



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

HR Law in the Gulf

An introduction to navigating HR law in the Gulf

Develop a practical approach to recognising employment law questions across Gulf operations. Learn to establish jurisdiction and worker scope, check current official sources, record uncertainty and prepare a focused referral for appropriately qualified local advice.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

An HR answer can change when the employing entity, work location or applicable legal regime changes. A familiar policy or old online summary may therefore be an unreliable starting point. This workshop practises identifying the facts and sources needed before giving an answer, using fictional questions from a regional employer.

The day develops a disciplined first response to employment law questions in Gulf operations. Participants practise clarifying jurisdiction and worker scope, checking source status and preparing a concise referral so an appropriately qualified local adviser can assess the matter with relevant facts.

WHO IS IT FOR?

HR practitioners, operations managers and business partners supporting Gulf-based employees or regional businesses who need to recognise legal questions and route them appropriately. No legal qualification is assumed.

BY THE END OF THE DAY, PARTICIPANTS CAN:**01 Establish relevant facts**

Identify the employing entity, work location, worker category and timing needed to frame a fictional employment question for review.

02 Recognise scope questions

Explain why country, entity, legal regime and worker coverage must be checked before assuming a rule applies to everyone.

03 Check source status

Distinguish official legislation and regulator guidance from commentary, and record currency, amendments and language questions requiring further verification.

04 Separate rules and policy

Recognise when an internal policy, contractual term and legal requirement may need separate examination by an appropriately qualified adviser.

05 Prepare a focused referral

Organise a factual chronology, relevant documents, specific questions and possible urgency without offering an unsupported conclusion about legal rights.

06 Give a careful response

Draft a clear holding response that explains the next step, protects information and avoids promising an outcome or unverified entitlement.

A useful first application

This introductory day teaches issue recognition, source checking and referral, not country-by-country legal advice. Participants do not determine entitlements or case outcomes; live matters require current, appropriately qualified local review.

THE FRAMEWORK / WORKSHOP FOCUS

Employment Question Review: workshop working model

This workshop working model uses six learning steps: Clarify, Locate, Verify, Separate, Refer and Record. It helps participants prepare an employment question for competent local review without inventing a universal Gulf rule.

A PRACTICAL LEARNING AID FOR THIS TASTER

01 Clarify the facts

Which entity employs the person, and what exactly has happened?

02 Locate the jurisdiction

Which country, location, regime and worker coverage need checking here?

03 Verify the sources

Is this official material current, applicable and complete for our question?

04 Separate the issues

Which points concern law, contract, policy, facts or disputed interpretation?

05 Refer with purpose

What precise questions require a suitably qualified local specialist's review?

06 Record the next step

How will we record advice, responsibilities and an appropriate follow-up?

The six stages are a practical learning aid, not a legal framework or compliance certification. Applicable requirements depend on jurisdiction, employing entity, worker scope and current sources; a qualified local adviser must resolve case-specific interpretation.



LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Build the fact pattern

Groups receive incomplete fictional enquiry cards and request missing details about employing entity, location, worker status and dates before deciding which jurisdiction questions need local verification.

02 Inspect the source trail

Teams compare an official authority page, an older extract and a fictional commentary summary, then record source type, date, scope and the questions still requiring verification.

03 Prepare the adviser brief

Participants arrange a fictional document bundle into a short chronology, distinguish fact from assertion and draft specific questions for a qualified local employment adviser to consider.

04 Rehearse the holding response

Pairs practise acknowledging an employment query without asserting unverified rights, explain the referral and next update, then check whether the wording protects information and avoids premature promises.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

A regional business shares one HR policy across offices in Qatar and the UAE. A manager requests an immediate answer about a contract change using an old online summary. The employee works at a different location from the employing entity, and the file does not establish the applicable regime.

Identify missing jurisdiction and worker-scope facts, assess the source trail and prepare a focused referral. Draft a holding response that explains the next step without deciding the employee's entitlement.

THE FACILITATOR WILL

Invite different perspectives.

Make assumptions visible.

Welcome constructive debate.

Capture practical learning.



SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Recognising a legal question Explore common HR enquiries and distinguish an operational response from a question needing current legal sources or qualified local interpretation.
09:20-10:15	Establishing jurisdiction and scope Examine employing entities, work locations, legal regimes and worker categories through fictional cases, recording assumptions that must be verified before advice.
10:15-10:30	Break
10:30-11:30	Checking an official source Inspect source authority, currency, amendments and coverage, and record where translation, missing provisions or conflicting material require further local legal review.
11:30-12:30	Separating law, contract and policy Sort fictional statements into source types, distinguish established facts from assertions and identify questions that internal policy alone cannot settle responsibly.
12:30-13:30	Lunch
13:30-14:30	Preparing the referral brief Build a factual chronology and document list, draft precise questions for local counsel and identify any possible urgency requiring prompt qualified attention.
14:30-14:45	Break
14:45-15:30	Communicating while advice is pending Rehearse a respectful holding response, state responsibilities and next update, and avoid unsupported commitments about rights, timescales or the likely legal outcome.
15:30-16:10	Reviewing the case file Exchange referral briefs and check whether jurisdiction, employing entity, worker scope, source gaps and relevant documents are sufficiently clear for specialist review.
16:10-16:30	Improving the first response Choose one improvement to local source checking or referral arrangements and identify the qualified colleagues needed to agree it after the workshop.

Move from an incomplete regional employment query to verified questions, a clear referral and a careful next response.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 Jurisdiction fact checklist

A learning checklist covering employing entity, work location, worker category, relevant dates and possible legal regime, with space to record facts still requiring verification.

Establish the context before relying on a familiar employment rule.

02 Official source review sheet

An exercise record of source authority, publication status, applicability and outstanding amendment or translation questions, distinguishing verified information from points requiring competent local checking.

Record why a source can or cannot support a proposed answer.

03 Issue separation worksheet

A worked sorting sheet distinguishing factual evidence, legal questions, contract terms and organisational policy, including disputed assertions that should remain clearly labelled pending appropriate review.

Help colleagues see what a policy document alone cannot establish.

04 Local adviser brief

A fictional referral draft containing a concise chronology, relevant documents, specific questions and possible urgency, without suggesting an unverified entitlement or predetermined outcome for the case.

Prepare a focused employment enquiry for a qualified local adviser.

05 Holding response example

A practised response acknowledging the concern, identifying the referral owner and next update, while protecting information and avoiding unsupported commitments about rights or legal outcomes.

Explain the next step clearly while a specialist considers the matter.

06 Referral improvement plan

An initial plan for confirming local advice contacts, approved source routes and responsibility for maintaining referral arrangements, with a limited action to discuss after the day.

Strengthen the route from everyday HR enquiries to qualified review.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Use the checklist to improve the preparation of one routine employment enquiry with the relevant local HR and legal colleagues. Confirm approved sources and referral ownership; substantive interpretation and any action on a live matter remain subject to qualified review.

YOUR FIRST 30 DAYS

01

Days 1-7

Confirm local advice routes

Review the learning with local HR and legal colleagues. Confirm employing entities and approved referral contacts relevant to your role, including who should assess urgent or disputed employment matters.

02

Days 8-21

Review a source process

Examine how the team currently checks official sources and records currency, applicability and uncertainty. Ask qualified local colleagues to identify gaps and agree how changes or unresolved questions are handled.

03

Days 22-30

Improve one referral

Agree a modest improvement to the information collected before seeking advice. Test the referral format on a fictional or appropriately authorised matter and obtain feedback from the receiving qualified adviser.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

Agree the in-house date, relevant operating countries and participant roles with the client. Use fictional employment questions and approved public sources; local counsel should review any jurisdiction-specific teaching additions. Participants should not bring identifiable live case files.

PLAN YOUR IN-HOUSE WORKSHOP

Talk to Dr Phillip Welsh

drphillip@hr.delivery

+974 7226 1481

Discuss your workshop



www.hr.delivery