



Khayyat Bulletin

# KB

September 2012 - Vol.1 Issue No.1

## WE BUILD TRUST

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# Introduction

**URBACON INTERNATIONAL COMPANY (UCC) is a Qatar based general construction company which has prominently emerged as a key construction contractor with visionary leadership and highly experienced management. Its primary mission is to translate its vast professional expertise into construction landmarks within the potential of Qatari emerging markets by providing the highest level of integrity, innovative solutions, and continuous client support.**



**CEO Al-Khayyat Trading & Contracting**  
Mr. Moutaz Al-Khayyat

“ We are proud to present ourselves to the World arena as one of the leading and innovative construction contractors who with effective collaboration, relationships and tools, We Build trust ”

UCC is a sister Company with Al Khayyat Construction and Trading Company (KCT), which is a leading general contracting company in Syria. KCT was established in 1983 and has played a dominant role in Syrian construction and development programs. UCC and KCT’s professional ethos is displayed in the quality of our service and work, and in the ethics and standards which guides us. This plays a key part in how we contribute to the expansion of Qatari human and urban capacities, and how we build our communities with structured ingenuity.

Although UCC and KCT’s vision is globally driven, our partnerships are local. By uniting our professional specialists with internationally renowned consultants we continue to provide world class sustainable developments that meet the discerning demands of our Clients.

UCC and KCT’s construction and business development plans are strategically positioned to grow within our developing world; to grow our business in unison with the growth of emerging markets. We place significant importance upon supporting these initiatives by striving for global standards of environmentally friendly best practices, smart eco-friendly development and construction methods, and by complying with the local QSAS and LEED.

The UCC and KCT family invites all potential clients to realize their vision with our mission. We are proud to present ourselves to the World arena as one of the leading and innovative construction contractors who with effective collaboration, relationships and tools, “We Build trust”.

**CEO Al-Khayyat Trading & Contracting**  
Mr. Moutaz Al-Khayyat

# Message from the General Director

Dear KCT Colleagues,  
 Welcome to the first edition of our monthly newsletter. This newsletter is an important means of keeping you all up to date with what's happening in our vibrant and growing organization. We look forward to contributions from all our sites and departments. HR will edit and coordinate our newsletter. They will try and keep it fresh and informative, and with a little bit of fun.

On the business side of things, KCT has recently celebrated 27 years of operations in Syria and 1.5 years in Qatar. We have experienced a significant growth rate for the past few quarters. It is estimated that the firm grew more than 90% in 2011/ 2012 alone. The opening of the Qatar branch immensely contributed to the total development of the company.

Without debt and with a strong growth culture, our turnover has doubled since our launch in Qatar. Now is a very exciting time to be with KCT and in Qatar. Within the past 12 months, we have completed 4 projects and contracted numerous projects with various clients. This has built for us a solid growth platform that will allow us to become a dominant force in the local construction market – the most dynamic market in the world.

To harness this potential and take these opportunities we have built a very talented and capable management team. Modern methodologies, systems, and best practice applications are being introduced on a weekly basis. We have every right to be very optimistic about our future and our careers at KCT.

Cost effective solutions and innovative efficiency gains will become second nature to us. Our competitive edge will continue to sharpen, and our strategic creativity will place us at the forefront of local contractors. Our immediate future is very exciting.

As we forge into the coming year I would like to thank all our employees for contributing to the execution of our growth. I know I can rely on your ongoing support and efforts as we strive to continuously improve our business.

Together we "Build Trust"

**Salim Jarrar**  
 General Director  
 Al Khayyat Contracting and Trading Company



**Salim Jarrar**  
 General Director  
 Al Khayyat Contracting and Trading Company

“

Newsletter is an important means of keeping you all up to date with what's happening in our vibrant and growing organization. We look forward to contributions from all our sites and departments.

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# Name Our Newsletter Competition

**AL KHAYYAT CONTRACTING & TRADING** is now over 4,000 strong, with numerous projects in the region and already become a dominant force in the Qatar construction industry.

To salute this, the organization is pleased to announce the launch of our very own **monthly newsletter** and we are running a competition to give this important communication a name. We **invite all you creative minded** employees to **submit suggestions** that best illustrate the mission and vision of our industry and company.

The competition will be judged by the Directors and the winning entrant will receive a prize of **QR 2500** and the name will become the official title of the publication. You can send your entries to the **HR Department** located at the **2nd floor of the Museum Building** or to **a.manzano@khayyat-qa.com**. The **closing date** for submission will be **October 11, 2012**.



# Information Technology

KCT's Information Technology team is committed to the enhancement and productivity of employees' day-to-day activities. The team ensures data integrity and availability to foster a brighter future in information technology making communication accessible within the KCT Community.



Muttia Al Khayyat, Sr. IT Director

One of the various responsibilities in the Information Technology department is striving to adopt the best technologies available to build a solid infrastructure and is now seeking to acquire the ISO 27001 Certification in which KCT attains to be the first construction company in Qatar to obtain a certification in IT security.

KCT's IT Department performs a pivotal role in training its staff and securing all its new members with the necessary start-up gear to become a valuable member from the day they join.

As a fast growing construction company, the IT Department always adopts different methods and new technologies to support and maintain the stability of KCT's business cycle. It is the objective of the IT team to lend hands to continue contributing to the company's ambition in making sure that it will be an integral part to KCT's rapid growth , building trust to ensure the company's success.

## THE MOST POPULAR TIPS IN THE MICROSOFT OFFICE BLOG FOR 2011

### Top 10

1. *How to find duplicates in Excel (2009)*
2. *How to add a drop down list to an Excel cell (2008)*
3. *Convert Office 2007 files to a 2003 readable format (2007)*
4. *10 annoying Word features (and how to turn them off) (2009)*
5. *Build a simple timesheet in Excel (2010)*
6. *Delete a stubborn page break in Word (2010)*
7. *Office challenge: When an IF() returns FALSE, when it should return TRUE (2011)*
8. *How to customize the Microsoft Office Toolbox (2011)*
9. *Use a built-in Microsoft Office color scheme to reduce visual noise (2011)*
10. *Use Microsoft Office to create Google docs with Cloud Connect (2011)*



## Microsoft Office Tips Everyone Should Know

### Work With Word

Convert your PDF files:PDF to Word is a neat Web service that converts PDF files to Word format so that you can edit them.

### Maximize your macros:

Use the built-in Macro function to record and automate repetitive tasks.

### Navigate with your thumbnails

Thumbnails view in Word helps you scroll through your documents.

### Strip out text formatting

How to Own Your Office

### Bring menus back

Keep your docs private: Make a Word or Excel document

more secure by using encryption and saving it with a password.

### Find a lost e-mail message:

By default, in its All Items searches, Outlook 2007 doesn't include e-mail messages in the Deleted Items folder.

### Eliminate notifications:

To disable Outlook's notification sounds and system-tray messages, go to Tools, Options, Preferences, E-mail Options, and click the Advanced E-mail Options button.

### Insert a new worksheet in an Excel spreadsheet:

To open a new worksheet in an existing Excel spreadsheet without having to dig through any menus first, press Shift-F11.

# HR Department

“ Human Resources at KCT is entering a new and exciting phase, as we introduce modern practices and meet the challenges of extremely fast growth. *Duncan Litchfield, HR Director* ”



The level of recruitment of staff and labor is unprecedented. The deployment and appointment of human resources to build for our clients and build for our future is critical for KCT’s success.

Consequently, our team of immigration specialists has never been busier as they combat the maze of government bureaucracy and challenging processes.

Labor are being trade tested and employed in the thousands. The KCT population will double by the end of the year and the Labor Relations Department is managing the very difficult goal of ensuring transport, visas, and accommodation needs are met.

As our human resources become larger the many enquiries and tasks surrounding the maintenance of our employment relationships becomes more demanding and more varied. The HR Administration department meets these issues to minimize your problems and maximize your experience at KCT. Don't forget to use [hr.help@khayyat-qa.com](mailto:hr.help@khayyat-qa.com) for assistance. We strive to respond to you within 48 hours.

In amongst all this activity we in HR are working under very difficult circumstances. We need to ensure that our processes and

systems remain under control. To assist this, we have recently submitted some policies and guidelines:

- Recruitment Policy**
- Annual Leave Policy**
- Company Phone Policy**
- Company Vehicle Policy/ Procedure**
- Grades and Salaries Structure**

These documents are in various stages of approval and will be released before 30 September 2012.

Other HR policies/ procedures that are under review and re-development include:

- Salaries**
- Performance and Appraisals**
- Discipline**
- Time Keeping and Payroll**

There are many more formalized controls that we need to implement, and this will occur over the coming months. It is paramount to our success that change is introduced and managed gradually. Your acceptance and feedback to these changes is sought as together, we reach further and higher than ever before.

## Human Resource Information System

Human Resource Information System (HRIS), refers to the systems and processes at the intersection between human resource management (HRM) and information technology. It merges HRM as a discipline and in particular its basic HR activities and processes with the information technology field, whereas the programming of data processing systems evolved into standardized routines and packages of enterprise resource planning (ERP) software. On the whole, these ERP systems have their origin on software that integrates information from different applications into one universal database. The linkage of its financial and human resource modules through one database is the most important distinction to the individually and proprietary developed predecessors, which makes this software application both rigid and flexible.

The function of human resources (HR) departments is generally administrative and common to all organizations.

Organizations may have formalized selection, evaluation, and payroll processes. Efficient and effective management of "human capital" progressed to an increasingly imperative and complex process. The HR function consists of tracking existing employee data which traditionally includes personal histories, skills, capabilities, accomplishments and salary. To reduce the manual workload of these administrative activities, organizations began to electronically automate many of these processes by introducing specialized human resource management systems. HR executives rely on internal or external IT professionals to develop and maintain an integrated HRMS. increasingly higher administrative control of such systems.

**Reference:**

*Human Resource Management System. Wikipedia. Retrieved September 10, 2012, from <http://en.wikipedia.org/wiki/HRIS>*

# Commercial and Contracts Department

“ The main feature and role of the Commercial & Contracts Department will be to provide employees with news and developments within the Department. ”

*Philip Mercer, Commercial & Contracts Director*

Over the next 12 months, the main objective of the department is to raise the level of commercial awareness within KCT by the implementation of procedures, policies and articles published from the construction industry.

KCT shall implement procedures based on good business practices to provide uniformity, consistency and as sound basis for maximizing the value of any given project which should ultimately better the profitability of projects.

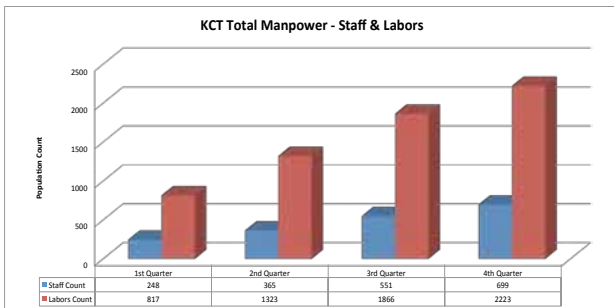
KCT has a commitment to excellence and will provide employees with good opportunities to learn and develop their skills and competency levels to achieve a high level of professionalism and allow employees to progress within the Company.

Monthly news articles will be published in both English and Arabic to improve the working knowledge of employees and raise awareness of legal situations and case laws both regionally and internationally which could have an impact on KCT business activities.

An archive library will be established containing commercial and construction information related to contracting and disputes which will be available to all KCT staff to browse, review and make copies for self improvement and continued professional development.

The Commercial & Contracts Department will provide details of new Construction Projects and Tendering Opportunities. The Department will publish details of new starters to enable you to welcome them to KCT.

## The Importance of Keeping Records



This short article is intended to highlight the importance of keeping records (especially contemporaneous documents) in relation to construction contracts claims. It is hoped that this will serve as a reminder to all management and staff the importance of managing their documents and keeping records during the construction works.

It is crucial to have a good document or record management system in place to maintain contemporaneous documentary evidence and accurate and detailed records of events to establish and protect the right and entitlements of KCT.

We should all be aware in situations where there are delays to a project that the Company could be liable for a number of legal implications including the payment of Liquidated Damages to the Employer. As a consequence, the Company's profits will be affected along with any possible additional remuneration to staff.

Importantly, a legitimate defence to the payment of damages and/or counter claims for the right to claim a Variations, Extensions of Time and Associated costs cannot be formulated without clear and precise evidentiary records to substantiate legal entitlement.

A lack of contemporaneous documentary evidence to support its defence or counterclaim will cause a party to face the prospect of its case being discredited if not thrown out.

“ A party to a dispute, particularly if there is arbitration, will learn three lessons (often too late): the importance of records, the importance of records and the importance of records. ”

*Max Abrahamson - Engineering Law and the ICE Contracts (4th Edition)*

# Procurement Department



*Mark Lovett  
Procurement Director*

“

The procurement department will continue to ensure that new supply streams are targeted which will provide the best quality delivery and price to KCT-wide Projects ”

## The main focus and role of the Procurement Department is to provide employees with news and developments from within the company.

The emphasis will be to ensure that all policies and procedures are in place which will ensure symmetry across the spectrum of the KCT projects.

The procurement department will continue to ensure that new supply streams are targeted which will provide the best quality delivery and price to KCT wide Projects.

The department will engage in selecting suppliers through pre-qualification and will over the coming months make available the option for potential consultants contractors and suppliers to pre qualify by completing the PQ document on line.

KCT procurement will inform employees of relevant significant movements with future suppliers by way of PSA (Preferred Supplier Agreements) and points of interest in future articles. As the department expands we will publish details of new starters which will enable you to welcome them to KCT and provide an understanding of their project location.

## Negotiation

Negotiation is a dialogue between two or more people or parties, intended to reach an understanding, resolve point of difference, or gain advantage in outcome of dialogue, to produce an agreement upon courses of action, to bargain for individual or collective advantage, to craft outcomes to satisfy various interests of two people/parties involved in negotiation process.

Negotiation is a process where each party involved in negotiating tries to gain an advantage for themselves by the end of the process.

The best negotiation tactics come from understanding the negotiation process and knowing how other people use negotiation strategies. This allows the person negotiating to watch out for tricks another person might use to convince him that he's wrong.

Negotiations about working a problem out so that both parties are happy, but it's still best to know tricks that others use to get their own way. Certain people are less willing to negotiate than others.

Before negotiation, the person should prepare himself. He should make a list of the items he wants to discuss and what he wants done about them. He should know all the facts about not only what he's discussing but about counterarguments other people might make. In business, knowing facts and statistics to back up a certain point goes a long way in a negotiation. He should understand the different viewpoints and why others are arguing against him.





# SHEQ Department

**Most people are asking “What is SHEQ?” SHEQ stands for Safety, Health, Environmental and Quality. The Department is there to provide a service to Head Office and the projects to ensure that we achieve our company objectives.**

It is not only about the development of systems as described in the article on Integrated Management System opposite. We will be investing heavily in the training of SHEQ personnel so that they are more able to deal with the demands of a construction site. Also included in the training plan is a focus on safety training for Project Managers and Construction Managers so that they are more able to understand the importance of safety. It may be worth mentioning at this point that project management staff are at risk if there is a serious accident on site. Prison sentences have been handed down to those that are negligent with respect to Health and Safety. The training is KCT’s way to try and protect you by giving you the knowledge necessary to manage a site safely.

We will be developing a comprehensive training plan that will be rolled out soon and which will meet the needs of modern day construction professionals.

You will also see changes in the way that KCT conducts itself in Qatar. We have ideas for raising our profile in community engagement and there will hopefully be activities arranged that will not only benefit the community as a whole, but also



*Trevor Cardigan  
SHEQ Director*

add some interest and enjoyment to the lives of our own employees.

On a personal note, I want the reputation of KCT to grow in Qatar so that we become the construction company of choice. We can only achieve this through the commitment, hard work and dedication of everyone. We all have an important part to play but we can achieve all our goals if we believe in our own capabilities.

## Integrated Management System

We are currently updating and developing our systems to ensure that we have the tools to enable us to carry out our activities more safely, at the required quality level and without impacting the environment. The way that this can be achieved is through the development of policies and procedures that describe how activities should be carried out. It isn't only about more paperwork though! The development of the system will be only the first step in a long journey towards where we want to be and the only way we can get there is to involve everyone in making the documentation better, more streamlined and more user friendly. Once the system documentation is developed we will then start the implementation phase which will involve a lot of training to ensure everyone understands the requirements. The next phase will involve getting feedback from implementing the system and making improvements and changes to enable us to be even better.



An integrated management system is a management system that integrates all of an organization's systems and processes in to one complete framework. This cuts down some of the duplication that exists in many management systems and allows improvement to take place more freely.

The Integrated Management System will include a number of standard templates and forms and before you all utter moans of despair, these will all be contained on our new website where you will be able to download the templates and look at examples to help you along the way. Also included on the website will be training information, bulletins and other essential information to allow you to put the required documentation in place faster, more efficiently and in a consistent format.

# Accounting & Finance

“ The company is one of the largest and a leader among construction companies in Qatar and we all work to make it number one in this field. ”

*Khalid Musharbash - Senior Finance Director*

**The department is working to further enhance the company's vision in financial management where service and satisfaction comes first while maintaining adequate and necessary controls through working hand in hand with other departments towards achieving the departmental and eventually the company's goals & targets.**

The company is one of the largest and a leader among construction companies in Qatar and we all work to make it number one in this field.

The company is building an unmatched reputation in quality and service and the Accounting & Finance Department is working to build an unmatched reputation for the company's financial professionalism. This can only be achieved through the cooperation and team work between all projects and departments within the company.



## PAYMENT TERMS

Payment terms refer one of the financial condition of a purchase & sale agreement.

Payment terms affect both buyer and seller's Cash flow where the buyer aims to postpone settlement of its cost of purchase while the seller aims to speed up collection of value of goods sold. They both reach to an acceptable average which is favorably set between 90 & 120 days.



# Planning Department

**They say that, he who fails to plan, plans to fail. Planning is becoming more crucial in today's world especially with complex mega projects like the ones executed by KCT. The planning department objective is to plan, monitor and control projects in an efficient way which is fundamental in order to avoid failure and dissatisfaction.**

In project management, effective planning is absolutely required if the project team wishes to deliver a finished project on time and on budget. Today, we have planning engineers is the majority of KCT projects whom are assisting the Project Managers in managing the job.

The role of KCT planning engineers include but not limited to preparation of an integrated well coordinated schedule incorporating design, preliminaries,, procurement, mobilization, construction, handing over activities, submitting weekly and monthly progress reports, forecasting manpower requirements, preparing a machinery schedules and alerting the project stakeholders for any issues and concerns.

The planning department will play a vital role in coordinating between KCT, consultants, subcontractors and suppliers to ensure projects delivery as per the schedule.

In the last few months, KCT planning departments has succeeded in achieving noteworthy milestones in its roadmap. These include recruitment of site based planning engineers for more than 90% of KCT projects, preparation of working and contractual schedules for more than 90% of KCT projects. Our mission now, is to launch the planning procedures manual and standardize project planning practices across KCT in terms of forms, deliverables and layouts. We have been working on this in the last two months and I am sure that most project managers are feeling the influence of the planners on their projects.



*Samir Sakka  
Planning Manager*

## WHAT'S THE CRITICAL PATH?



Critical Path Method was developed in the 1950s by the US navy to know the logical dependencies between terminal elements. The Critical Path Method or Critical Path Analysis, is a mathematically based algorithm for scheduling a set of project activities. It is an important tool for effective project management commonly used with all forms of projects such as construction, software development, research projects, product development and plant maintenance, among others any project with interdependent activities can apply this method of scheduling. The essential technique for using CPM is to construct a model of the project that includes the following:

- A list of all activities required to complete the project (also known as Work Breakdown Structure)
- The time (duration) that each activity will take to completion
- The dependencies between the activities.

CPM calculates:

- The longest path of planned activities to the end of the project
- The earliest and latest that each activity can start and finish without making the project longer
- Determines "critical" activities (on the longest path)

Prioritize activities for the effective management and to shorten the planned critical path of a project by:

- Pruning critical path activities
- "Fast tracking" (performing more activities in parallel)
- "Crashing the critical path" (shortening the durations of critical path activities by adding resources)

# KCT Trivia

## TRIVIA OF THE MONTH:

### About company history

Did you know that Al-Khayyat Contracting and Trading Company was founded in Syria on 1983 and is successfully operating for over 27 years. Established by Mr. Mohamad Raslan Al Khayyat, KCT was later on managed by his sons namely Mr. Moutaz, Mr. Ramez and Mr. Mohamad. In March 2011 KCT was invited to participate to prestigious projects in design and construction here on Qatar because of its excellent track record and good quality of service. With hard work and dedication the company has reach its highest peak and is now recognized in Middle East Region. KCT had played major role in Construction industry in terms of High Rise Developments, Public Parking Lots, Prestigious Palaces, Commercial and Industrial Projects, Stadiums, Off-Shore Construction, Resorts, Entertainment Facilities and luxury Villas, etc. and is now providing job for almost 2,000 employees and still growing in numbers.



## Jobs & Careers



- ENVIRONMENTAL ENGINEER**, BS graduate with minimum 3 years GCC experience
- QUANTITY SURVEYOR**, Must have background in candy software
- QA/QC MANAGER**, 10 years GCC experience
- MEP MANAGER**, 10 years GCC experience
- ARCHITECTURAL MANAGER**, 10 years GCC experience
- CONSTRUCTION MANAGER**, Must have a 10 years GCC experience

For more info please send your CV to [recruitment@khayyat-qa.com](mailto:recruitment@khayyat-qa.com)

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For any comments & suggestions about the newsletter, please contact KCT IT Department Or send an email at [newsletter@khayyat-qa.com](mailto:newsletter@khayyat-qa.com)

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