



Trip to India and Pakistan

Written by: **Amer Kassar**



Human Resources Department in Saudi Binladin Group Operation and Maintenance arranges business trips routinely to different countries. The purpose of these trips is to recruit all kinds of technical and general services staff to join the work force of the company.

From the day I was chosen to be on one of these trips, there were many meetings for the technical team whose destination was India and Pakistan. The purpose of these meetings was to set all the details of the trip without ignoring even the smallest detail. The trip plan was set from the day the team intends to leave King Abdul Aziz Airport in Jeddah through all destinations, which included

main cities in India and Pakistan, to the day of return to Jeddah.

The cities were precisely selected on purpose and not at random. For example if you aim to get good masons you have to go to Islam Abad while if you need IT technicians then Haider Abad will be your destination. If you need communication technicians then Karachi will be your aim. This information about the cities was collected from the past experience of the Human Resources experts who had proven along the years with the documented interviews with candidates in these cities, and which indicates the wide knowledge and expertise of the department in recruitment countries collected over the years.

Before the trip started we were given a file that included all the details and information that will help us perform our duties and reduce to the minimum surprises that we may face. A lot of

effort was put in preparing this file by the department staff which can be realized from the accuracy of the information included. Still, the daily communication with Head Office was continuous during the trip to transmit all the results of the daily work such as signing of the contracts and the numbers recruited.

The daily communication with Head Office also included the recruiting agents in different cities to inform them of the time and location to meet the team, or whether reservation is needed in hotels and when the interviews will start, that was briefly my daily work agenda.

The shuttle trips that we took, and the delicate job of organizing the recruitment of manpower then to arrange their transportation is really a tedious job which some may think is just a nice paid trip to different cities. No one can imagine how traveling from the hotels to the recruiting agents offices can be sometimes boring with traffic jams and dusty atmosphere, then interviewing tens of persons daily then checking all their details so as not to miss any detail that can render an interview useless.

Teams that go on these trips are faced with a difficult mission if not a mission impossible. To me this is a chemical formula with ingredients composed of human beings and salaries out of which good manpower can be recruited if the reaction succeeds, otherwise it can result in manpower that cannot serve the purpose of the whole trip.

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EXECUTIVE DIRECTOR MESSAGE

Samir A. Jamjoom



As the Hajj season is coming soon, we are anxious to serve the coming Hajj visitors. We undertake this responsibility with eagerness, considering our tremendous duties in operating and maintaining the Holy places in Makkah and Madinah. Preparations are going on day and night to check and test all the systems whether sound systems, airconditioning, zamzam water, ventilation, lighting, escalators, moving domes, umbrellas, emergency lighting, drainage systems etc... to make sure all operate in their top capacity without interruption during Hajj season. All these tests are done according to procedures and standards approved and coordinated with the Holy Haramain Riyassah and the consultant that supervises the projects. All tools, equipments, spare parts and consumables to face any emergency are ready together with the expert teams of technicians that operate them. The sukia, operation and cleaning, needs huge efforts during the Hajj to cope with increasing number of people. Saudi Binladin Group has put a target to provide the highest level of services in the operation and maintenance of the Holy places under the auspices of His Majesty The Custodian of the Two Holy Mosques, his Royal Highness the deputy and his Royal Highness the second deputy.

I address all the manpower on this occasion to make sure that the best efforts are exerted to come up with a successful season that we will all be proud that we have achieved.

GACA Domestic Airports Tender Fifth Successive Time



The General Authority of Civil Aviation (GACA), classifies the Saudi civil airports into two categories:

1. Four (4) International airports and
2. Twenty six (26) national & domestic airports which are grouped into (5) groups.

Usually, an airport reflects the appearance and development of the country. Therefore, it is of utmost importance to that country to request high quality performance operation & maintenance from the companies that provide the best services to their public. Consequently, only First Category classification companies are usually allowed to enter this kind of important public tenders.

SBG (O&M), BEMCO, SSCL & MBLC submitted the lowest bidding prices for three out of the five airports groups namely Groups I, III & IV.

They were awarded those groups covering airports spread out all over the Kingdom of Saudi Arabia as follows:

Group I: Al-Baha, Rabigh, Taif, Yanbu & GACA Headquarter in Jeddah

Group III: Arar, Gurayat, Al-Jouf, Rafha, Turaif

Group IV: Abha, Bisha, Jazan, Najran & Sharourah

The Scope of Work includes Buildings, Public Utilities, Mobile Equipments, Roads, Runways, Electronics systems, Cleaning Services & Landscaping. Congratulations to Saudi Binladin Companies for wining GACA's bids of domestic airports for the fifth successive time in the last (16) years.

Written by: **Dr. Walid Baayoun**
(Business Development Department)

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The trip ended for me but not for the HR department staff, who has lot of work to do to make my trip a success such as arranging the papers required to bring the selected manpower and then distribute them on different projects. To me this trip is engraved in my memory for years to come and will never be

forgotten.

At the end of this article I would like to thank all those who gave me the confidence to be on this trip. I also would like to thank my colleague who went with me on this trip, together with every employee in the Human Resources that put effort to make my trip a success.

Written by: **Amer Kassar**

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ARTIFICIAL LANDSCAPE

Landscape, can be defined as the “branch of art that deals with the representation of natural scenery”. The term has always been correlated with nature, and we in USMS have an innate love of nature; it flows in our blood.

In urban societies things are changing now and we cannot do much about it! Synthetic landscape is invading urban planning and artificial plants and turf, both indoor and outdoor, are gaining grounds at the account of our beloved natural environment.

It takes a lot to mimic nature, however this industry is improving and artificial products are getting more “natural” day after day. What started with plastic or cloth is changing with the advancement of technology into superior quality, heavy duty polymers with UV resistant products that can survive harsh conditions of light and heat for external use. A combination of natural components (tree trunks) with high quality silk foliage are more commonly seen indoors in malls, hospitals and other complexes and public places.

Factors favoring the implementation of artificial landscape



are many, some applicable to our part of the world. Starting with affordable initial cost and ending with low ‘maintenance cost’, synthetic plants and turf can save water and perform well where natural conditions to grow plants are not met.

We at USMS are trying our best to keep our commitment to “natural projects” and despite profitability, choosing to engage in execution of artificial environments and projects will only be our “last resort”.

Written by **Dr. Bassam Ghanim**

AL-ENAYA COMPANY

AL-ENAYA COMPANY



Marble Protection

Written by: **Rayan Hazem Chehadeh**

As we have stated earlier in this Newsletter, protecting marble is one of the most important jobs we perform. Still, as we discovered during our visits to various sites that the instructions in this

regard are not followed which makes us repeat that Al Enaya is always ready for any request of any site to give an experienced look at the problem. Protecting marble in early stages can be easy while if neglected it can lead to costly remedies and may end by changing the whole marble and hence high costs. We ask coordination from sites so as not to waste money when it can be saved easily. The simple instructions that can be followed to protect marble are:

1. Do not use waxing on marble surface because it forms a layer over the marble that will collect dirt and chemicals over the marble causing its damage.
2. Do not use any detergent such as Chlorox, Flash etc., because it contains chemicals that can burn the surface and remove the cement joints.
3. Put plastic sheets under plants containers to prevent seepage of yellow or rusty liquid which cause marble to become yellow and in some cases this colour cannot be removed.
4. Do not use adhesive material directly on the marble because it causes damage to its surface when removed.
5. Marble polishing should be done on regular basis 6-12 months to keep it shining specially in crowded areas.
6. To clean marble, use wet cloth with water together with cleaning material that has no chemicals.
7. Always check marble joints as the damage of the joint will allow water and chemicals to reach below the marble and damage it.

SAUDI SERVICE Co. LTD



Why Safety!!

Written by: **Faouzi Dannaoui**
Security & Safety Consultant



Everybody talks about safety and how it is important in our life and work. But practically, Do we really practice Safety??

Practicing safety can preserve lives, money and reputation. This will happen when we learn how to run our workplace or household

safely in order to avoid a catastrophic problem and this could happen only when educating ourselves by learning, practicing and taking certain responsibilities.

Our wise Executive Management adopted the theory of practicing safety in our workplace in order to save the lives of our staff, equipment, and the workplace itself. Also the theory of “ignorance is not an excuse” which encourages every staff member to be responsible for his acts.

All of the above won't be practiced without training and enforcement. Therefore, our safety team started to plan how to decrease the work injuries in our worksites by studying each site separately. Our evaluation will help provide the necessary training for each site differently according to the nature of the problems faced by each site then it is necessary that we keep on monitoring the progress in coordination with the site management.

Our Aim is “zero” injuries. Even though it is hard still our directives and enthusiasm provide us with the strength in achieving such a goal. Bear in mind, this goal cannot be achieved without every staff member's participation.



Clients Satisfaction Dictates Effective PMs

Written by: **Said N. Adra**, Business Development Department Manager

"An effective project manager has to be able to put himself in the customer's shoes and mold the finished product from a high level standpoint. And the only way to do that is to think like a customer."

Key Attributes

1. As a Project Manager (PM) you are the requirements analyst that initiates the gathering of any Project requirements under your management directly from the client or his representative on site. The collected requirements will become part of your mandated Scope of Works. It is essential that you keep those last checked with the client on a regular basis. Good PMs visit their clients, communicate and discuss their requirements in great depth. By doing so, many times, it becomes evident to the client that, he is missing something; he crosschecks and finds that there is more to the requirements. The shortcomings are identified well in advance and work becomes much smoother. Effective communication is saying "Yes" to opportunities and "No" if there is no chance of delivery but suggesting an alternative "Win-Win" situation. Those who do not accept "Win-Win" situations are not worth doing business with in the long term. The client is always seeking a solution. Permanent solutions help you get a pat on your back and more high-end work. One should not get into trivial and repeated work unless it is impossible to give a permanent solution by enhancements and automation. The best communication is your work, your abilities, skills and most important your attitude. Regular timely information to the client is important in the same way. Conflicts with clients should be solved with patience explaining clearly the benefits for client. Nobody can deny the proposal where all seems to be a mixture of success.

2. Then PMs need to develop the architecture that creates a framework so that, the site workmen teams can start working accordingly. A well-defined plan with facts and practical aspect to it is the key to the PMs Success. Not all managers are good planners. Planning and executing are two different aspects. While planning, it is strongly recommended that, you consult people who are actually going to execute the plans, crosscheck with facts and calculate using a certain practicality. Planning should also



consider the availability of good resources along with commitments to customers and the organization. If commitments to the customers are broken, whatever may be the reason, it becomes one cause for the client to move away from you. In the other case, even if there is pressure on the client, it will become extremely difficult for client to move away from a "High Quality Service Provider". Also cost factors should be considered and balanced. Planning should also take into account previous experience and best practices.

3. PMs that miss deadlines are a failure of planning and execution. It is a failure of a team to deliver. No excuses are sufficient (except in case of force majeure) to cover failures. What is important is the promise to the customer, and having a "Right on Target" attitude.

Other Factors

1. Resource Management

"What is many times seen is that, project managers do resource management activity very well but are not able to provide suitable attention to other activities or are not skilled enough to carry out other activities. Many think that, once the resource management is done, everything is done. People will do the rest. This is not true. Each area in project management has to be fully addressed."

A lot needs to be arranged before the start of a project and also during execution. Mostly PMs do this very well. Sometimes however, they miss on something such as, people getting sick, or leaving the job etc. Hence, the schedules suffer. This results in dissatisfaction from the client. The client is ready to accept that, people can be sick

or, they can leave the job. What the client is not ready to accept is the effect of this on the project. Backups should always be provided in sufficient numbers to avoid such situations. Resource in terms of hardware or infrastructure is normally managed very well but absenteeism is not.

2. Procedure Manuals

There are advantages in having procedures present to guide workmen teams during the execution activities in a structured manner. Many a time it is obvious that the person following the procedure does not know why he is following the particular procedure; he just do it so because his boss has told him to do it that way. At some instances, there are a bunch of procedures that may not be suitable but are there because someone wants to show that, they are following all the procedures in the manual. This is not the right approach. Employees are forced to follow procedures whether applicable or not! What is required is that, procedure should help to save time and improve the quality but eventually, the reverse happens.

3. Manpower Management

People management is a vital feature to achieve success in project management. People working together on projects are not routine workers. They have special set of skills. They should be handled with an improved understanding of the situation on hand.

- Avoiding conflicts in advance

The project manager typically addresses conflicts as and when they appear on site. A good PM always smells conflicts in advance and does not allow them to grow although no one can get rid of the conflicts

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Dear Reader



Got a QUESTION?

Q: Is it allowable to deduct any sum of money from the laborer salary without his consent?

A: Yes, but only in the following cases:

1. Redeeming of loans given by the employer, provided the deduction does not exceed 10% of the salary.
2. Gosi participation monthly installment or any other participation fees, those are obligatory according to the laws.
3. Participation in reserve fund and the loans due for the fund.
4. Installment of any project by the employer to build housing that ends by being owned by the laborer.
5. Penalties that are due to infringement of the rules and also deductions against damages caused by the laborer.

6. Redeeming of a loan that has been ruled by the courts provided that no more than 25% will be deducted from the salary unless the court ruling decides differently.

Q: If the laborer is detained or jailed by the authorities for case related to the work or because of it what will be the position of the employer?

A: The employer has to keep paying the laborer 50% of his salary until the case is ruled provided that the period of detaining does not exceed 180 days. If it exceeds 180 days the employer is not obliged to pay any part of the salary for the excess period. If the case is ruled in favor of the laborer or sustained because of lack of evidence then the employer is required to pay whatever sum of money was deducted from the laborer salary, while if the laborer is found guilty then the employer is not obliged to pay the deducted amount unless the court ruling provides otherwise.

Haramain and Mosques Department



THE HOLY MOSQUES



It is normal to correlate SBG (O&M) and Haramain and Mosques Department that manages the two Holy Mosques of Makkah and Madinah together with a number of mosques (Quba, Kublatain, Meeqat Zul Hulaifa, Al Khanduk) and the Mawaqeeat (Taneem, Juranah, Sail Al Kabeer, Wadi Mahram, Juhfah and Yalamlam) together with Saud Mosque in Jeddah. H&M department realized the importance of these projects and

accordingly put all its efforts and applied the best techniques in servicing and maintaining the assets in these projects with high level of quality. In doing so the goals were achieved in meeting customer satisfaction and the confidence of the supervising team. This is proved by the received letters of appreciation sent by the customer representative after each season. All this is made possible by the full support

of the Executive Board and in particular the EBM/Executive Director together with the different department managers in the company.

The continuous effort was materialized recently by the renewal of the Mosques contract with Awqaf and the processing of the new contract of the Haramain. The H&M Department is always in the process of improving the maintenance methods of the equipment and also upgrading the systems in the projects to cope with advancement of technology and to cope with the projects requirements.

Finally, the huge size of the projects undertaken did not hinder the H&M department from reaching the goals set and to be always ready to acquire more projects.

Written by: **Ahmed Yassin**

Peoples' Customer



PROMOTIONS

1. The EBM/Executive Director promoted: **Mr. Bassam Moh'd Abu Makass** to the position of Administrator due to his ability and good performance of his duties. Newsletter congratulates



Mr. Bassam and wishes him success.

2. The EBM/Executive Director promoted: **Mr. Abdullah Yahya Al Zahrani** to the position of cashier due to his good performance and productivity. Newsletter congratulates Mr.



Abdullah and wishes him success.

3. The EBM/Executive Director promoted: **Mr. Nawwaf Abdulhadi Al Sabban** to the position of assistant recruitment section head due to his ability and good performance. Newsletter congratulates Mr. Nawwaf for his promotion and wishes him success.



4. The EBM/Executive Director promoted: **Mr. Abdulaziz Adam Al Somali** to the position of Administrator in the Administration department due to his ability and good performance. Newsletter congratulates Mr. Abdulaziz and wishes him success.



completely. Some conflicts can be positive as they can bring greater efficiency in the way works get executed. The key to manage conflicts is to support the right attitudes with a good amount of competency.

- Motivation for the Right Candidates

Good candidates should be motivated through increase in salaries, promotion, recognition, providing more challenges and backing the right cause. The project is the prime loser if the right candidate quits the job. Of course, the job will go on but no one can replace the same person in exactly



Cuts and Scrapes

Electrical Injuries

Everyone experiences minor electrical shocks from time to time. In some cases, however, even small amounts of electricity can be life-threatening because they can produce unconsciousness, cardiac arrest, and cessation of breathing.

Electric shocks also can produce serious, deep burns and tissue injury, although often even a serious electrical burn appears as only a minor mark on the skin. If you find a person whom you think has been electrocuted, look first-do not touch. He or she may still be in contact with the electrical source, and touching him or her may only pass the current through you. If possible, turn off the source of electricity. If this is not possible, move the source away from you and the affected person using a non-conducting object made of cardboard, plastic, or wood.

Once the person is free of the source of electricity, check the person's breathing & pulse. If either has stopped or seems dangerously slow or shallow, initiate resuscitation immediately (see Cardiopulmonary Resuscitation). If the person is faint or pale or shows other signs of shock (see recognizing and treating Shock), lay the person down with the head slightly lower than the trunk of his or her body and the legs elevated. Treat any major burns (see treating Major Burns in previous article) and wait for emergency medical assistance to arrive.

the same way. Also the rich experience and maturity goes away with him when he leaves. Management has to reinvest and rotate the wheel again. More money is lost in this process with loss of credibility.

- Tracking Manpower's satisfaction

The project manager cannot wait for the team member to come to him and pronounce that, he is not satisfied. A good team member is an asset to the project and thereby the organization. The PM should keep his eyes and ears open to track the satisfaction of team members otherwise, it builds negative thoughts in the mind of even a right member. The Project Manager is then no longer, a respected guy. People start working out of compulsion, and loose enthusiasm thereby, reducing the quality and output, which can end with the member leaving the organization.

- Accessing Manpower's Delivery in Terms of Benefits

The ideal project manager will value the contribution of employees in many dimensions e.g. a candidate providing training to other team members, establishing superb relations with client, motivating others, taking the lead and bringing results, introducing and practicing the right procedures and ways of working, showing the way to others. If the PM overlooks these abilities and only concentrates on technical abilities of team members, he will be discouraging effective team members to benefit the project and thereby the PM.

4. Risk Management

Risk management is a balancing act. It involves the cost calculation for various risks, prioritization of risks, taking appropriate steps and efforts to minimize the risks. If PMs do not handle them now, then they have to deal with them later, in a much bigger degree and spending more energy. A smart PM is one who decides to choose the first solution.

5. Monitoring Budget

Neither lavish nor meager budgets work. In today's world, where high optimization

is the way to go, one should not forget that, good investment helps to increase profitability.

6. Sub-contractor Management

Sub-contractors should be handled by PM in the same spirit as he handles clients. Contractors should be identified keeping in mind their ability to perform, commitments, attitude etc. It is as if PMs are recruiting a competent member to carry out tasks in their own team. One of the most important things to judge the sub contractor is their dedication to work. Also their orientation towards, quality, timeliness, budget and behavior are equally important. Working in tandem with the sub contractor can yield great results. They should be provided with all the help and information they need to carry out the assigned contract. Treating them as a part of the team gives them motivation to perform better and stop them from hiding things. They should feel free to come and discuss their issues openly with PM, which is a better way to handle critical situations. Getting their confidence is extremely important. Proper and realistic planning can be carried out and accomplished, when PMs are working effectively with sub-contractors.

7. Success needs true Leaders

Successful teams are generally led by bright, dynamic and mature leaders. Dull, lazy and immature leaders cannot create successful teams though sometimes, it looks that they are! Time always brings out the real situation. History shows that, many successful leaders of their time are not considered as Great leaders today. Others proved to be inspiration for millions. Definitely it is a team who makes the success. Without a true leader, it can never achieve it.

Today, what we lack most are the right leaders!! A true leader not only fights for his position. He has a major concern about people working with him. He brings prosperity for many organizations. He creates successful career path for many. He shows the right way to go.