, training institutions, other organizations, trade bodies, business schools, professional bodies, etc. on matters relating to this standard.

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<sup>2</sup> Adopted from ISO 9001:2000 (E) Quality Management Systems, Clause 4.1, © ISO, www.iso.org

### 3. Organizational vision and policy

- 3.1 Top management shall use a participative method<sup>ii</sup> by involving all the stakeholders (executives, employees, customers, shareholders, suppliers, etc.) to define or identify and finalize:
- a) the organization's vision<sup>iii</sup>, mission<sup>iv</sup>, core values and strategic objectives
  - b) the organization's policy on good people management practices and ensure that it<sup>3</sup>:
    - i) includes a commitment to conform to all requirements of this Standard;
    - ii) includes a commitment to comply with Shariah, national, international and other applicable laws and agreed conventions and bilateral agreements.
- 3.2 Top management will ensure that 3.1 (a) and (b) are thoroughly documented, maintained, communicated and are accessible in a comprehensible form to all personnel, including, directors, executives, management, supervisors, and staff, whether directly employed, contracted or otherwise representing the organization.
- 3.3 Top management will ensure that 3.1 (a) and (b) are publicly available.

### 4. Process for designing of people management system<sup>4</sup>

#### 4.1 DETERMINATION OF REQUIREMENTS AND INPUTS

- 4.1.1 Before undertaking the people/HR strategy and planning exercise, the organization shall determine:
- a) requirements specified by internal and/or external customers, including the requirements for pre- and post-recruitment activities,
  - b) requirements not stated by the internal and external customers but necessary for meeting the objectives of customers' satisfaction,
  - c) statutory and regulatory requirements related to the people management, and
  - d) any additional requirements determined by the organization.
- 4.1.2 These inputs shall be reviewed for adequacy. Requirements shall be complete, unambiguous and not in conflict with each other.

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<sup>3</sup> Adopted from clause 9.1 of the SA8000®: 2001, published and © by Social Accountability International, New York, USA ([www.sa-intl.org](http://www.sa-intl.org))

<sup>4</sup> Adopted from ISO 9001:2000 (E) Quality Management Systems, Clause 7.3, © ISO, [www.iso.org](http://www.iso.org)

## 4.2 COMMUNICATION WITH INTERNAL AND EXTERNAL CUSTOMERS

4.2.1 The organization shall determine and implement effective arrangements for communicating with its internal and external customers in relation to:

- a) seeking inputs for people management system – policy/strategy, planning, and processes
- b) seeking feedback about existing policies, plans and processes and its effectiveness to deliver the organizational/departmental objectives, and
- c) complaints about any employee.

## 4.3 INTERIM DEVELOPMENT REVIEW AND VERIFICATION

4.3.1 The design and development of people management policies and processes shall be reviewed at different stages to ensure that design and development outputs meet both:

- a) the input requirements, and
- b) the internal and external customers' input and feedback.

4.3.2 Representatives from various internal customers' group (i.e. departments) shall be invited to participate in such review meetings. Verification shall be performed to ensure that the development outputs are meeting the design and development input requirements. Records of the results of the verification and, any necessary actions shall be maintained.

## 4.4 FINAL DEVELOPMENT VALIDATION AND APPROVAL

4.4.1 After the completion of the development of the people management policies and processes, a final validation shall be performed to ensure that the resulting procedures and policies are capable of meeting the requirements of the input. The validation shall be completed prior to the finalization and issuance of such documents. Records of the results of validation and any necessary actions shall be maintained.

## 5. People Management Strategy, Planning and Implementation

5.1 The organization shall ensure the commitment and support of its management team<sup>v</sup> for implementation of this standard.

5.2 Top management shall:

- a) develop and enforce an annual/six-monthly planning system and ensure that the organizational vision, mission, core values and strategic objectives are translated in people management (i.e. human resource) strategies, objectives

and plans and that the organizational vision and objectives are implemented through these people management plans<sup>vi</sup>

- b) develop and enforce a plan to ensure<sup>vii</sup> that the organization's policy on good people management practices is implemented

5.3 Top management shall ensure that both plans are thoroughly documented, implemented, maintained, communicated and are accessible in a comprehensible form to all personnel, including, directors, executives, management, supervisors, and staff, whether directly employed, contracted or otherwise representing the organization<sup>5</sup>.

5.4 The top management shall ensure that the requirements of the organizational strategy as well as of this standard are understood at all levels across the organization. Various methods that could be used towards this end can include but not limited to<sup>6</sup>:

- a) clear defining of roles, responsibilities, and authority levels of all employees;
- b) orientation training of new and/or temporary employees upon hiring;
- c) periodic training and awareness programs for existing employees;
- d) continuous monitoring of activities and results and corrective actions thereof to demonstrate the effectiveness of systems implemented to meet the organization's policy and the requirements of this standard.

## 6. Communication Regarding People Management System<sup>7</sup>

6.1 Top management shall ensure that appropriate communication processes are established within the organization and that communication takes place regarding the effectiveness of the system in meeting the requirements of this standard<sup>viii</sup>.

6.2 The top management shall establish and maintain procedures to communicate regularly to all interested parties data and other information including results of external audit, the results of management reviews and monitoring activities regarding performance of the organization against the requirements of this standard<sup>ix</sup>.

6.3 The top management shall provide reasonable information and access to interested parties seeking to verify conformance to the requirements of this standard.

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<sup>5</sup> Adopted from clause 9.1 of the SA8000®: 2001, published and © by Social Accountability International, New York, USA ([www.sa-intl.org](http://www.sa-intl.org))

<sup>6</sup> Adopted from clause 9.5 of the SA8000®: 2001, published and © by Social Accountability International, New York, USA ([www.sa-intl.org](http://www.sa-intl.org))

<sup>7</sup> Section 6.1 adopted from Section 5.5.3 of ISO 9001: 2000(E), © ISO, [www.iso.org](http://www.iso.org) and Section 6.2 adopted from clause 9.12 of the SA8000®: 2001, published and © by Social Accountability International, New York, USA ([www.sa-intl.org](http://www.sa-intl.org))

- 6.4 The top management shall facilitate a process for non-management personnel to choose a representative from their own group to facilitate communication related to any aspect of this standard with the senior management team.

## **7. Provision of resources<sup>8</sup>**

- 7.1 The organization shall determine and provide all the financial, technological and people resources<sup>x</sup> needed:
- a) to implement and maintain its people management system;
  - b) to meet the requirements of this Standard;
  - c) to enhance employees' satisfaction; and
  - d) to continually improve the effectiveness of its people management system.

## **8. Documentation requirements<sup>9</sup>**

### **8.1 GENERAL**

- 8.1.1 The people management system documentation<sup>xi</sup> shall include:
- a) documented statements of a People/HR policy and objectives,
  - b) an Human Resource manual containing the organizational policy in each of the key people management processes,
  - c) documented procedures required by this Standard,<sup>xii</sup>
  - d) documents needed by the organization to ensure the effective planning, operation and control of its processes, and
  - e) records required by this Standard (see 8.4).

### **8.2 HR MANUAL**

- 8.2.1 The organization shall establish and maintain an HR manual that includes:
- a) the scope of the people management system,
  - b) rationale for any major inclusions and justifications for exclusions, if any,
  - c) policy statement for each of the key HR processes,
  - d) documented procedures for the effective implementation of each of the key people management processes, and
  - e) statements of interaction between key people management processes.

### **8.3 CONTROL OF DOCUMENTS**

- 8.3.1 All the documents required by the people management system including those in 8.1.1. and 8.2.1 above shall be controlled.

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<sup>8</sup> Adopted from Clause 6.1 of ISO 9001: 2000(E), © ISO, www.iso.org

<sup>9</sup> Section adopted from ISO 9001:2000 (E), Section 4.2, © ISO, Geneva www.iso.org

8.3.2 The organization shall document and implement procedures:

- a) to approve all the documents prior to their issue,
- b) to enlist on each approved document, the frequency of its review, and procedure for its reviewal, updation, re-approval and re-issuance,
- c) to ensure that changes, revision number, revision date, and current revision status are marked on each of the approved documents,
- d) to ensure that most recent revisions of all approved documents are available at points of use,
- e) to ensure that documents of external origin as well as those with limited distribution are identified, clearly marked and their distribution controlled,
- f) to ensure that obsolete documents are retrieved, marked, and stored in controlled environment to prevent their unintended use.

## 8.4 CONTROL OF RECORDS<sup>xiii</sup>

8.4.1 The organization shall establish, document, implement and maintain procedures for the identification, preparation, storage, protection, retrieval, and disposition of records. The minimum retention time shall also be identified for each such record. These records shall provide evidence of conformity to requirements and of the effective operation of the people management system.

## 9. Management Review<sup>10</sup>

Top management shall review the organization's people management system, at planned intervals of time and ensure its continuing adequacy and effectiveness<sup>xiv</sup>. This management review shall include identification of opportunities for improvement and/or the need for changes to the people management system, including the people/HR policy and objectives. Records from all such management reviews shall be maintained.

### 9.1 REVIEW INPUT

9.1.1 The following information shall serve the input to this management review:

- a) results of internal and external audits,
- b) employees' feedback on people management systems,
- c) customers' feedback,
- d) performance of people processes against desired results,
- e) preventive and corrective actions, review of earlier as well as need for new preventive and corrective actions,
- f) follow-up actions from previous management reviews,
- g) internal or external changes that could affect the people management system, and
- h) recommendations for the improvement of current people management system.

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<sup>10</sup> Adopted from Clause 5.6 of ISO 9001: 2000(E), © ISO, www.iso.org

## 9.2 REVIEW OUTPUT

9.2.1 The result of the management review shall be documented. The results shall include:

- a) decisions and required actions with timeframe for the improvement of the effectiveness of the people management system and its processes,
- b) required actions and timeframe for improvement of procedures related to employees' and internal customers' requirements, and
- c) required financial, technical and people resources for achieving (a) and (b) above.

## 10. Internal Audit, and Corrective and Preventive Actions

### 10.1 INTERNAL AUDIT<sup>11</sup>

10.1.1 The organization shall establish systems and procedures for its employees to detect and report any potential violations of this standard<sup>xv</sup>.

10.1.2 The organization shall undertake internal audits at planned and pre-scheduled intervals<sup>xvi</sup> to determine whether the people management system:

- a) conforms to the planned arrangements,
- b) meets the requirements of this Standard,
- c) fulfils the people management system requirements as established by the organization,
- d) is effectively implemented and maintained<sup>xvii</sup>.

10.1.3 An audit program shall be developed which shall include:

- a) the processes and procedures to be audited,
- b) the intensity of the audit considering the importance of various processes and the results of previous audits,
- c) the audit criteria, its scope and frequency, and
- d) methods used for conducting audit.

10.1.4 The organization shall ensure that impartial auditors are selected to conduct internal audits and that conduct of audits is performed objectively.

10.1.5 The audit program shall be supported by a documented procedure that shall include responsibilities and requirements for planning and conducting audits, and for reporting results and maintaining records.

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<sup>11</sup> Adopted from Clause 8.2.2 of ISO 9001: 2000(E), © ISO, www.iso.org

10.1.6 The organization shall ensure that immediate actions are taken<sup>xviii</sup> to eliminate detected nonconformities and their causes. The organization shall undertake follow-up activities to verify actions taken and report the results of such verifications.

## 10.2 CORRECTIVE AND PREVENTIVE ACTIONS<sup>12</sup>

10.2.1 The organization shall establish, implement and maintain procedures to identify and eliminate the causes of the nonconformities<sup>xix</sup>. The procedure shall be documented including requirements for:

- a) identification and reviewing nonconformities (including internal and external customers complaints),
- b) determining the causes of nonconformities,
- c) ensuring that nonconformities do not recur by determining and implementing actions needed to eliminate nonconformities,
- d) recording the results of action taken, and
- e) reviewing corrective actions taken.

10.2.2 The organization shall establish, implement and maintain procedures to identify and eliminate the causes of potential nonconformities in order to prevent their occurrence<sup>xx</sup>. The procedure shall be established and documented including the requirements for:

- a) identification of potential nonconformities,
- b) determining the causes of potential nonconformities,
- c) ensuring that potential nonconformities do not occur, by determining and implementing actions needed to prevent such occurrence,
- d) recording the results of actions taken, and
- e) reviewing preventive action taken.

## 10.3 CONTINUAL IMPROVEMENT<sup>13</sup>

10.3.1 The organization shall establish and maintain documented procedure to determine, collect and analyze appropriate data to demonstrate the suitability and effectiveness of its people management system. Such review shall determine where continual improvement of the effectiveness of the people management system can be made.

10.3.2 The organization shall continually improve the effectiveness of its people management system by using employee's feedback, customers' feedback, result of audits, analysis of data, corrective and preventive actions and management review reports<sup>xxi</sup>.

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<sup>12</sup> Adopted from Clause 8.5.2 of ISO 9001: 2000(E), © ISO, www.iso.org

<sup>13</sup> Adopted from Clause 8.5.1 of ISO 9001: 2000(E), © ISO, www.iso.org

10.3.3 The organization shall identify its key business processes and establish and maintain documented procedures to instill a continual improvement philosophy in each of these key business processes, by using employee's and customers' feedback, analysis of data, and management review reports.

## **11. Customers Satisfaction**

11.1 The organization shall determine, collect and analyze appropriate data at planned intervals, to determine the satisfaction of both:

- a) internal customers (i.e. employees, various departments, families of the employees, etc.)
- b) external customers (i.e. vendors, suppliers, users of products/services, society at large, etc.)

11.2 Records from these customers' satisfaction surveys shall be maintained.

## **12. Control of Suppliers/Subcontractors<sup>14</sup>**

12.1 The organization shall enforce this Standard, on suppliers/subcontractors and establish and maintain appropriate procedures to evaluate and select suppliers/subcontractors based on their ability to meet the requirements of this standard, wherever and as much as possible.

12.2 The organization shall establish and maintain procedures to evaluate suppliers/subcontractors commitments to these standards and promptly implement remedial and corrective action to address any non-conformance identified against the requirements of this standard.

12.3 The organization shall identify, collect and maintain appropriate records/ evidence that the requirements of this standard are being met by suppliers and subcontractors.

12.4 If the organization receives, handles or promotes goods and/or services from suppliers/subcontractors who are defined as homeworkers, the organization shall take special steps to ensure that such homeworkers are given the similar level of protection as would be provided to the directly employed personnel under the requirements of this standard.

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<sup>14</sup> This section adopted from clause 9.6, 9.7, 9.8. and 9.9 of the SA8000®: 2001, published and © by Social Accountability International, New York, USA ([www.sa-intl.org](http://www.sa-intl.org))

## C. Specific Requirements

### 1. Responsibility and Authority

- 1.1 Top management shall ensure that responsibilities, authorities and reporting relations for all positions within the organization are defined and communicated within the organization. Towards this end, the organization shall:
- a) have an organizational chart showing the senior positions and all the departments within the organization with reporting levels,
  - b) have detailed organograms for each of its offices, departments, plants, etc. showing all the positions within each of its offices, departments, plants, etc. with reporting levels,
  - c) have job/position description with reporting levels and listing of subordinates and the objective, responsibilities and major tasks for each position in the organization/department
  - d) have job/position specification listing the minimum eligibility requirements for each of the job in terms of:
    - education,
    - experience (years and type),
    - skills requirements,
    - any other specific requirements or abilities necessary to be successful at the job, such as ability to work long-hours, ability to work under stressful situations, able to travel extensively on difficult roads, etc.

### 2. Recruitment and Placement

- 2.1 The organization shall have a fair<sup>xxii</sup> and transparent placement and recruitment policy, which shall be communicated and made available to all the internal and external customers and stakeholders on demand. The policy as a minimum shall enlist the organization's policy in terms of:
- a) pre-advertising planning and preparation activities,
  - b) advertising policy and the minimum information required in placement ads,
  - c) placement advertising methods and response time,
  - d) information that would be sought from the applicants,
  - e) recruitment criteria and methods,
  - f) recruitment committee and process,
  - g) selection and notification,
  - h) communication with unsuccessful candidates'
  - i) employment contact, its terms and issuance, and
  - j) orientation and placement of new recruits.

## 2.1 JOB CREATION AND PLACEMENT ADVERTISING

2.1.1 The organization shall ensure that the:

- a) job has been created or consented to be sourced in consultation with the immediate supervisor and endorsed by the concerned departmental head,
- b) job/post description (as in 1.1 c) and the job/post specification (as in 1.1. d) are available,
- c) approximately salary and other benefits for job, have been identified, and
- d) budgetary provision is available for the job and endorsed by the finance department.

2.1.2 Before advertising the position, the organization shall ensure that:

- a) an “applicant information kit”, containing all the information about the job, including the name of the post, reporting relationship, job description, job specification, recruitment criteria, recruitment process, pay and perks associated with the position, application deadline, list of information to be submitted by candidates, etc. has been made and is available to potential candidates on demand either in person, or through email or internet,
- b) the placement ad as a minimum:
  - provides summary information about the job;
  - mentions the availability of the detailed “applicant information kit” and the method of its acquisition; and
  - gives deadline for applying.

## 2.2 SHORT-LISTING AND SELECTION COMMITTEE

2.2.1 For each of the job, the short-listing and the selection interview shall be performed by a special committee, formed for this purpose. The members of the committee shall include a minimum three members, out of the following:

- a) representative of respective department/function, for which the recruitment is being made,
- b) the head of HR or its representative,
- c) representative of the immediate internal customer of the department/function for which the recruitment is being made, and
- d) the CEO or his/her nominee.

2.2.2 Whereas possible, the organization shall make sure that the members of the committee are of equal stature, within the organization.

## 2.3 APPLICATIONS RECEIVING, SHORTLISTING AND SELECTION

2.3.1 The organization shall ensure a fair<sup>xxiii</sup> and transparent short-listing and selection process. As a minimum the organization shall ensure that:

- a) it has a proper system available for receipt and log-in of applications and the supporting material, which includes the date and time of receipt,
- b) all the applications and the supporting material received is made available to the short-listing committee,
- c) the short-listing/selection criteria, is available to all the members of the committee,
- d) all the short-listed candidates are invited for the interview through multiple communication channels and their confirmation of the participation is sought, and the records of communications are maintained,
- e) equal time slots are given to each candidate for the interview,
- f) the interview dates are finalized in consultation with the members of the selection committee to ensure the participation of each member in the selection interview,
- g) the interviews are scheduled and arrangements made in a manner to ensure the confidentiality of the interviewees,
- h) the members of the committee have been provided with the list and credentials of the short-listed candidates and the interview schedule well before the schedule date,
- i) the evaluation sheet has been made based on the selection criteria and is available to all the members of the interview committee,
- j) the members of the selection committee use evaluation sheets to record their assessment of the candidates against each selection criteria,
- k) selection results are compiled on the basis of the evaluations sheets,
- l) all the applications and supporting documents with the filled and signed evaluation sheets are collected back from the members of the selection committee and handed over to the HR department, and
- m) all the applications and supporting material received as well as records for short-listing and interviews are properly maintained and available to interested parties on demand.

## 2.4 NOTIFICATIONS

2.4.1 The organization shall ensure that it has a proper system in place to notify:

- a) the successful candidates, and
- b) send regrets to the unsuccessful candidates.

## 2.5 EMPLOYMENT CONTRACT

2.5.1 For any employment, part-time, full-time, or contract, the organization shall ensure to issue, sign and get signed from the new recruit, an employment contract<sup>xxiv</sup>. The employment contract as a minimum shall include:

- a) date of contract,
- b) name of the position,
- c) starting salary,
- d) entitlement for other perks,
- e) joining date;

- f) initial posting place,
- g) probationary period, and
- h) clause on understanding and adhering to the prevailing organizational policies as outlined in the Employee's Handbook and detailed in the HR Manual (Section A: 8.2)

## 2.6 EMPLOYEE'S HANDBOOK

2.6.1 The organization shall ensure to develop and issue an "Employee Handbook" to be given to each new recruit. The "Employee's Handbook" shall include, but not limited to an outline of all the people management policies and procedures, affecting the Employment Contract, such as:

- a) leaves,
- b) working hours,
- c) working days,
- d) benefits,
- e) travelling,
- f) allowances,
- g) grievances,
- h) terminal benefits,
- i) resignation and termination,
- j) discipline;
- k) overtime if any,
- l) deduction and penalties, if any,
- m) any other which may affect the employment contract, in any way.

## 2.7 WELCOME, ORIENTATION AND PLACEMENT

2.7.1 The organization shall develop a thorough orientation and placement program for each of its newly recruits. The requirements for this orientation and placement, its process and time will be defined for each of the job categories/classifications. Such an orientation and placement program will include but not limited to:

- a) background of the organization – its products/services, offices, departments,
- b) its national and international affiliations,
- c) organizational charts and reporting relations,
- d) a visit to major departments,
- e) introduction to the HR team,
- f) introduction to colleagues,
- g) review of all the publicly available published information, such as leaflets, brochures, special campaigns, etc.
- h) visit of facilities for employees, such as mosque, cafeteria, clubs, etc. and
- i) telephone numbers of important officials of the organization,

2.7.2 The organization shall also ensure that as soon as possible after the joining of the new recruit, all of his/her privileges/entitlements are provided, which may include, but not limited to the following:

- a) allotment of office space and office equipment and stationery, if applicable,
- b) employee's identification card,
- c) provision of other entitlements, such as uniforms, vehicles, club memberships, etc, if applicable.

### 3. Workplace

#### 3.1 CHILD LABOR AND FORCED AND MENIAL JOBS<sup>15</sup>

3.1.1 The organization shall neither engage in nor in any form support the use of child labor as defined above<sup>xxv</sup>.

3.1.2 The organization shall establish, document, maintain procedures for remediation of children<sup>xxvi</sup> found to be working under the definition of child labor above and effectively communicate these to its own personnel and its suppliers, sub-contractors and stakeholders. The organization shall provide adequate support to enable such children to attend and remain in school until no longer a child as defined above.

3.1.3 The organization shall neither engage in nor in any form support the use of forced labor<sup>xxvii</sup>. The personnel shall not be required to deposit "money" or "identity papers" upon commencing employment with the organization<sup>xxviii</sup>.

3.1.4 Wherever possible, the organization shall encourage and support "self service" culture<sup>xxix</sup> and shall not employ labor for menial jobs.<sup>xxx</sup>

#### 3.2 SAFETY AND SECURITY<sup>16</sup>

3.2.1 The organization based on the requirements of the industry and of any specific hazards, shall provide a safe working environment<sup>xxxi</sup> and shall take adequate steps to prevent accidents and injury to health arising out of, associated with or occurring in the course of work, by minimizing, so far as is reasonably practicable, the causes of hazards inherent in the working environment.

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<sup>15</sup> 3.1.1, 3.1.2 and 3.1.3 adopted from clause 1 and 2 of the SA8000®: 2001, published and © by Social Accountability International, New York, USA ([www.sa-intl.org](http://www.sa-intl.org))

<sup>16</sup> 3.2.1, 3.2.2, 3.2.3, 3.2.4 and 3.2.5 adopted from clause 3 of the SA8000®: 2001, published and © by Social Accountability International, New York, USA ([www.sa-intl.org](http://www.sa-intl.org))

- 3.2.2 The organization shall appoint a management representative responsible for the safety and security of all personnel, and accountable for the implementation of the safety and security elements of this standard.
- 3.2.3 The organization shall provide a secure workplace and shall take adequate steps to prevent any security breaches<sup>xxxii</sup>.
- 3.2.4 The organization shall ensure that all personnel receive regular safety and security training, and that such training is repeated for new personnel.
- 3.2.5 The organization shall establish systems and procedures to detect, avoid or respond to potential threats to the safety and security of all personnel.
- 3.2.6 The organization shall establish procedures to identify and comply with the legal and other requirements that apply to the organization's safety and security aspects.
- 3.2.7 The organization shall identify potential emergency situations and establish an emergency management process to prepare for emergency situations and accidents that could have a significant impact on the safety and security of its personnel.
- 3.2.8 The organization shall identify procedures and establish compensation values based on national and international laws and practices for various levels of injuries as well as in case of death of its employees during the performance of their duties caused due to any safety or security breaches on the part of the organization<sup>xxxiii</sup>.

### 3.3 HEALTH AND ENVIRONMENT<sup>xxxiv</sup>

- 3.3.1 The organization based on the requirements of the industry as well as national laws, shall provide a healthy<sup>xxxv</sup>, smoke-free and environment-friendly working environment and shall take adequate steps to prevent health related accidents and environmental degradation<sup>17</sup>.
- 3.3.2 The organization shall appoint a management representative responsible for the health and environmental protection of all personnel, and accountable for the implementation of the health and environment related elements of this standard.
- 3.3.3 The organization shall ensure that all personnel receive regular and recorded health and environment related awareness and preventive training, and that such training is repeated for new personnel.
- 3.3.4 The organization shall establish systems to detect, avoid or respond to potential threats to the health of all personnel as well as threats to environment.
- 3.3.5 The organization shall provide, for use by all personnel, clean bathrooms and access to potable water<sup>xxxvi</sup>.

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<sup>17</sup> 3.3.1 to 3.3.5 and 3.3.7 adopted from clause 3 of the SA8000®: 2001, published and © by Social Accountability International, New York, USA ([www.sa-intl.org](http://www.sa-intl.org))

- 3.3.6 The organization shall, if applicable provide hygienic and clean facilities for food storage, cooking and shall also provide clean and hygienic dining facility to all of its employees, ensuring that the same meal and facilities are provided to all of its employees with no discrimination between various cadres of employees.<sup>xxxvii</sup>
- 3.3.7 The organization shall ensure that, if provided for personnel, dormitory facilities are clean, safe, and meet the basic requirements of the personnel.
- 3.3.8 The organization shall establish and implement procedures to identify and document the environmental aspects of their activities, products, and services.
- 3.3.9 The organization shall establish procedures to identify and comply with the legal and other requirements that apply to the organization's environmental aspects.
- 3.3.10 The organization shall identify potential emergency situations and establish an emergency management process to prepare for emergency situations and accidents that could have a significant impact on the environment.

### 3.4 EQUAL OPPORTUNITIES<sup>18</sup>

- 3.4.1 The organization shall provide equal employment and growth opportunities to its employees regardless of race, caste, national origin, religion, disability, gender, union membership, political affiliation, or age<sup>xxxviii</sup>.
- 3.4.2 The organization shall establish and maintain documented procedures to ensure that there is no discrimination in hiring, remuneration, access to training, promotion, termination or retirement of its employees due to race, caste, national origin, religion, disability, gender, union membership, political affiliation, or age<sup>xxxix</sup>.
- 3.4.3 The organization shall not interfere with the exercise of the rights of personnel to observe religious beliefs and/or practices<sup>xl</sup>, and provide prayer place to its employees, of the same or a better quality than the quality of its other infrastructure.
- 3.4.4 The organization shall as far as possible meet the needs of its employees relating to race, caste, national origin, religion, disability, gender, union membership, or political affiliation.
- 3.4.5 The organization shall ensure that people management decisions are not based on stereotypes or assumptions about the abilities, traits, or performance of individuals of a certain sex, race, age, religion, or ethnic group, or individuals with disabilities<sup>xli</sup>.
- 3.4.6 The organization shall not deny opportunities to a person because of marriage to, or association with, an individual of a particular race, religion, national origin, or an individual with a disability.

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<sup>18</sup> 3.4.1, 3.4.2 and 3.4.3 adopted from clause 5 of the SA8000®: 2001, published and © by Social Accountability International, New York, USA ([www.sa-intl.org](http://www.sa-intl.org))

- 3.4.7 The organization shall honor its obligations to provide the same standard of quality of work life to all of its employees<sup>xlii</sup>.
- 3.4.8 The organization shall establish procedures to identify and comply with the legal and other requirements that apply to the organization's equal opportunity aspects.
- 3.4.9 The organization shall establish systems to detect, avoid, rectify, and report any cases of discrimination<sup>xliii</sup>.
- 3.4.10 The organization shall ensure that there is no retaliation against an individual for filing a charge of discrimination, participating in an investigation, or opposing discriminatory practices<sup>xliiv</sup>.
- 3.4.11 The organization shall post notices to all employees advising them of their rights under the national, international laws and organizational policies.

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## End Notes

<sup>i</sup> *Let there arise out of you a band of people inviting to all that is good, enjoining what is right, and forbidding what is wrong: They are the ones to attain felicity. Be not like those who are divided amongst themselves and fall into disputations after receiving Clear Signs: For them is a dreadful penalty,- As to those who reject Faith, it is the same to them whether thou warn them or do not warn them; they will not believe. God hath set a seal on their hearts and on their hearing, and on their eyes is a veil; great is the penalty they (incur). (2: 6-7)*

<sup>ii</sup> *...and who (conduct) their affairs by mutual consultation (42:38) .....and consult them in affairs (of moment). Then, when thou hast taken a decision put thy trust in God. For God loves those who put their trust (in Him). (3: 159) Take to an affair by deliberation and if thou see any good in bringing it to a successful issue, then persist in it, and if thou fear to be led into error, withhold thyself. (Bayhaqiy)*

<sup>iii</sup> It is only after visualizing the future, the end that one can plan for it. Visualizing is considered a good practice in Islam; *"There is no intelligence like looking ahead... (Mishkat)*

<sup>iv</sup> The ultimate purpose for the creation of human race is to serve the Lord which can only be done through the service to each other for the greater benefit of the human race: ..... *If God had so willed, He would have made you a single people, but (His plan is) to test you in what He hath given you: so strive as in a race in all virtues. The goal of you all is to God; it is He that will show you the truth of the matters in which ye dispute; (5: 51) No individual or organization in this world can survive long without a worthwhile mission statement. There is a definite purpose of every being. The same is true for organizations. In the words of Quran: "Did ye then think that We had created you in jest (without purpose), and that ye would not be brought back to Us (for account). (23: 115)". Organizations must define what they stand for, it is only then that they can identify and choose the path to get there. If they did not know their purpose and their vision, they would never become what they could have become; as narrated in a hadith, "Everyone is helped to do that for which he was created. Those who are among the number of blessed will be helped to do appropriate deeds, and those who are among the numbers of the miserable will be helped to do appropriate deeds. (Mishkat)". The vision and mission should be based on universal purpose that is to help others. If an organization's product or services are not helping masses, then it will not survive. Remember it is in serving others, that we are served by Lord. "If anyone removes (one of the) anxieties of this world from a believer, God will remove (one of the) anxieties from him on the Day of Resurrection; if one smoothes the way for one who is destitute, God will smooth the way for him in this world and the next; and if anyone conceals the faults of a Muslim, God will conceal his faults in this world and the next. God*

helps a man as long as he helps his brother. If anyone pursues a path in search of knowledge God will thereby make easy for him a path to paradise. (Sahih Muslim)

<sup>v</sup> Anyone who is asked by Allah to take charge of subjects and does not protect them with good counsel will not smell the fragrance of Paradise. (Mishkat) There is no governor who rules (his) Muslim subjects and dies, having also played false with them, but God will forbid him Paradise. (Sahih Bukhari, Sahih Muslim) The believer is he whom men trust with their lives and their properties. (Mishkat) The best of your leaders are those whom ye love and who love you, for whom ye pray, and who pray for you; and the worst of your leaders are, those whom ye hate, and who hate you, whom ye curse, and who curse you. (Sahih Muslim) Then, is it to be expected of you, if ye were put in authority, that ye will do mischief in the land, and break your ties of kith and kin? (47: 22)

<sup>vi</sup> There is no wisdom equal to good planning. (Mishkat)

Do your work after planning well; if you find the end good then do it, if not, leave it. (Mishkat)

<sup>vii</sup> There is no use of a vision unless it is translated in action plans. "The Prophet (peace be upon him) said: The vision flutters over a man as long as it is not interpreted, but when it is interpreted, it settles. And I think he said: Tell it only to one who loves (i.e. friend) or one who has judgment. (Abu-Da'ud)"

<sup>viii</sup> The common objective could not be achieved unless each and every individual understands the common purpose and all human beings have the same understanding of the purpose and their rights and obligations: ..... See how We explain the signs by various (symbols); that they may understand. (6: 65) We have revealed for you (O men!) a book in which is a Message for you: will ye not then understand? (21: 10) ..... Thus does God make clear the signs to you: that ye may understand. (24:61) And such are the Parables We set forth for mankind, but only those understand them who have knowledge. (29: 43) And We have left thereof an evident Sign, for any people who (care to) understand. (29: 35)

<sup>ix</sup> But teach for teaching benefits the Believers. (51: 55) Or that he might receive admonition, and the teaching might profit him? (80: 4)

<sup>x</sup> God has bestowed His gifts of sustenance more freely on some of you than on others: those more favored are not going to throw back their gifts to those whom their right hands possess, so as to be equal in that respect. Will they then deny the favours of God? (16: 71)

<sup>xi</sup> To avoid any misunderstanding, putting any agreed commitment or contract in black and white is mandatory in Islam. In the words of Quran, "O ye who believe! When ye deal with each other, in transactions involving future obligations in a fixed period of time, reduce them to writing, let a scribe write down faithfully as between the parties: let not the scribe refuse to write: as God has taught him so let him write. Let him who incurs the liability dictate, but let him fear his Lord God, and not diminish aught of what he owes. (2: 282)"

<sup>xii</sup> The extent of the documentation can differ from one organization to another due to: 1) the size of organization and type of activities, 2) the complexity of its processes and their interactions, and 3) the competence of personnel. The documentation can be in any form or type of medium.

<sup>xiii</sup> 'Ubadab. Walid b. Samit reported: I and my father set out in search of knowledge to a tribe of the Ansar before their death (i. e. before the Companions of the Holy Prophet left the world) and I was the first to meet Abu Yasar, a Companion of Allah's Messenger (may peace be upon him) and there was a young man with him who carried the record of letters with him ..... (Sahih Bukhari)

<sup>xiv</sup> Fulfill (every) engagement, for (every) engagement will be enquired into. (17: 34)

<sup>xv</sup> If anyone of you finds a wrongful act being committed, he shall stop it with his hand, if he has no such power, then forbid verbally, if he has no such power even, then he should condemn it in his heart, this is the weakest form of faith. (Sahih Muslim) In a nation, when people are committing evils and the number of such people is not great, and the people having power to eradicate evil does not do it, the whole nation will face the vengeance of Allah in this world. (Abu' Daud) A man was brought to Ibn Mas'ud. He was told: This is so and so, and wine was dropping from his beard. Abdullah thereupon said: We have been prohibited to seek out (faults). If anything becomes manifest to us, we shall seize it. (Abu Da'ud)

<sup>xvi</sup> When Prophet Muhammad<sup>PBUH</sup> once began to do something good, he would make it a regular feature. (Abu-Da'ud)

<sup>xvii</sup> Allah, the Almighty, wants that when one of you does a job, he/she does it well. (Bayhaqiy) Allah has decreed excellence for everything..... (Sahih Muslim)

<sup>xviii</sup> Do not leave today's work till tomorrow, because you are responsible for today, and not for tomorrow. (Nehjal Fasahat)

<sup>xix</sup> A believer is not stung twice (by something) out of one and the same hole. (i.e., a Momin does not repeat the same mistake, again). (Agreed Upon)

<sup>xx</sup> A considerate man is he who had committed mistakes; wise is one who had experience. (Ahmad, Tirmidhi)

<sup>xxi</sup> He whose two days are equal (in accomplishments, learning, etc.), is a loser. (Daiylamy) A lover of knowledge is never content with his achievements. (Bayhaqiy, Darimiy)

<sup>xxii</sup> When trusts are wasted, then wait thou for the judgment (of God to descent upon the earth). 'It was asked, 'And how shall trusts be wasted?' The Prophet said, 'When affairs are committed to those who are not worthy (of them).' (Sahih Bukhari)

<sup>xxiii</sup> He who hires a person and knows that there is still one who is more qualified than him, has betrayed Allah and His prophet and the Muslims. (Prophet Muhammad <sup>PBUH</sup>)

<sup>xxiv</sup> "O ye who believe! When ye deal with each other, in transactions involving future obligations in a fixed period of time, reduce them to writing, let a scribe write down faithfully as between the parties: let not the scribe refuse to write: as God has taught him so let him write. Let him who incurs the liability dictate, but let him fear his Lord God, and not diminish aught of what he owes. (2: 282) And break not your oaths after ye have confirmed them..... (16: 91)

<sup>xxv</sup> And (remember) what hath been rehearsed unto you in the Book, concerning the orphans (4: 127) Do not ask me to be a witness to injustice. Your children have the right of receiving equal treatment, as you have the right that they should honour you. (Abu-Da'ud) Holy Prophet (peace and blessings of Allah be upon him) has said: 'O' Muslims, Allah desires that you should do justice in dealing with your children. (Tabarani) Allah's Apostle kissed Al-Hasan bin 'Ali while Al-Aqra' bin H'Abis at-Tamim was sitting beside him. Al-Aqra said, "I have ten children and I have never kissed anyone of them," Allah's Apostle cast a look at him and said, "Whoever is not merciful to others will not be treated mercifully." (Sahih Bukhari) Anybody who called a child saying that he would give him a certain thing, and did not give it, then it is a lie. (Ahmed)

<sup>xxvi</sup> Therefore, treat not the orphan with harshness, Nor repulse the petitioner (unheard) (93: 9-10) I said, "O Allah's Apostle! Shall I get a reward (in the Hereafter) if I spend on the children of Abu Salama and do not leave them like this and like this (i.e., poor) but treat them like my children?" The Prophet said, "Yes, you will be rewarded for that which you will spend on them." (Sahih Bukhari) Education at an early age is like a mark on the stone, but education at the old age is like a print over water. (Gilani) A father gives his son nothing better than a good education. (Mishkat) Help each other in acquiring knowledge. (Ahmed, Tirmidhi, Ibn Maja, Abu-Da'ud) After I depart from this world, whenever you see some students, pay them reverence and welcome them. (Tirmidhi, Ibn Maja)

<sup>xxvii</sup> There is no divorce and no emancipation under compulsion. (Abu Da'ud, Ibn Maja)

<sup>xxviii</sup> No form of slavery either the conservative or the modern (i.e. child labor, forced labor, etc.) is allowed as man has been created free: ..... And if any of your slaves ask for a deed in writing (to enable them to earn their freedom for a certain sum), give them such a deed if ye know any good in them: yea, give them something yourselves out of the means which God has given to you. But force not your maids to prostitution when they desire chastity, in order that ye may make a gain in the goods of this life. But if anyone compels them, yet, after such compulsion, is God, Oft-Forgiving, Most Merciful (to them). (24: 33) It is a big virtue to free slaves or to help people in earning their freedom: Alms are for the poor and the needy, and those employed to administer the (funds); for those whose hearts have been (recently) reconciled (to Truth); for those in bondage and in debt; in the cause of God; and for the wayfarer: (thus is it) ordained by God, and God is full of knowledge and wisdom. (9: 60) Narrated Ibn 'Umar: That he used to give his verdict regarding the male or female slaves owned by more than one master, one of whom may manumit his share of the slave. Ibn 'Umar used to say in such a case, "The manumitted should manumit the slave completely if he has sufficient money to pay the rest of the price of that slave (which is to be justly estimated) and the other shareholders are to take the price of their shares and the slave is freed (released from slavery)." Ibn 'Umar narrated this verdict from the Prophet. (Sahih Bukhari) Of all the things, which Allah has created on this earth, the best thing I love is to set a slave free. (Tirmidhi, Abu-Da'ud)

<sup>xxix</sup> Rafi'i b. Khadij said that someone asked: "O Rasulullah which gain is best?" He said : "A man's work by his hand, and every honest business" (Ahmad) No one has ever eaten better food than what he eats from the work done by his hands ... (Sahih Bukhari) Narrated Abu Burda: from his father from his grandfather that the Prophet said, "Every Muslim has to give in charity." The people asked, "O Allah's Prophet! If someone has nothing to give, what will he do?" He said, "He should work with his hands and benefit himself and also give in charity (from what he earns)." The people further asked, "If he cannot find even that?" He replied, "He should help the needy who appeal for help." Then the people asked, "If he cannot do that?" He replied, "Then he should perform good deeds and keep away from evil deeds and this will be regarded as charitable deeds." (Sahih Bukhari)

<sup>xxx</sup> When your servant brings your meal to you then if you do not let him sit and share the meal, then he should at least be given a mouthful or two mouthfuls of that meal or a meal or two meals, as he has prepared it" (Sahih Bukhari) If your servant cooks food for you and brings it before you, think of the trouble he has taken with all that heat and smoke while cooking, and so he deserves that you make him sit and eat with you; if the food is short and the guests are many, do give him some morsels out of it. (Sahih Muslim)

<sup>xxxi</sup> The Unbelievers are protectors, one of another: Unless ye do this, (protect each other), there would be tumult and oppression on earth, and great mischief. (8: 73) Take care! Each one of you is a governor, and each of you shall be asked concerning his subjects... (Agreed Upon) You should treat your slaves (servants) just as your own children; whoever maltreats his slave will not enter Paradise. (Tirmidhi, Ibn Maja) Treating those under one's authority will produce prosperity, but an evil nature produces evil fortune. (Abu-Da'ud) Be afraid, from the curse of the oppressed as there is no screen between his invocation and Allah. (Sahih Bukhari).

<sup>xxxii</sup> No deputy can perform his duties to his fullest unless he is given sureties of 1) life and 2) sustenance. Allah being our Creator knew it that is why that He gave each and every one of His deputies these two securities:

...Allah is your Protector, and He is the best of helpers. (3:150) Say: "It is Allah Who gives you life then gives you death....but most men do not understand. (45: 26) It is Allah that gives Life and Death.... (3: 156) How many are the creatures that carry not their own sustenance? It is Allah Who feeds (both) them and you: for He hears and knows (all things). (29: 60) There is no moving creature on earth but its sustenance dependeth on Allah... (11: 6) Know they not that Allah enlarges the provision or restricts it for any he pleases? Verily in this are signs for those who believe! (39: 52) Or who is there that can provide you with sustenance if he were to withhold His provision? (67: 21). Then what is wrong with us that we deny these two basic securities to each other. Say: "Come, I will rehearse what God hath (really) prohibited you from": Join not anything as equal with Him; be good to your parents; kill not your children on a plea of want;- We provide sustenance for you and for them;- come not nigh to shameful deeds. Whether open or secret; take not life, which God hath made sacred, except by way of justice and law: thus doth He command you, that ye may learn wisdom. (6: 151) Nor take life - which God has made sacred - except for just cause. And if anyone is slain wrongfully, we have given his heir authority (to demand qisas or to forgive): but let him nor exceed bounds in the matter of taking life; for he is helped (by the Law). (17: 33)

<sup>xxxiii</sup> Never should a believer kill a believer; but (If it so happens) by mistake, (Compensation is due): If one (so) kills a believer, it is ordained that he should free a believing slave, and pay compensation to the deceased's family, unless they remit it freely. If the deceased belonged to a people at war with you, and he was a believer, the freeing of a believing slave (Is enough). If he belonged to a people with whom ye have treaty of Mutual alliance, compensation should be paid to his family, and a believing slave be freed. For those who find this beyond their means, (is prescribed) a fast for two months running: by way of repentance to God: for God hath all knowledge and all wisdom. (4: 92-93)

<sup>xxxiv</sup> The Unbelievers are protectors, one of another: Unless ye do this, (protect each other), there would be tumult and oppression on earth, and great mischief. (8: 73)

<sup>xxxv</sup> The word "healthy" in general term includes any thing which has a direct impact on the health and well-being of a person, such as smoking, extreme room temperature, unhygienic toilets, unclean drinking water, The exact definition of "healthy" will vary from organization to organization depending on its operations, nature of business, etc. However as a rule of thumb, whatever facilities are available to the senior management in this regard should also be available to everyone else at the same location, as narrated in hadith, "By Him in whoso stands my life! no servant (of God really) believes until he loves for his brother what he loves for himself. (Sahih Bukhari, Sahih Muslim, Tirmidhi, Nasa'i) and "Allah has put your brethren under your authority, so he who has his brother put under his authority by Allah must feed him from what he eats, clothe him for what he wears, and not impose on him work that is too much for him, but if he does so he must help him with it. (Sahih Muslim)"

<sup>xxxvi</sup> Do not urinate at a place of bath because bathing and washing at such place will become doubtful. (Tirmidhi, Abu-Da'ud) Allah is good and likes what is fragrant; clean and likes cleanliness; generous and likes generosity; munificent and likes munificence; so cleanse. (Mishkat) Cleanliness is half faith. (Sahih Muslim) Treating those under one's authority will produce prosperity, but an evil nature produces evil fortune. (Abu-Da'ud)

<sup>xxxvii</sup> Allah has put your brethren under your authority, so he who has his brother put under his authority by Allah must feed him from what he eats, clothe him for what he wears, and not impose on him work that is too much for him, but if he does so he must help him with it. (Sahih Muslim) By Him in whoso stands my life! no servant (of God really) believes until he loves for his brother what he loves for himself. (Sahih Bukhari, Sahih Muslim, Tirmidhi, Nasa'i) Eat together and not separately, for the blessing is associated with the company. (Mishkat) Eating with a servant makes a man humble. (Nehjal Fasahat)

<sup>xxxviii</sup> All mankind is from Adam and Eve, an Arab has no superiority over a non-Arab nor a non-Arab has any superiority over an Arab; also a white has no superiority over black nor a black has any superiority over white except by piety and good action.. (The Prophet Muhammad's (PBUH) Last Sermon. This sermon was delivered on the Ninth Day of Dhul Hijjah 10 A.H. in the 'Uranah valley of Mount Arafat' in Mecca). "Mankind! We created you from a single (pair) of a male and a female, and made you into nations and tribes, that ye may know each other (not that ye may despise (each other). Verily the most honoured of you in the sight of God is (he who is) the most righteous of you. And God has full knowledge and is well acquainted (with all things). (49:13)"

<sup>xxxix</sup> Brotherhood of yours is a single Brotherhood, and I am your Lord and Cherisher: therefore fear Me (and no other). (23: 52) You should treat your slaves (servants) just as your own children; whoever maltreats his slave will not enter Paradise. (Tirmidhi, Ibn Maja) Treating those under one's authority will produce prosperity, but an evil nature produces evil fortune. (Abu Da'ud)

<sup>xl</sup> Let there be no compulsion in religion: Truth stands out clear from Error: whoever rejects evil and believes in God hath grasped the most trustworthy hand-hold, that never breaks. And God heareth and knoweth all things. (2:256)

<sup>xli</sup> O ye who believe! Let not some men among you laugh at others: It may be that the (latter) are better than the (former): Nor let some women laugh at others: It may be that the (latter are better than the (former): Nor defame nor be sarcastic to each other, nor call each other by (offensive) nicknames: Ill-seeming is a name connoting

wickedness, (to be used of one) after he has believed: And those who do not desist are (indeed) doing wrong. (49: 11)

<sup>xiii</sup> As a rule of thumb, whatever facilities are available to the senior management in this regard should also be available to everyone else at the same location, as narrated in hadith, "By Him in whoso stands my life! no servant (of God really) believes until he loves for his brother what he loves for himself. (Sahih Bukhari, Sahih Muslim, Tirmidhi, Nasa'i) and "Allah has put your brethren under your authority, so he who has his brother put under his authority by Allah must feed him from what he eats, clothe him for what he wears, and not impose on him work that is too much for him, but if he does so he must help him with it. (Sahih Muslim)"

<sup>xiii</sup> When two parties come to thee for decision, do not decide before thou hast heard the words of the other as thou hast heard the words of the one; for it most proper that the fact should be evident to thee. (Tirmidhi, Abu-Da'ud) Both parties in the suit should sit before the judge. (Abu-Da'ud)

<sup>xiv</sup> Show respect to the witness because they are the ones with the help of whom Allah maintains justice and relegates injustice. (Nehjal Fasahat)

