



الجامعة الأمريكية في الإمارات
AMERICAN UNIVERSITY IN THE EMIRATES



Staff Handbook

2017 - 2018



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1. Introduction

The University Staff Handbook details all discussed and approved policies and procedures by the Administrative Council. It provides guidance to staff members regarding staff contract, employment, staff appointment, compensation, benefits, leave types, professional development, grievance and other procedures. The University staff handbook is a parallel reference for policies and procedures related to all staff members during their employment.

1.1 University Vision

AUE is dedicated to be one of the leading higher educational institutions, providing an integrated pathway for students to become creative, effective, and productive members of the community

1.2 Mission Statement

AUE is committed to offer quality, multidisciplinary, research and career oriented academic degree programs that prepare students for successful employment and continuing higher education.

1.3 University Goals

Goal 1: Offer quality career-oriented academic programs to meet market demands.

Goal 2: Provide holistic education and prepare students for pursuing their higher education to further their knowledge and skills

Goal 3: Establish and enhance interrelationships among the University, businesses, and communities

Goal 4: Develop knowledge base on the applied and basic research in respective fields of study.

1.4 Core Values

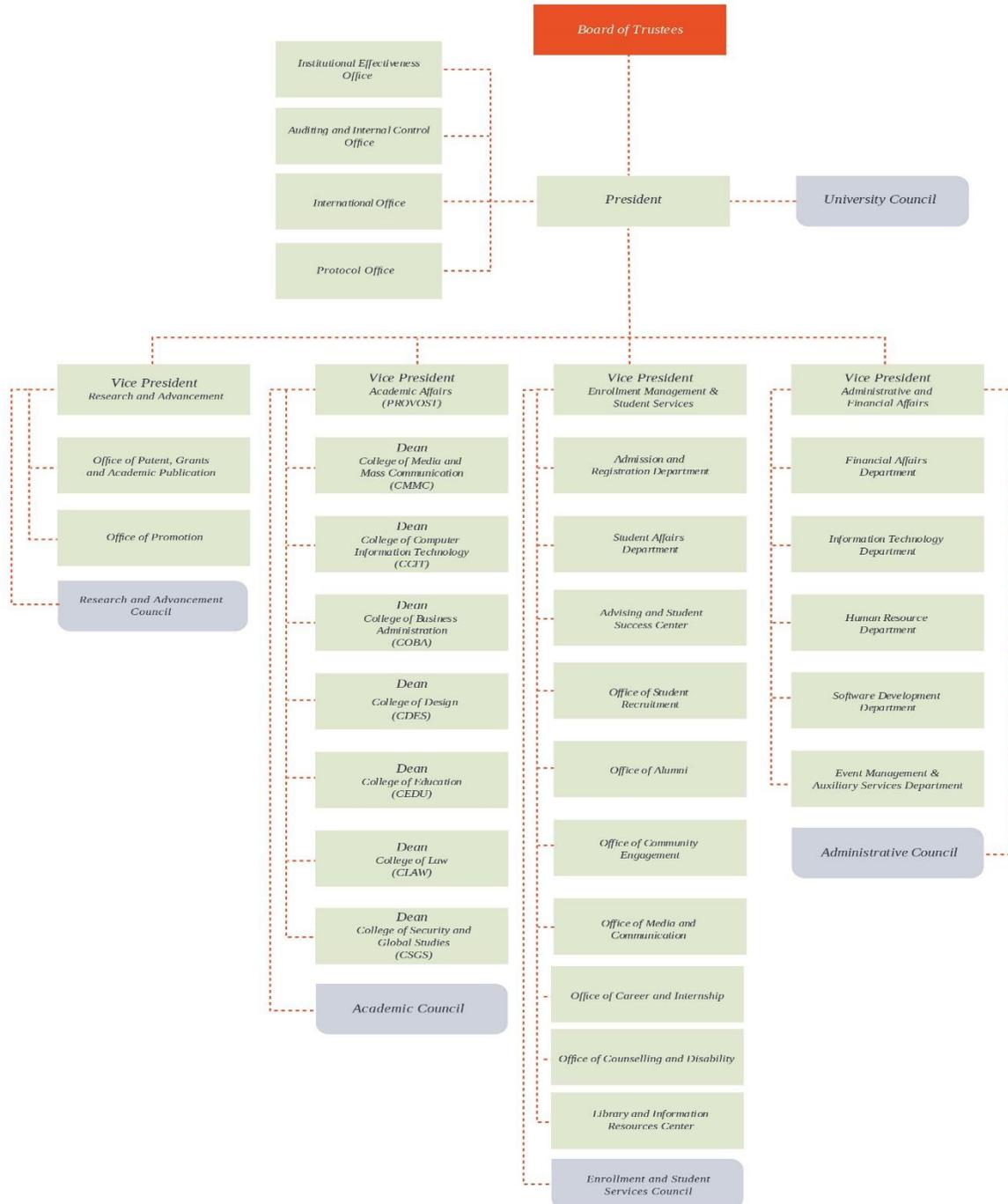
AUE encourages all members of the University community to not only know and appreciate but also live its core values, on a daily basis. These values are intended to enrich the teaching and learning environment provided to our students, in such a way as to help students probe their own cultural perceptions, understand the modal assumptions of other cultures, and develop their critical thinking competencies as well as their creativity.

This approach supports the inquiry-based approach to learning and enables students to take full advantage of University life. In this way, AUE graduates are more likely to become well-rounded, responsible citizens and leaders. The core values of the American University in the Emirates may be articulated as follows:

- » Respect and Dignity for all.
- » Openness, Trust and Integrity.
- » Innovation and Creativity.
- » Teamwork and Partnership for Common Goals
- » Persistence and Entrepreneurialism.
- » Stewardship and Economic Viability.
- » Equal Opportunities and Recognition.
- » Improved Quality of Life.
- » Safety and Environmental Responsibility.



1.5 Organization Chart





2. Administrative Staff

2.1 Professional Administrative Staff

As a higher education institution, the University relies on the professional administrative staff to perform all the support functions and services to academia includes Human Resources, Financial Affairs, Information Technology, Software Development, Events Management & Auxiliary Services Department, Institutional Effectiveness, Library and Learning Resources Center, Admission and Registration, Student Affairs, Student Enrollment, Media and Publications, Alumni Services, and Career Services.

All the administrative Vice Presidents, Administrative units' officers, Managers and Directors are categorized as Professional Administrative Staff.

2.2 Support Administrative Staff

All college coordinators, academic office secretaries who reports to academic staff are categorized as Support Administrative Staff.

2.3 Joint Appointed

Based on demand, a qualified professional administrative staff could be assigned for limited a teaching load that can reach up to six-credit hours per semester.

2.4 Academic Administrative

A faculty member might be assigned academic and/or administrative duties and will be considered as Academic Administrators. All Academic Administrators shall be responsible for the fulfillment of their academic responsibilities based upon assigned position and related job responsibilities. Such positions are assigned considering the qualifications, experience and competencies required for each role.

2.5 Staff Appointment

2.5.1 Full-time

Full time administrative staff are employed using a full time administrative contract and following the regular workweek policy.

2.5.2 Part-time

Part-time Administrative staff are employed using a part time administrative contract and may not follow the regular workweek policy according to the specific department requirements.



3. Staff Employment

This section confirms the contracts information, working hours, absenteeism and tardiness, monthly schedules preparation and submission, and overtime University staff members.

Adherence to this policy is major and fundamental to ensure the UAE Labor Federal Law number 8 of the year 1980 legal compliance and the efficacious operation of the University.

3.1 Probationary Period

The probation period for all staff is limited to 180 days counted from the official joining date as a Full-Time employee.

3.2 Length of Contracts

The University follows and implements the unlimited employment contract; where is an employment agreement which does not have an expiration date. Moreover, it is more flexible and used for a long-term employment and provides staff with a high level of employment security and stability.

3.3 Contract Renewal

Unlimited employment contract does not require a periodical renewal as it is automatically renewed if either party has not been informed officially (in writing) about the termination of contract providing the required notice period.

3.4 Work Week

The University operates seven (7) days a week, and thirteen (13) hours per day (8:00 AM to 9:00 PM). The weekly closure system is not applied by the University. Full time staff members work 40 hours per week consisting of eight (8) hours per day for five (5) days per week.

The standard compulsory working hours are 8 hours and the announcement of the starting and ending daily time is announced by the department level Manager or Director, Vice President for Administrative and Financial Affairs, Vice President for Enrollment Management and the College Dean, Sunday through Saturday, excluding one hour for lunch break each day and ensuring availing two days off.

Further part-time staff members working hours are built on a schedule determined by the direct supervisor and employee to meet the needs of the department and/or college.

3.5 Attendance Policy

Attendance is principal factor in evaluating employee's performance. Employees are expected to adhere to their workplace schedule designated by the department. Excessive absenteeism and tardiness causes some disruption in the operation of any department. The work would be interrupted and cause an additional burden to the co-workers in placed. This may lead to inefficiency and unproductivity of an employee.

However, there are absenteeism and tardiness that cannot be avoided. It is expected to properly notify the supervisor in advance if the employee is unable to report to his/her duty on time. The Head of the Department has the discretion to evaluate each circumstance and determine whether or not to count the incident as occurrence. University records the attendance using either fingerprint or facial recognition system.

3.5.1 Definitions

- » Absent – When the staff fails to report to work without notifying the immediate supervisor and prior approval.



- » Tardy – When the staff member fails to report on time or leaves work prior to end of his/her designated work schedule without supervisor's prior approval, also frequent breaks or obvious break extensions.
- » Missing Checking in or Out: Staff member might be at duty but missed to check in or out; such incidents should be reported to the Human Resources Department to document the check in or out.

3.5.2 Notification Procedure:

- » The employee must request/notify in advance his/her immediate supervisor if he/she will be late for work or will not be at work.
- » Prior approval must be secured before changing any schedule if the employee wish to arrive early or leave early from the assigned department schedule.
- » If the employee wish to leave early from work, a short leave form must be filled up and must be approved by the Supervisor or the department-in-charge in the absence of the supervisor.
- » If the employee is not able to report to work due to assignment outside the Campus or will be away due to attending official Meeting/Conference/Training/Business Trip, the employee should fill in the Itinerary Form, and should be submitted to HRD/Payroll Division to note down the non-attendance of their staff.
- » The employee must check his/her attendance on a daily basis and report to HRD/Payroll Division if there's any issue in the attendance record such, within the period of 48 hours.

- » During Sick Leave, the employee must notify his/her supervisor and must apply immediately for sick leave upon resumption to duty.

Failure to adhere the above notification procedure will lead to a disciplinary action depending on the number of occurrences.

3.6 Nepotism

The University accepts referral from employees including recommendations of relatives. In the event of employment of a relative of an existing employee, the University takes the necessary measures to ensure that there is no conflict of interest.

3.7 Reduction in Force

While job security is important to everyone, it is sometimes necessary for the AUE to lay off staff members for lack of work, loss of funds, reorganization, outsourcing the service, or other similar reasons. If this occurs, every effort will be made to find staff members another job.

The reduction-in-force policy requires the University to give staff members at least 30 calendar days' notice in writing.

3.8 Employment Records

The Human Resources Department maintains an official personnel file for each staff member. Employee personnel files are kept in hard and soft copies, with an external back up. These files are confidential, and accessible only upon receipt of a written request, approved by the Vice President for Administrative and Financial Affairs and/or Human Resources Department.



3.9 Legal Policy

The University handles its legal affairs through its outsourced attorney entity. The authorized attorney office provides advice on labor and employment, intellectual property, contracts and any other legal matters. The authorized attorney office can represent the University in official entities. Further, The University makes all efforts to resolve any employment dispute with its faculty and professional staff. In case it is not resolved, the case is escalated to official authorities, hence, the authorized attorney office represents the University and handles the legal procedures.



4. Compensation and Benefits

4.1 Full Time Staff

The University determines staff member salary ranges and conditions of employment at the University. As a part of employment, the Human Resources Department ensures that the staff member's pay is transferred to his/her account at the bank of his/her choice.

4.2 Part time Staff

A Part Time staff member shall receive payment for his or her contracted assignment, on an hourly basis, at levels that will depend upon contractual agreement. Detailed payment schedules will be made available through the University's Human Resources Department.

4.3 Increment and Reward

The increment and reward system in the University aims to enhance staff members' performance and recognition. Hence, funds are granted based on merit and significant accomplishments in service and contribution to the University and community.

4.4 Pursue Advanced Degrees

Staff members who have served the University for two years are eligible for tuition fees scholarship if they wish to pursue their education in any academic program at the University, with the following conditions:

1. Official form should be filled and submitted to the HRD by the Employee approved by the unit head and the concerned Vice President.
2. Performance evaluation and a good record in the employee file.
3. Staff members are subject to standard Admission criteria of the selected program.
4. Staff member should obtain the approval of the desired degree "as stated in the HRD form".

5. On approval and completion of the courses/degrees the employee must sign an undertaking letter to maintain a University notice period as follows:

- a. For Bachelor Degree: staff member expected to commit serving the University for four years of service after degree completion.
- b. For Master Degree: staff member expected to commit serving the University for three years of service after degree completion.

4.5 Overtime

Overtime should be avoided except in farthest or special conditions and then should be approved in advance and kept to a minimum, the University provides its staff with two (2) days off per week. These two days are chosen by the staff direct supervisor based on the work requirement, they could be any two days from Saturday, Sunday, Monday, Tuesday, Wednesday, Thursday and Friday. The overtime provision is not applicable to senior positions (*Article 72 from the UAE Labor Law No. (8) Of 1980*); including Acting/Interim Managers, Managers, Acting/Interim Directors, Directors, Acting/Interim Vice Presidents, Vice Presidents and any other administrative supervisory roles.

Furthermore, the time travelling to and from work, and the time used for resting and food break is not included in computing over time. It is important to note that request of overtime cannot exceed two hours of work per day. The University calculates the overtime as per the UAE Labor Law.



4.6 Off Day Compensation

As another form of overtime, the staff member can be granted with a day off as a compensation for working in the scheduled day off, with a prior request from the supervisor.

The Human Resources Department recognizes that there is a specific list of circumstances when a staff is required to work during one or both of his/her off days mentioned by supervisor in the schedule fixed at each administrative department Notice Board, and submitted to the Human Resources Department by heads of administrative departments each month.

Exclusion

The University abides by *Article 72 from the UAE Labor Law No. (8) Of 1980, pertaining working hours and Leaves*, the off-day compensation does not apply to staff holding responsible senior posts in the management or supervision such as but not limited to:

- » Acting, Interim Vice Presidents and Vice Presidents
- » Acting Interim Directors and Directors
- » Acting/Interim Manager and Managers

4.7 Benefits:

4.7.1 Housing

The housing allowance is one of the main salary breakdown components for all staff members; details can be found in their employment contract and both hard and electronic files.

4.7.2 Travel expenses

Staff members are eligible to receive a return air travel ticket for himself/herself only, upon completion of each one year of continuous employment, in Economy Class from UAE to the Capital of Country of Origin based on the passport utilized for visa stamping, subject to presence in the UAE.

Managers and Directors staff are eligible to receive a return air travel tickets for himself/herself, and 50% of the best available air travel fare for spouse and up to two children residing in the UAE (18 years and below) upon completion of each one year of continuous employment, in Economy Class from UAE to the Capital of Country of Origin based on the passport utilized for visa stamping, subject to presence in the UAE.

Administrative Vice Presidents are eligible to receive return air travel tickets for himself/herself, spouse and up to two children residing in the UAE (18 years and below) upon completion of each one year of continuous employment, in Business Class from UAE to the Capital of Country of Origin based on the passport utilized for visa stamping, subject to presence in the UAE.

Limitations

- » Where a spouse is working elsewhere within the UAE, a non-duplication form duly filled and signed by the spouse's employer covering travel benefits is to be provided to the HRD.
- » All Administrative employees are eligible to receive a cash in lieu of return air travel tickets, based on IATA yearly updated rate.

4.7.3 Repatriation

At the end of employment, Administrative Vice Presidents are eligible to receive one way air travel tickets to the Capital of the Country of Origin for himself/herself, spouse and up to two children residing in the UAE (18 years and below), in business class based on the passport utilized for visa stamping, subject to presence in the UAE and completion of required clearance documents. While Managers and Directors are



eligible to receive one way air travel ticket to the capital of the country of origin for himself/herself, and 50% of the best available air travel fare for the spouse and up to two (2) children residing in the UAE (18 years and below), in economy class from UAE to the Capital of country of Origin based on the passport utilized for visa stamping, subject to presence in the UAE and completion of required clearance documents. For other staff members, they are entitled to receive one-way air travel ticket to the capital of the country of origin for self only on economy class and based on the passport utilized for visa stamping, subject to presence in the UAE and completion of required clearance documents.

Limitations

- » This policy is not applicable for administrative employees whom their employment is discontinued based on Article 120 from the UAE Labor Federal Law number 8 of 1980.
- » This policy is not applicable to staff members who have ended their employment through resignation and intends to join or joined another employer upon end of employment relation, as the latter shall bear the cost of the ex-employee repatriation at the end of his service.

4.7.4 Health Insurance

Medical insurance and health plan are provided to all sponsored AUE employees within the UAE. University Professional administrative employees are eligible for the above mentioned Medical insurance and health plan for self only, Administrative Vice Presidents, Administrative manager and directors are eligible for the above mentioned Medical insurance and health plan for self, spouse and up to two children residing in the

UAE (18 years and below) and under the employee sponsorship.

Limitation

- » The employee may at his/her own expense add additional medical coverage such as global coverage.
- » The health insurance of the other family members of the employee to be prepared after the completion of the residency visa formalities.
- » Where the employee medical insurance company imposes an extra policy premium, in cases where the employee has exceeded 65 years of age or any other reason, the latter shall pay the difference.
- » Where the University medical insurance company imposes an extra policy premium, in cases where the employee has its spouse or any children with special need or suffering from critical disease or any other specific reason, the latter shall pay the difference.
- » The Medical insurance policy table of benefits, Medical insurance company policy provider and TPA can be changed at any time during the policy or at the expiry date of the policy.
- » Where a spouse is working elsewhere within the UAE, a non-duplication form duly filled and signed by the spouse's employer covering Health Insurance benefits is to be provided to the HRD.

4.7.5 Education

Administrative Vice Presidents, Administrative manager and directors are eligible for an educational allowance to two children residing in the UAE as stipulated in their contracts, subject to;

1. Children under employee sponsorship.
2. From (KG1) to (G12) but not exceeding 18 years old



3. Home teaching of dependents shall not be a part of this contribution.
4. Registration and fees payment valid invoices submission to HRD.
5. Where a spouse is working elsewhere within the UAE, a non-duplication form duly filled and signed by the spouse's employer covering education allowance benefits is to be provided to the HRD.

4.8 Death / Disability Indemnification

The University abides by the UAE Labor Law, chapter Indemnity for "Labor Accidents and Occupational Diseases" and "Terms and Provisions Governing the Distribution of the Death Compensation among the Family Members of the Deceased Employee".



5. Leave of Absence

All dates and periods set in this policy are interpreted based on the Gregorian calendar where a calendar year is 365 days and month is 30 days.

1. Annual Leave

The direct supervisor is responsible for planning the staff members leaves and ensure that no group of staff responsible for the same function have their annual leaves in the same time; the direct supervisor should ensure the availability of the provided services at any time. Further when necessary, the leave can be divided into two parts to avoid any discontinuation of unit functions.

Once the staff member has an approved leave; a proper handover of assignments, communication and follow up is discussed, also the staff member informs and disseminates that he/she will be on leave and an identified substitute would carry on the regular assignments.

The Vice President of Administrative and Financial Affairs (VPAFA), review and ensure that supervisor decision for leaves was properly planned. Especially when the supervisor is recently appointed, or on an interim or an acting position. Staff member submits an online request for leave at least 30 days before the anticipated beginning of the leave.

The leave must be verified by the Human Resources Department for number of days; available balance of leave, and ensure proper approval by both direct supervisor and The Vice President of Administrative and Financial Affairs (VPAFA).

Extensions of leave with pay for administrative employees is not possible under any circumstances.

For every year of service, all University full time staff members are entitled to an annual leave as the below:

- » Not eligible if the employment is equal or less than 180 days.
- » Two days leave for every month if the number of days of service is equal to 181 days up to 364 days.
- » 30 days annually if the service is equal or exceeds 365 days.
- » At the end of the service the staff member is entitled to an annual leave for the fraction of the last year he/she spent in service.

The calculation of number of days of service does not include any type of unpaid days or the days where the staff member was suspended from work without pay.

If the staff member fails to return from annual leave, he/she will be considered to have abandoned the position and is subject to discontinuation of employment.

In case the staff member has failed to serve the agreed notice period to the University based on a resignation or has reduced the notice period or paid the indemnity of "Compensation in lieu of notice", the related number of days of unserved notice (paid or unpaid) will not be taken into consideration in the calculation of annual leave for the fraction of the last year he/she spent in service.

During a leave with pay, staff members' positions may not be filled except on a temporary basis.

2. Sick Leave

Staff members are entitled to paid medical leave due to illness. Staff members must keep a tracking report of any sick leave, which must be signed by the supervisor and submitted to the HRD. A tracking report is a file comprising all documents testifying that the staff members' allegations about his/her health situation are



true. The tracking report must include an official document from a medical center or medically certified doctor. The staff members are entitled to fifteen (15) days compensation for sick leave with full pay per year.

During probationary period staff members are not entitled for any paid sick leave.

3. Maternity Leave

All University full time female legally married staff member should inform their direct supervisor and the Human Resources Department Manager in writing immediately about their pregnancy in order for them to plan the Maternity Leave and the necessary replacement. Eligible staff members are entitled to maternity leave as follows:

Service of 365 days

If the continuous period of service at AUE is equal or exceeds 365 days; full time female legally married staff members are eligible to maternity leave with full pay for a period of forty-five days (45 Days) including the time before and after delivery.

Service more than 181 days

If the continuous period of service at AUE is equal or more than 181 days or equal or less than 364 days; full time female legally married staff members are eligible to maternity leave with half pay for a period of forty-five days (45 Days) including the time before and after delivery.

Maternity leave Expiry

Full time female legally married staff members, on the expiry of the maternity leave, may discontinue to work without pay for a maximum period of one hundred (100) consecutive or intermittent days if such

absence is due to illness which doesn't enable her to resume work.

Such evidence shall be evidenced by a medical certificate issued by a medical authority attested by the competent health authority or endorsed

by such authorities to the effect that the illness resulted from pregnancy or delivery.

This evidence should be submitted to the Human Resources Department Manager within a maximum of two (2) days after the expiry of the maternity leave.

If the staff member fails to return from Maternity leave, she will be considered to have abandoned the position and is subject to discontinuation of employment. Leaves provided above shall not compute as part of any other kind of leave.

Nursing break Hour

Full time female legally married staff members are entitled for nursing the child, during the 540 days following the date of delivery, are entitled to two breaks each day for this purpose, neither of which shall exceed half an hour (30 minutes each).

If Full Time Female Legally married administrative employees have joined AUE after delivery and the 540 days following the date of delivery are not over, she is not eligible for the Post Maternity Daily Nursing braked Hour.

4. Pilgrimage (Hajj) Leave

A special leave without pay may be granted for the performance of Pilgrimage (Hajj) to the employee once throughout his service and shall not be counted among other leaves and may not exceed thirty (30) days.

5. Emergency Leave

The University recognizes that there is a specific list of circumstances when a full-time staff member needs to take a necessary emergency



leave. Therefore, emergency leave will be approved only based on special and compelling circumstances. This policy is intended to provide a framework for submitting, considering and approving emergency leave requests.

Length of Emergency Leave: Employees are allowed based on this policy requirement for a maximum of 5 unpaid full days of personal emergency leave every calendar year.

There are a number of reasons for which emergency leave will be considered as loss of pay or deducted from the available annual leave balance and which are covered by this guidance. These are:

- » Serious illness of immediate family members: Serious illness or life-threatening illness or injury of immediate family members that requires full admission in a hospital outside UAE.

- » University defines immediate family members as: parents, spouse, children, brothers and sisters.
- » Urgent matters: Urgent matters should be related to urgent documented cases outside UAE such as cases causing material, property and money misfortune loss equal or above AED 30,000.00.

The decision to consider the availability of the employee where the urgent matter happened to avoid misfortune loss necessary is given only to the direct supervisor and his superiors.

Any other matter will be considered urgent based on the direct supervisor and his superiors' opinion and decision.



6. Evaluation

The University attracts and retains staff members to support achieving its mission through and rewards achievements. The University performs annual evaluation; the 360° evaluation, in effect analyzes staff performance from all perspectives including the self-evaluation, supervisor, and their peers' evaluation. — The 360° evaluation provides accurate, best possible analysis of individuals and their performance within the university.

A detailed document describing the process and timelines of evaluation, please see the *Performance Evaluation Manual for Administrative*.

A staff member receives comprehensive evaluations at the end of year from his/her joining date. The purpose of staff member 'evaluation is to identify the weak points, if any, improve performance on a continuing basis, and identify areas of required progress. Evaluation may also provide a basis for more effective merit allocation, salary increment, reward, and continuation of employment.



7. Promotion and Transfer

University Staff members are encouraged to develop their abilities and seek progression and development openings. AUE is dedicated to career movement of administrative employees and providing promotional chances to competent, skilled and fit employees. It is the policy of AUE to circulate internally any position within an administrative department and to consider existing administrative employees possessing the required qualifications and skills to execute and accomplish the position responsibilities.

7.1 Definitions

Reclassification means a modification in the approved classification of a position within the same budgetary division and does not automatically include an adjustment in salary amount.

Reassignment means a transfer from one position to another or change in responsibilities in the same budgetary division, at the same salary scale and job classification level.

Lateral Transfer means a transfer from one budgetary division to another budgetary division at a similar salary scale and continuing in the same or equal job classification level.

Promotion means a progression comprising a modification of classification for an administrative employee, within or between budgetary divisions, and may or may not implicate a salary rise. A promotion for the administrative employee may result from a reclassification of a position.

Salary Increase means an increase that may result from the assignment of extra responsibilities, a promotion, a reclassification,

an assessment or appraisal of employment performance, or an approved increase.

7.2 Promotion Procedures

Promotions within the same administrative Department:

- » When a position turns out vacant within a specific administrative department at a non-entry level position, then selection can be made from qualified existing administrative employees in lower employment level classification within the department.
- » If staff member within the same department is selected for a vacant position, the Department Manager or Director should send a report and a request recommending the employee for the position to the concerned Vice President following the chain of command and the University structure for approval. The Human Resources Department shall examine the job description and employee credentials, experience and achievements to guarantee that the employee abilities are aligned with the salary scale. Upon recommendation approval, the Department Manager or Director shall process the announcement of promotion through the Human Resources Department Head.
- » If staff member is not selected for the position, an employee request form should be filled and submitted to the concerned Vice President for approval. Upon approval, the position will be advertised with equal consideration provided to both internal and external candidates.



Administrative Employee Application for Internal Transfer Consideration:

- » Any staff member who wishes to be considered for an advertised vacant position is required to submit an official application to the Human Resources Department Head mentioning why does the vacant position

should suit him/her more than current position and attaching his/her updated CV before the deadline specified in the advertisement.

- » The Human Resources Department will decide whether the existing staff member who submitted his/her application meets the credentials and, if so, forward the application to the recruitment and selection committee for consideration.
- » Staff members will be surely given priority and consideration for any advertised vacant position for which they apply and qualify.

7.3 Selection and Transfer

- » Staff members are authorized to apply for transfers into other departments where an appropriate vacant position exists.
- » If a staff member is selected for a vacant advertised position, the hiring department Head in coordination with the Human Resources Department Head should alert and notify the employee's current Manager or Director of the selection decision.
- » Both departments' heads should agree on the official date of transfer.

7.4 Promotion Adjustment

In case of promotion, the Human Resources Department consults the concerned Vice President to determine the appropriate rate of pay according to the available salary scale.

While in case of a lateral transfer within the same job classification, the increase in pay shall not be allowable at the time of transfer.

7.5 Professional Development

Staff members are responsible to foster latest professional techniques, certifications, technology related and leadership development

through attending in-campus and out-campus workshops, seminars and training.

The Human Resources Department offers regular well-tailored organizational and workforce Professional Development opportunities, which includes:

- » Job Specific Development
- » Job Effectiveness Development
- » Leadership Development
- » Career linked Development

7.6 Shared Governance

Administrative Vice Presidents, under the supervision of the University President have a principal accountability to encourage and stimulate cooperative, helpful and caring working atmosphere, and to defend, hearten, and recognize administrative employees in the performance, achievement and accomplishment of their duties related to their job descriptions, expected deliverables, institutional support and professional advance.

The main responsibility of the University administration in governance perspective, is to participate in committees, councils in positive and productive manner with other staff members, faculty members, as they work toward the mutual objective of achieving University mission.

Staff members have a primary responsibility in University governance, through suggestion, formulation and improvement of



recommendations related to policies, procedures, and processes, chiefly those that have or will have a noteworthy influence on them.

In addition, the elected staff member representative can be part of the Administrative and University councils voting member.



8. Code of Professional Ethics

8.1 Code of Conduct

Each staff member is required to perform his/her duties in accordance with the laws, and regulations established by the University. His/her relationship with colleagues, faculty, students, and the internal and external community should be exemplary, while reflecting well upon the values of the University and the United Arab Emirates. He/she should not engage in any activity that may harm the University or its employees. In case of any breach to the Code of Conduct, the staff member may be referred to the University's Disciplinary Committee.

Staff members should enhance support the educational mission of the University and enhance students' learning, each staff member should treat staff, faculty students with respect and fairness.

8.2 Unacceptable Conduct

- » Failure to fulfill work obligations including disregard to the right of access to instruction, and obvious intrusion of material irrelevant to the discipline.
- » Clear disregard for the rules related to assigned duties, common professional expectations, office hours and attendance policy.
- » Discrimination against a staff faculty or student due to his/her political background, race, religion, gender, ethnicity, health status, or any other subjective reason.
- » Taking advantage of his/her position to influence students' perception or morality or cause harm to them for personal reasons.
- » Engaging in or supporting disorder, conflict or coercion.

- » Violation of University confidentiality.
- » Disseminate destructive opinion, or personal criticism to members of the University community; about other staff, faculty member personal matters, or any destructive information that is irrelevant to the learning process that might harm the image of the academic units, the University or other institutions.

8.3 Disciplinary Committee

In case of any breach to the University code of conduct noted, the concerned Vice President Office and/or the concern supervisor notifies the staff member about the breach information.

1. The concerned vice president Office submits the case to the Disciplinary Committee with the issues pertaining to disciplinary issue, within the two (2) working days.
2. All records shall remain confidential and the Disciplinary committee maintains collegiality spirit at all times, until the case is determined; the administrative council may temporarily prevent the staff member from performing his/her duties for a maximum of three months.
3. The decision of the Disciplinary Committee will be communicated to the concerned vice president, who will announce it to the staff member. The final decision will be communicated to the staff member.
4. The disciplinary committee decision, would be either:
 - a. No breach founds
 - b. Written Notice
 - c. Warning Letter
 - d. Written Warning with a one month suspension of annual compensation.



- e. Written Warning with partial or total salary suspension for up to six months.
- f. Contract termination, as per the UAE Labor Law.

In case of breach found, the Disciplinary Committee decision is documented in the staff member record.

- 5. The decision of the Disciplinary Committee shall be communicated to the concerned vice president, who will announce it to the staff member.

8.4 Appeal

Staff member may request to review the decision made by the disciplinary committee; the appeal Committee shall be nominated by the President.

- 1. The appointment of an Appeal Committee within a month after receipt of the disciplinary notification.

- 2. The Appeal Committee shall assemble within two weeks from the date of appeal.
- 3. The basis of the appeal shall review the proper procedures and facts of the prior decision.
- 4. The Appeal Committee shall determine by majority vote whether the claims made are fully justified.
- 5. The decision of the Appeal Committee shall be conveyed to the president within two weeks from processing. The appeal decision shall be communicated to the staff member.
- 6. A resignation will not cause cancellation of disciplinary action.

Any disciplinary action taken by University will not have any bearing on any criminal or civil records.



9. Grievance

The University is committed to provide a workplace where individuals feel free to express themselves and compete for quality with no concerns about obstruction, oppression, or abuse.

Grievance is defined as an objection or disagreement raised by a staff member about an event, circumstance, fact, decision, condition or issue

9.1 Grievance Procedures

Staff members may submit official in writing grievances with regard to any part of their employment at the University, including abiding by and adhering to the terms and conditions of employment, working provisions and measures, working atmosphere, working relations or with regards to disciplinary action taken against them. Staff members can also include official in writing grievances with regards to their end of probation period and annual performance appraisals in the event where a major disagreement occurs with the direct supervisor on the closing evaluation assessment.

9.2 Grievance Phases

Staff members are requested to follow the following phases:

- a. As a first step, a written grievance addressed to the supervisor; the written grievance should be submitted through the official university email to the direct supervisor's official university email.
- b. The direct supervisor is required to take the compulsory and appropriate action with regards to the grievance within seven calendar days from the date of grievance receipt by written reply.

- c. All employees have the privilege to submit the relevant grievance to the next managerial level, following the Institution structure and chain of command, in the event where the direct supervisor disregard it or fails to settle it within 7 calendar days or the complainant has a valid ground for not agreeing with the decision taken by the direct supervisor, or when the grievance itself is made against this direct supervisor.
- d. The next managerial level employee is required to find a solution and provide a resolution for the grievance within seven (7) calendar days from the date of grievance receipt by written reply.
- e. Employees have the prerogative to submit the grievance to the Human Resources Department Head in the event where the next managerial level employee fails to find a solution and provide a resolution within 7 calendar days or the employee has a valid ground for not agreeing with the decision taken by the next managerial level employee, or when the grievance itself is made against the next managerial level employee.
- f. In the event where there is no need to form a grievance committee, the Human Resources Department Head in coordination with the Vice Presidents is required to find a solution and provide a resolution for the submitted grievance within 7 calendar days in coordination with the internal legal affairs department, or the external advocate office, if required.
- g. In the event where forming a grievance committee is required, the Human Resources Department Head should form a



grievance committee in cooperation with the internal legal affairs department, or the external advocate office to tackle each case separately.

The grievance committee shall be formed by a decision of HRD Head after consulting with the concern vice president based on the grievance request source, and chaired by the most senior member, which shall include a number of 2 or 4 members excluding the committee chair,

The 4 members are composed by an HRD team member representative designated by the Human Resources Department Head, and another two members to be appointed by the VPAFA, or the VPAA, or the VPRA, or the VPEM, based on the grievance request source. These members should be well and carefully chosen upon circumstances to avoid any biasing.

The grievance committee is required to settle the grievance within ten (10) calendar days from date of grievance committee establishment.

- a. In the event where the grievance committee fails to provide a resolution to settle the grievance within the above set period or in case that the grievance submitter is not persuaded with the announced final decision, he/she may heighten the grievance to the Institution President's Office.
- b. The President's Office may provide an instant resolution regarding the grievance and close it, or may appoint a second grievance committee to re-investigate it.
- c. The final resolution announcement by the President's Office or the second grievance committee should be within 10 calendar days. However, this resolution is definitive and irrevocable.
- d. Grievances related to the violation of the UAE public order or religious rights should

be transferred to the Institution President Office directly.

9.3 Requirements

Grievances should be sensibly and carefully looked into before submitting them to any of the above listed recipients.

The University doesn't accept pseudo and groundless grievances. In this case, the grievance submitter will be transferred to an investigation committee that will choose an appropriate action against him/her.

Grievances should be dealt with top discretion and confidentiality. Therefore, it should not be discussed with any other party other than the employees engaged in creating, controlling or handling the grievance process.

All chosen Grievance committee members should hold the same employment grades, or academic rank of the employees influenced by the grievance or upper, with the exception of the HRD team member representative designated by the Human Resources Department Head.

It is desirable that the University President's Office appoints a totally dissimilar second grievance committee chaired by the member who hold the highest position from job grade or academic rank perspective, in the event where:

- o The employee grievance submitter holds a Manager or Director level position or above, for professional administrative employees, and Dean or above for faculty members appointed in academic administrator's positions. However, the HRD team member representative designated by the Human Resources Department Head can be always a member in the committee.
- o One of the committee members has a reporting work rapport with the grievance submitter.



Administrative employees and faculty members, including academic administrators, whose employment has been discontinued due to poor job performance in accordance with the direct supervisor or an official evaluation committee decision will not be permitted to invoke the grievance process.

9.4 Appeal

Staff member may request to review the decision made by the grievance committee; the appeal Committee shall be nominated by the Administrative Council. The appointment of an Appeal Committee within a month after receipt of the notification of the decision.

The Appeal Committee shall assemble within two weeks, the committee shall review the

procedures and facts of the prior decision and determine by majority vote whether the claims made are fully justified.

The decision of the Appeal Committee shall be conveyed to the Administrative Council within two weeks from processing. Once communicated by the concern Administrative Vice President to the staff member, through the concerned supervisor, the decision stands final. A resignation will not cause cancellation of disciplinary action. Further any disciplinary action taken by University will not have any bearing on any criminal or civil records.



Appendix A: Commission of Academic Accreditation Compliance

4.2 If professional staff are not included in the Faculty Handbook, the institution maintains a Staff Handbook that covers the range of topics specified in Stipulation 1D: Staff Handbook. The institution implements these policies and procedures and distributes the Staff Handbook to all members of the professional staff.

Stipulation 1D:

The institution must develop and maintain a *Staff Handbook*. This may be combined with the *Faculty Handbook* but must include the following in addition to sections above that apply to both faculty and staff

Standard Interpretation	Link
Definitions of the categories of staff (professional, support, academic, non-academic staff; full-time and part-time);	2.1 Professional Administrative Staff 2.2 Support Administrative Staff 2.5 Staff Appointment
Definitions of the work week for staff and information on overtime	3.4 Work Week
Leave policies including vacations, maternity, Hajj, emergency, and bereavement leave	5. Leave of Absence
Procedures for the supervision and evaluation of staff	6. Evaluation
Staff compensation and benefits	4. Compensation and Benefits
Terms of service for staff including probationary periods, length of contracts, and procedures for contract renewal	3.1 Probationary Period 3.2 Length of Contracts 3.3 Contract Renewal
Policy regarding provisions made in case of the staff member's death during the term of the contract	4.9 Death Indemnification
Role of staff in governance and participation on committees	7.6 Shared Governance
Employment/personnel records maintained for staff	3.8 Employment Records
Staff grievance and/or appeal policies and procedures	9.1 Grievance Procedures 9.4 Appeal
Promotion policies for staff;	7. Promotion and Transfer
Access for staff to professional development opportunities and other services including, but not limited to, counseling services, career services, and registration for courses at the institution	7.5 Professional Development 4.5 Pursue Advanced Degrees