



American University in the Emirates
Staff Handbook
2020-2021

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1. INTRODUCTION

The American University in the Emirates (AUE) is a truly American-style institution that appreciates and celebrates its home's culture and values, the United Arab Emirates. AUE is the appropriate educational option for students interested in immediate entry into the professional world. Coursework in the colleges of AUE is designed to prepare graduates to foster innovation, collaborate effectively, and assume leadership roles within diverse organizations

American University in the Emirates' (AUE) motto is that "Nothing is Impossible." This empowering phrase continuously nurtures its students to take on their studies like taking on the working world through a perfectly constructed pathway to success.

Since establishing in 2006 with accreditation from the Ministry of Education, AUE has grown with an ever-increasing number of students from 25 different countries. With an American educational system intact, AUE boasts seven colleges of Media and Mass Communication, Business Administration, Law, Design, Computer Information Technology, Security and Global Studies and Education, which all cater to the current and future needs of all the dominating and niche markets.

AUE's mission is to continue moving forward, adopt new technologies, and utilize innovative methodologies that add value to all the multitudes of the educational process. What sets AUE apart is the aim to create leaders spearheading their respective fields of study. AUE graduates leaders, not followers, CEOs, not employees, thinkers, and problem solvers, not just mere mediocre students, who contribute to the continuous advancement of the United Arab Emirates.

AUE strongly believes that great moments are born, and great opportunities are nurtured. The University is based in a great country and a world-class city, which requires a world-class education to realize the vision of United Arab Emirates rulers

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

The University Staff should be familiar with this handbook's content upon joining and use it as one of the employment references. Changes to this handbook will be made available to all staff members to ensure the staff are aware of the updated information.



2. UNIVERSITY VISION AND MISSION

2.1. University Vision

The American University in the Emirates (AUE) is dedicated to be one of the leading higher educational institutions locally and regionally, providing an integrated pathway for students to become creative, effective, and productive members of the community.

2.2. University Mission

The American University in the Emirates is a coeducational undergraduate and graduate degree-granting institution committed to preparing students as global citizens for future career aspirations and lifelong learning through quality teaching, research, and service opportunities.

2.3. University Goals

Goal 1: Offer quality academic programs that enable students' success as professionals and positive contributors to their various communities

Goal 2: Promote and support academic research at AUE

Goal 3: Enhance and expand student and academic support services based on best practices to support students at AUE

Goal 4: Engage in sustainable practices in the areas of finance, health, safety, and risk management

Goal 5: Integrate quality management and institutional effectiveness processes across the University to seek improvement by using results

2.4. 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 for our students to help them 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 method 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:

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



3. THE BOARD OF TRUSTEES

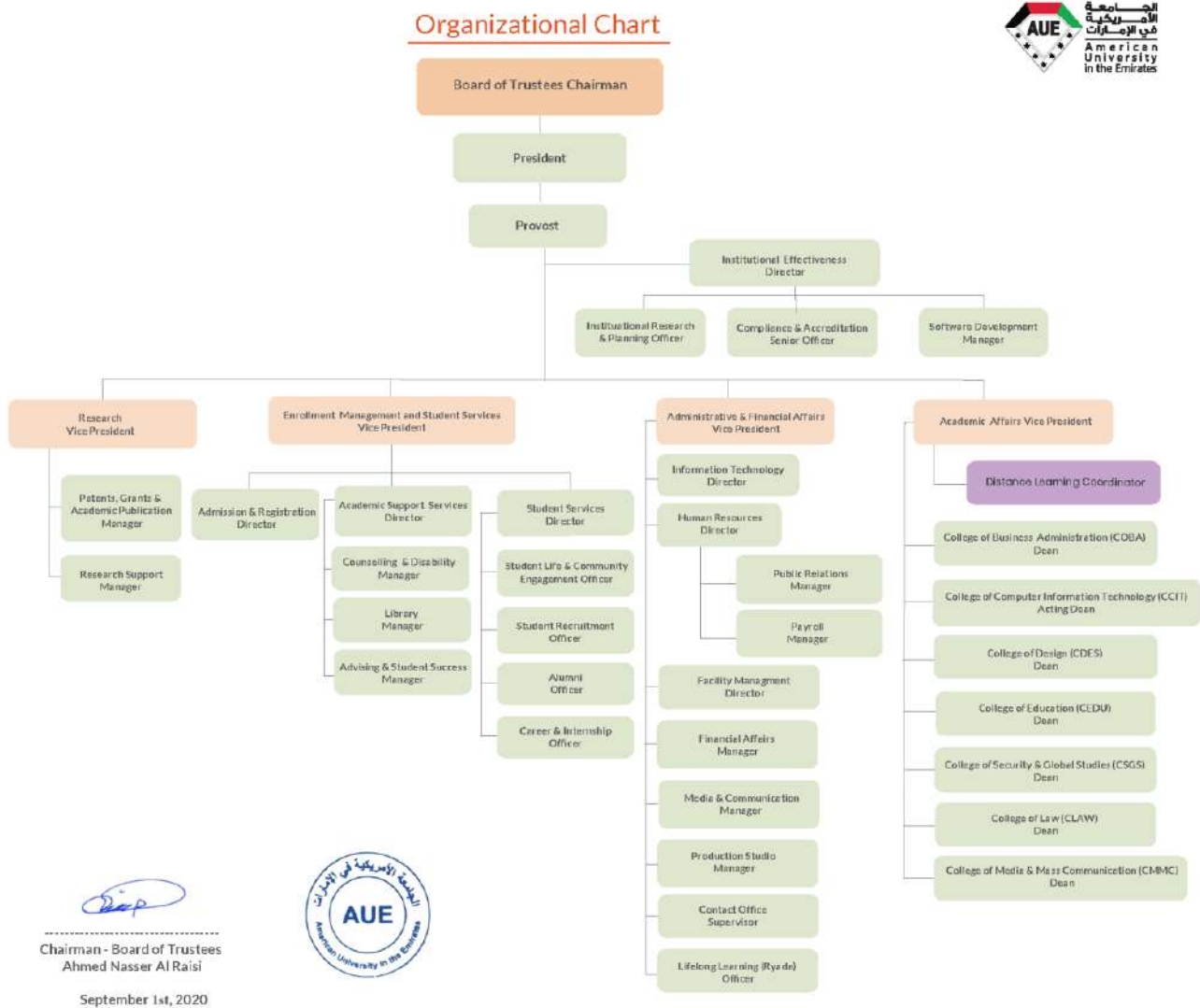
The Board of Trustees shall act as the governing body of American University in the Emirates. With the power vested in them by the founders, the board oversees the performance and is responsible for the university policies' approval. The Board of Trustees consists of ten members.

Governing Board Member	Affiliation
Major Gen. Dr. Ahmed Nasser Al Raisi	Chairman of the Board of Trustees
Mr. Khalaf Al Qubaisi	Deputy Chairman of the Board of Trustees
Prof. Muthanna G. Abdul Razzaq	President and CEO of the AUE
Mr. Mirza Al Sayegh	Board Member, Director - Office of H.H Sheikh Hamden Bin Rashid Al Maktoum
Matthew D. Shank, Ph.D.	President Emeritus and Professor of Marketing, Marymount University Interim President, World Affairs Council, Washington DC
Prof. Suzanne Trager Ortega	President of the Council of Graduate Schools, Board of Member
Dr. M. Jean Keller, Ctrs, Fals	Board Member, University of North Texas, USA
Dr. Rashid Alleem	Board Member, Chairman of Sharjah Electricity and Water Authority (SEWA)
Mr. Abdullatif Abdulla Ahmed Al Mulla	Group Chief Executive Officer of RMB,
Frank F. Islam	Chairman/ CEO of FI Investment Group (FIIG), USA
Major Gen. Abdulla Al Hashmi	Board Member, Assistant Undersecretary for Support Services, UAE Ministry of Defence
Mr. Khalid Nasser Alshamsi	Managing Director and Chief Investment Officer of Dubai Group



4. ORGANIZATIONAL CHART

The Board of Trustees has approved the new structure of the American University in the Emirates that reflects the new organizational chart described below





5. ADMINISTRATIVE STAFF

5.1. 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, Facility Management, Institutional Effectiveness, Library and Learning Resources Center, Admission and Registration, Student Services, Student Enrollment, Media and Publications, Alumni Services, advising and Career Services.

Professional Administrative staff are considered highly competent to develop and implement the university policies and procedures, drive the day to day operation of the University, facilitate and support the academic mission and the student learning experience.

Professional Administrative staff provide administrative support, including student academic support, student services, counseling, and maintaining the relationship with student alumni.

5.1.1.1. Senior Officers

The American University in the Emirates defines its Academic and Administrative Officers as the senior leaders within three reporting levels of the President. The AUE Organizational Chart, clearly identifies these positions which fall within the category of Academic and Administrative Officers.

Academic and Administrative Officers lead role in providing guidance and support to the academic and administrative units and liaise between the faculty members, staff, students, the Provost, and the President as appropriate. Academic and Administrative Vice President positions report to the Provost, College Deans and units' directors report to their respective Vice President.

5.1.1.1.1. President

As Chief Executive Officer, the President is Responsible for providing strategic leadership for the university by working with the Board of trustees and other management to establish long-term goals, strategies, plans, and policies.

5.1.1.1.2. Provost

Reporting to the President, the Provost plays a vital role to ensure that all aspects of the operations at AUE are efficient and effective. As such, the Provost is responsible for the strategic planning and its implementation, academic programs, research productivity, fiscal and physical operations, policy review and development, human resources' matters, and student services. In addition, the provost actively implements the quality assurance principles through benchmarking and accountability

5.1.1.1.3. Vice President for Academic Affairs

Reporting to the Provost, the Vice President for Academic Affairs (VPAA), as an Academic Officer, is responsible to coordinate tasks between the academic body of the university, the faculty, management, and various university units ensuring quality service, clarity in instruction, and the



best utilization and harnessing for the talents of members of the academic body. As the chief administrative officer for AUE academic sector, the Vice President for Academic Affairs shall also maintain administrative supervision of the University academic programs.

5.1.1.1.4. Vice President for Administrative and Financial Affairs

Reporting to the Provost, the Vice President for Administration and Financial Services (VPAFA), as an Administrative Officer, liaise between the administrative departments of the university, the management, and various university units, ensuring quality service, clarity in instruction, and the best utilization of resources.

5.1.1.1.5. Vice President for Research

Reporting to the Provost, the Vice President of Research (VPR), as an Academic Officer, is responsible for the overall leadership in developing and promoting the University's research, scholarly and artistic work activities, and increasing research intensiveness and output. The VPR is responsible for establishing a research agenda in alignment with the UAE's strategic vision and priorities while proactively ascertain future directions of research at the university by actively engaging faculty and student.

5.1.1.2. Vice President for Enrollment and Student Services

Reporting to the Provost, the Vice President for Enrollment Management and Student Services (VPEMSS), as an Administrative Officer, provides effective leadership to maintain a safe, healthy, and supportive environment and culture that addressed the needs in the areas of intellectual, physical, social, and emotional development of students. Formulate and implement goals and objectives in all areas of enrollment management as well as a student and academic support service that reflect the strategic plan of the University and promote a student-centered campus to include impeccable customer service, efficient operations, and tangible positive outcomes.

5.1.1.3. Professional Administrative Staff

Professional Administrative Staff are responsible to perform all the support functions and services including Human Resources, Financial Affairs, Information Technology, Software Development, Facility Management, Institutional Effectiveness, Library, Admission and Registration, Student Services, Student Academic Support, Alumni Services, and Career Services, Student Enrollment and Media & Communications. The roles and responsibilities of professional administrative staff shall be aligned with their department operational goals to achieve the Institutional goals and objectives.

5.1.1.4. Support Administrative Staff – Non-Academic Staff

All college coordinators, academic office secretaries who report to academic staff are categorized as Support Administrative Staff. Support administrative staff are considered non-academic staff.



5.1.1.5. Support Technical Staff

All staff responsible for the technical tasks that support the operations of the University, including maintenance personnel, storekeepers, drivers, and office assistants, are categorized as support Technical Staff

5.2. Joint Appointed

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

5.3. Academic Administrators

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



6. PROFESSIONAL STAFF ROLES

As a higher education institution, the University relies on the professional administrative staff to perform all the support functions and services, including Human Resources, Financial Affairs, Information Technology, Software Development, Facility Management, Institutional Effectiveness, Library, Admission and Registration, Student Services, Student Academic Support, Alumni Services, and Career Services, Student Enrollment and Media & Communications. The purpose of this policy is to set clear roles and responsibilities that ensure alignment and clarity in executing the work effectively and efficiently. It aids employees to focus on their job responsibilities and roles to provide support in achieving the Institutional goals and objectives. Moreover, it assists in identifying their scope of work among the governance of the Institution and enables effective communication among various entities, and avoids conflict and any overlapping of work and gaps in responsibilities

The University defines clear job descriptions for each position and appoints professional staff members with appropriate qualifications, skills, and expertise that are sufficient to fulfill their roles and duties. The supervisor of the staff member shall conduct orientation and job training in order to share the knowledge of the institution and the department and shall define the role, responsibilities, and expectations of the job

6.1. Shared Governance

Professional staff members are required to play a role in the governance of the University by serving as an active member of the various councils and committees by means of providing relevant feedback, responsibly voting, and recommending improvements to policies, procedures, and processes.

6.2. Professional Conduct and Ethical Standards

All University employees should adhere to the highest professional expectations and to ethical standards. Working in a higher education institution is considered to be a significant responsibility to support students, other University community members, and to serve the public interest in accordance with the laws and regulations.

Full-time and part-time administrative staff shall perform the duties assigned in accordance with the employment contract, applicable University laws, and codes of conduct. In addition, employees are required to comply with the generally recognized professional norms of conduct, for which formal disciplinary guidelines have not been established. University employees must uphold an exemplary relationship with colleagues, students, and the community while reflecting well upon the values of the University and the United Arab Emirates.

6.3. Professional Staff Job grade

The University has an appropriate job grade compensation scheme that determines the remuneration band earned by an employee. The level of pay is typically determined by the professional staff seniority, experience, the level of duties assigned within the job description.

6.4. Teaching Assignment

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



assigned courses and must fulfill the University credentials process and successfully complete the Ministry of Education certificate of equivalency. Teaching load should not affect the primary role of the Professional staff and should be outside of their contractual working hours. The teaching load will be remunerated as per the policy of part-time faculty.

7. STAFF APPOINTMENT

The University relies on the professional staff to perform all academic and student support services and administrative services. The University is committed to attract and retain competent professional staff that support the attainment of the University's mission. The policy defines the staff recruitment and appointment framework that adopts careful review of the qualifications, experience, and credentials and follows the principles of integrity and equal opportunities. This policy outlines the appointing full-time and part-time professional staff through three main phases recruitment, appointment, and onboarding

The University is committed to attract, appoint, and retain competent, diverse professional staff dedicated to complement the institution's efforts to achieve the University's mission. Applying consistent and transparent recruiting and appointment process. The University adheres to the principles of integrity and equal opportunity regardless of race, gender, age, religion, or physical ability.

7.1. Administrative Officer

Administrative officers are appointed to take a senior Administrative role. The institution must ensure that administrative officers are qualified and equipped to provide guidance and accommodate these activities across the institution. All the administrative officer's duties and responsibilities are fulfilled with the purpose of serving the best interest of their division, and achieving the University's mission

An Administrative Officers may can be appointed during a recruitment process or by recommendation of the University Council. If appointment takes place during the recruitment process, the position must be defined and announced accordingly. During the recruitment process, the applicants must be aware of the position job description and teaching workload.

If the appointment is made during regular employment, the direct supervisor shall recommend the nominee to the University Council for approval. Upon the approval of the University Council, the University shall issue the new contract for the Administrative Officer including the duties and job responsibilities. The Human Resources Department shall send the new employment contract, including the new compensation.

7.2. Professional Staff

Professional staff entitled in this policy includes all non-academic employees, including college coordinators, office assistants, teaching assistants, research assistants, and all staff under the division of the vice president for administrative and financial affairs, and vice president for enrollment and student services. The scope of the policy does not cover faculty members, academic administrators, academic vice presidents, Provost, or President.

7.3. Student employment & Assistantship



Dedicated policies outline in-campus student and graduate assistant employment in full-time and part-time assistantship within different areas, such as teaching, research, and administrative duties to support them educationally and professionally. Please see Graduate Assistant Policy, and Student Employment Policy.

7.4. Staff Appointment Plan

Units heads initiate and collaborate with their vice presidents to develop staff recruitment plan; the plan defines vacancies and new positions emerging from units' priorities, initiatives, and planning; also resource recruitment planning consider the reflection of the potential growth of the student body in the University.

The plan sets out the engagement terms, permanent appointment-full time, or temporary appointment-part time staff. Furthermore, the plan determines the preferable position, qualifications, and job specifications, according to the University paygrade.

7.5. Recruitment Process Phase

Recruitment is the first step to build a vibrant resource base; the recruitment process focuses on searching and attracting competent applicants to fill positions identified in the University Recruitment Plan. It involves a systematic workflow of sourcing applicants through various strategies, objective screening, and shortlisting on the basis of the hiring position and the job requirements, collegial interviewing, and nominating candidates. The recruitment process is driven by ethical considerations, respect for the privacy of the applicant, and adherence to equal opportunities.

7.5.1.1. Recruitment Ethical Consideration

Staff members participating in the recruitment and selection process with previous or current knowledge of the applicant applying for a position, shall report the relationship to the Human Resource Department to avoid any conflict of interest before the selection process starts. Furthermore, staff members involved in the recruitment process must adhere to the confidentiality of applicant records, interview information, and the committee's feedback and comments. Applicant privacy must be respected in formal and informal meetings and conversations. Recruitment information can be shared only with recruitment involved members.

7.5.1.2. Screening and Selection process

Unit's heads in coordination with the HR department shall determine the workflow by which candidates will be progressed to the next stage of the recruitment process. Furthermore, the selection criteria are agreed upon and defined in order to fairly screen and shortlist applications for purposeful selection and recruitment strategy. The HR department handles and facilitates communication with candidates throughout the recruitment and appointment process.

7.5.1.3. Employee Referral

The University faculty and staff may refer or nominate prospective candidates for the vacancy. Referred candidates are not guaranteed interviews and/or employment; only qualified candidates are considered and evaluated. Referred candidates do not have any fast-tracking or extra privileges over other applicants and meet the timelines and requirements of the recruitment process.

7.5.1.4. Retention of Application Records



The HR department retains search and selection process details, as well as information about successful and unsuccessful applicants for five years for future potential recruitment. The records include a resume, a copy of enclosed documentation, and candidate communications.

7.5.1.5. Unsuccessful Applicants

Unsuccessful applicants shall be informed immediately after the successful candidate has formally completed the appointment process.

7.6. Appointment Process Phase

After completing the recruitment process, appointment process must be made in accordance with the staff qualifications and credentials, the guidelines for documentation and attestation must be followed and the records must be included in the application file of candidate. Upon successful submission of credentials and attested documentation, HR department sends the employment contract to the candidate for approval of appointment.

7.6.1.1. Full-Time Staff Appointment

A full-time staff appointment is defined as a permanent appointment for an unlimited time contract, full-time staff are expected to fulfill their role and responsibility as outlined in the job specification. Full-time appointment includes a probation period stipulated in the contract.

7.6.1.2. Part-Time Staff Appointment

Part-Time staff appointments are defined as temporary appointments for a limited period of time, part-time staff are assigned mainly to carry out specific assignments within their field of expertise.

7.7. Onboarding Process Phase

The onboarding process helps recently joining staff develop awareness of their job role and institution's expectations and improve emotional and social transition to gain overall working environment comfort. The onboarding process is a critical phase that guide new joining staff with institution characteristics, qualities and culture that intends to familiarize them through long-term ongoing transition activities which will accelerate adjustment to the new workplace, boost productivity and improve retention.

7.8. Retention of Professional Staff

The University is committed to retain the high competent personnel through various institutional strategies that are developed based on best practices. The practices of the professional staff Retention will apply to all positions, regardless of staff group or seniority. For further information, please refer to the "Faculty and Professional Staff Retention" policy.

7.9. Promotions 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 appropriate 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.

7.10. Full-time

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

7.11. 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.

8. STAFF EMPLOYMENT

This section confirms the contract's 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.

8.1. Probationary Period

The probation period for all staff is limited to 180 days counted from the official joining date as a Full-Time employee. During the probationary period, the line manager shall initiate an evaluation report with a recommendation as to whether or not the employment should be continued.

8.2. Length of Contracts

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

8.3. Contract Renewal

The University Staff contract is an open contract in nature in order to foster a high level of job security and gain commitment and loyalty toward the university. Unlimited contracts are provided for an open period; therefore, it does not have a defined completion period following Article 39 from the UAE Labor Federal Law number 8 of 1980.

8.4. Continuation of Employment

To continue full-time employment, an employee must meet the below:



a. Completion of Probationary Period: Upon completing the probationary period mentioned above, full-time employees will receive an official letter of continuation of employment subject to meeting all necessary standards, as stated in the associated job role.

b. Annual Performance: Employees must complete an annual performance assessment derived from the position job description and success criteria. (Please see Faculty and Staff Performance evaluation Policy).

8.5. Discontinuation

Discontinuation is based upon the recommendation of the supervisor due to unacceptable conduct as per the disciplinary policy or consistent poor performance. In case the evaluation is consistently below the expectation, the staff member will be notified about the discontinuation and notice period of up to three months from the date of the notification.



8.6. Professional Staff Retention Policy

The AUE recognizes that the ability to recruit and retain high caliber staff is an institution academic strength. In that way, the University can maintain efficiency and minimal interruptions of its operations. Hence, the University shares the responsibility of attracting and retaining talented, skilled, and ambitious individuals.

The University is committed to retain the highly competent staff through various institutional strategies that are developed based on best practices. The practices of the Retention Policy will apply to all positions, regardless of staff group or seniority.

8.6.1.1. Employees' Orientation and Onboarding

All AUE staff should receive an Induction in the first week from their joining date. Attendance on Induction will be arranged at the same time as the formal offer of employment is made.

All staff will attend the mandatory health and safety training. All staff should have an onboarding plan in place and should be assigned a mentor who will be appointed by their line manager.

HRD provides an orientation session to new employees, where they get a brief on the organization structure, objectives, and activities, as well as the human resources policies and procedures, employment regulations, and entitlements.

The department provides the new employee with the position description and arranges meetings with the other concerned parties to brief the employee on their department/college activities and their responsibilities.

8.6.1.2. Rewards and Recognition

The University is committed to reward employees who are overachieving and go the extra mile, as the AUE promotes a culture where good work done by employees is valued, and their immense efforts are recognized.

8.6.1.3. Appraisal

All staff shall be appraised annually. Appraisals give the opportunity to recognize and reward employees and to ensure they feel valued for the work that they do. Appraisals shall be part of regular open communication between supervisors and employees regarding the job's expectations, performance objectives, performance standards, and personal goals.

8.6.1.4. Staff Professional Development

The University is committed to provide professional development opportunities and training programs to Faculty and professional staff, as it continues to not only be competent in their field of work but also ensures that all employees are up to date with the relevant knowledge and skills. For further information, please refer to Faculty and Staff Professional Development policies.

8.6.1.5. Staff Survey

AUE conducts a staff satisfaction survey on an annual basis. The results of the staff survey are analyzed to improve the areas of concern.



8.6.1.6. Staff Benefits

AUE provides its employees with additional benefits. For further information, please refer to the Compensation and Benefits Policy.

8.6.1.7. Flexible Working

AUE provides employees opportunities to manage their work responsibilities by adjusting the working hours that suit the operation and special needs. An employee may request to change working hours with a reasonable justification for health, transportation, family, or education.

The employee must at all the time be accountable to complete the required working hours per week as per the employment contract or compensate them at the earliest.

Subject to the supervisor's approval and within reason, employees are eligible to apply for a short leave at a maximum of 4 hours, once per month. The employee must have a good record of attendance, and excessive request might be rejected. This policy does not apply to employees with performance evaluations lower than 69%.

8.6.1.8. Remote working

AUE allow in special circumstance employee to work remotely for a specific period of time, or a specific period of the day. Remote work can be granted in case the work cannot be delegated to someone else, and the work can be performed at the same level of expectation if carried out on-site or in case of an emergency situation where urgent tasks must be completed. Prior approval must be granted to such request and subject to the management decision on a case to case basis.

8.6.1.9. Exit Interview

In order to retain talent and reduce the turnover, The Human Resources Department conducts an exit interview for all resigning employees in order to understand the motive of their resignation, learn from the feedback, and identify areas for improvement. On some occasions, an Exit interview can be an opportunity to clear up the misunderstanding, eliminate the reason for resignation, and reinstate the employment relationship.

8.7. 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. 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.



8.8. Attendance Policy

Attendance is a principal factor in evaluating employee's performance. Employees are expected to adhere to their work schedule designated by the department. Excessive absenteeism and tardiness cause some disruption in the operation of any department. The work would be interrupted and cause an additional burden to co-workers in place. 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 an occurrence. University records the attendance using either fingerprint or facial recognition system.

8.8.1. 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 the end of his/her designated work schedule without the supervisor's prior approval, also frequent breaks or obvious break extensions.
- Missing Checking in or Out: Staff members might be on 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.

8.8.2. 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 wishes to arrive early or leave early from the assigned department schedule.
- If the employee wishes 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 an assignment outside the Campus or will be away due to attending an 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 the Human Resources Department if there's an issue in the attendance record 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 to the above notification procedure will lead to disciplinary action depending on the number of occurrences.

8.9. Nepotism



The American University in the Emirates strives to be a family-friendly workplace and is committed to creating an environment where community members work together to improve the services of the University. The University encourages and accept referral from our employees to recommend friends and relatives and may employ family members as long as it does not cause any favoritism, discrimination, or conflict of interest.

The University permits hiring of relatives in academic and administrative positions. However, relatives shall not be in a position that has an influence over another's employment, promotion, transfer, or any other supervisory consideration, and accordingly, no employee of the University may be in the direct supervision of one's relative.

8.9.1.1. Hiring of Relatives

Hiring of relative should follow a strict hiring procedure and is based solely on the skills, experience, and profile required for the position. The University will make appropriate decisions in the hiring of relatives. Furthermore, Relative Employees cannot be part of a hiring committee when the family member is considered for the position.

8.9.1.2. Exceptions

Immediate relatives or family members of current employees shall not be employed within the same department unless approval is obtained from the appropriate Vice President and after consultation with the Director of Human Resources.

8.9.1.3. Employees' Responsibility

- Relative employees are expected to be aware of their professional responsibilities and to avoid any kind of conflict of interest, favoritism, or partiality. In doubt, the Human Resource Department should direct the required action to be executed by another Senior Member of the University.
- Relative employees should not seek favorable treatment for their working relatives on duty. The Institution's policies apply equally to all staff regardless of their relationship with other University members.
- An employee must not use his/her position to influence an employment action of a relative. Furthermore, an employee must not use his/her position to influence an employment action of non-relative if such action would benefit one's relative.

8.10. 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.

8.11. Employment Records

The University maintains records for its full-time, visiting, part-time faculty members that includes the history and status of the entire employment relationship. The University retains the personnel documents to use,



analyze, and report information for decision making. Personnel records comprise information such as emergency contacts, addresses, tracking of the performance reviews, disciplinary letters, qualifications, credentials, recruitment, and appointment information.

8.11.1.1. Storage and Confidentiality of Personnel Records

The University strictly maintains the confidentiality of the faculty record under its custody. The practice of the University is not to release this information except by operation of law. The faculty record files are all kept within a secured Human Resources storeroom that is restricted to authorized staff. Only employees designated by the department head can access the storeroom and the human resources information system profiles.

8.11.1.2. Personnel Record Access

Access to faculty files must be consistent throughout the employment lifecycle and easily reached by the designated executives for different purposes, including the requirement of government bodies or legal purposes.

Any requests from any individual for access to personnel records except the subject employee or the superiors of the employee shall be referred to the Department of Human Resources.

8.11.1.3. Maintaining Personnel Records

The Human Resources Department is responsible for ensuring adherence and compliance of the defined policy and conducting periodic reviews and audits to ensure that necessary documents have been filed and completed, date sensitive documents have not expired, and ensure compliance of the University requirement and accuracy of the faculty information and documentation.

All faculty are responsible to promptly notify the Human Resources Department within a maximum of 30 days of any changes in personal information, including; the legal name, change of marital status, personal mailing address, mobile and home telephone number, details of dependents, contact person in the event of any emergency and for any other information.

8.11.1.4. Retention and Disposal

The Human Resource Department maintains hard copy records of interviewed candidates for at least a period of one year and at least two years for soft records. In addition, it is maintaining employee personal files for all leavers for at least three years. All personal files related to an employee who has been under a legal case must be kept at all the time. A regular disposal plan for documents that have met or exceeded this record retention requirement will be done via shredding.

8.12. Conflict of interest

The University encourages all forms of scholar and non-scholar collaboration that contribute to achieving the University mission. The collaboration should not conflict with the University's interest and commitment.

University Faculty, Staff, and members of the Board are expected to be involved in various types of academic and non-academic activities and assignments that contribute in achieving the university mission through teaching, research, consultation, service to the discipline, pro bono, information sharing, financial decisions



and collaboration with the community. These activities and assignments should not deviate to any form of actual and potential conflict of interest.

- The below statements include, but is not limited to, actual and potential forms of conflict of interests:
- A “conflict of interest” arises in situations where financial or other personal considerations affect any University faculty and staff’s professional judgment in exercising responsibility in their duties.
- Intentionally or knowingly solicit, accept, or agree to accept any benefit or anything of economic value for having exercised official powers or performed official duties in favor of another that would influence the vote, action, or any decisions.
- Intentionally or knowingly solicit, accept, or agree to accept any gifts, personal benefits, or personal favors offered to them because of their positions within the University.
- Intentionally or knowingly solicit, accept, or agree to accept employment in any business or professional activity that they might reasonably expect would require or induce them to disclose any University confidential information acquired by reason of their official position.
- Disclose any personal interest that may influence actual potential conflict of interest.

8.13. 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's 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.



9. COMPENSATION AND BENEFITS

The University provides salaries and benefits that are responsive to market demands and are at a level that is competitive to other similar institutions in the UAE. The University offers adequate salaries and benefits in order to attract and retain highly qualified Administrative staff to support the University's mission.

9.1. Full-Time Staff

The University defines Administrative staff salary ranges and conditions of recruitment applicable at the University and applies a salary scale based on the criteria for each position level.

The Human Resources Department of the University ensures that the Administrative staff payment is transferred to his/her bank account of his/her choice, as recorded by a monthly pay-slip and on a monthly basis.

Full-time Administrative staff salary is calculated based on the qualifications, experience, and any other relevant experience related to their jobs. The University will follow a salary scale for each Administrative rank.

The Administrative staff salary breakdown is calculated as per the following:

- Basic Salary (based on the qualification)
- University Allowance
- Special Allowance (based on the prior work experience)
- Accommodation Allowance (based on grade and qualification)
- Transportation Allowance (based on grade and qualification)
- Position Allowance (in case of holding administrative position)

9.2. Part-time Staff

Part-time Staff members receive their salaries based on the contractual hours, which are calculated on an hourly basis and at levels dependent on their final earned degree. Detailed schedules for payments will be made available via the Human resources Department.

9.3. 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.

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

9.5. Off Day Compensation

As another form of overtime, the staff member can be granted a day off as 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 staff is required to work during one or both of his/her off days mentioned by the 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.

9.5.1.1. Exclusion

The University abides by Article 72 from the UAE Labor Law No. (8) Of 1980, pertaining to 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

9.6. Benefits:

9.6.1.1. 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.

9.6.1.2. Transportation

The transportation 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.

9.6.1.3. 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 the presence in the UAE.

Managers and Directors are eligible to receive 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 the 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 the 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 cash in lieu of return air travel tickets, based on IATA yearly updated rate.

9.6.1.4. 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 the 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, subject to the presence in the UAE and completion of required clearance documents.

Other staff members are entitled to receive a 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 the presence in the UAE, and completion of required clearance documents.

Limitations

- » This policy is not applicable for administrative employees whose 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 intend to join or joined another employer upon the end of the employment relation, as the latter shall bear the cost of the ex-employee repatriation at the end of his service.

9.6.1.5. 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 needs 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 Third-Party Administrator 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.

9.6.1.6. 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 tuition 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.

9.6.1.7. 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".

9.6.1.8. Position Allowance

Administrative and Academic Staff appointed to an administrative position are eligible for a position allowance to be paid monthly except during annual leave



10. LEAVE OF ABSENCE

Staff members' availability and their constant involvement in the University operations is deemed essential, except from annual, sick, maternity leave. The approval or rejection of requested leave is subject to the direct supervisor and - VPAFA's decision. Absence may reduce a staff member's effectiveness and disturb the operations. Therefore, the leave policy is intended to impose restrictions on leave.

In dealing with leave requests, departments should prioritize maternity leave, childcare leave, and medical leave. The direct supervisor and the Vice President for Administrative and Financial Affairs reserve the right to decline a request for leave without salary, if such absence interferes with the department's obligations.

Staff members do not accrue their annual leave or sick leave for the next academic year. While scheduling the off days, vacation, and other periods of personal time off, Staff's responsibilities are taken into consideration. The Direct Supervisor should have knowledge in advance of any absence of a staff member on active duty that may affect the operations and commitment of the department or the university.

10.1. Annual Leave

The University may determine the commencement date of the annual leave of each employee; the leave can be divided into two or more parts (depending on the line manager/supervisor of the Faculty member) to avoid any discontinuation of any of the University functions. The direct line manager/supervisor is responsible for planning the employee leaves in order to ensure that there is no contradiction regarding the group of employees responsible for the same function having their annual leaves at the same time; the direct line manager/ supervisor should ensure the availability to provide the required services at any time in order to ensure the stability of the business of the University.

For every year of service, full-time employees with administrative contracts are entitled to annual leave as per the below:

- 2 days leave for every month if the number of days of service is equal to or more than 181 days up to 364 days.
- 30 days annually if the service is equal to or exceeds 365 days.
- At the end of the service, employees are entitled to an annual leave for the fraction of the last year he/she spent in service.
- Employees are not eligible for paid leave if the employment service is equal to or less than 180 days. The calculation of the number of days of service does not include any type of unpaid days or the days where the employee was suspended from work without pay.
- Leave must be taken in blocks of 7 days. Days off, public holidays during the leave are part of the leave. Leave is calculated up to the day before the resumption day.
- Subject to the approval of the line manager/supervisors and superiors, any leave beyond the accrual leaves days will be considered unpaid leave.
- During a paid leave, employees' positions may not be filled except on a temporary basis (if required).



10.1.1.1. Leave Resumption

Extension of paid leave for employees (academic and administrative employees) is not possible under any circumstances. If the employee fails to return from his/her annual leave, he/she shall be forbidden from his salary for this period of his absence after the expiry of his leave, with effect from the last day of the approved leave.

10.1.1.2. Applying for Leave

- a. A leave request should be submitted through the University Information System (UIS) for any kind of leave an employee wishes to request.
- b. The UIS will automatically indicate the required resumption date based on the entered leave starting and ending dates.
- c. Staff resuming their work after availing any type of leave, except sick leave, should complete 5 to 8 calendar days of work, based on their individual schedule, to start availing their regular scheduled off days.

10.2. Sick Leave

Employees are entitled to paid sick leave due to illness. The employees must apply for sick leave within two days of his/her sickness and include an official sick leave document from a local medical center and attested by Dubai Health Authority (DHA).

Employees are entitled to fifteen (15) days of sick leave with full pay per year. If the Employee is still sick and has already availed the 15 days sick leave with full pay, he/she is still entitled to thirty (30) days sick leave with half paid salary. In case he/she spent the thirty (30) days sick leave, which is half paid salary, he/she is entitled to unpaid sick leave for thirty (30) days. Sick leave shall not exceed a period of ninety (90) days per year, either consecutive or intermittent. Furthermore, sick leave shall not be accumulated or carried forward to the next year.

During the probationary period, staff members are not entitled to any paid sick leave. If the employee did not resume work after exceeding ninety (90) days of sick leave, the University has the right to terminate the employment contract and pay the employee his/her end of services as per the UAE Labor Law.

10.3. Maternity Leave

All University full-time female employees who are legally married should inform their direct line manager/supervisor and the Human Resources Department in writing immediately about their pregnancy in order for them to plan the maternity leave and the necessary replacement. Eligible full-time female employees are entitled to maternity leave as follows:

10.3.1.1. Service of 365 days

If the continuous period of service at the University is equal or exceeds 365 days, full-time female legally married employees are eligible for maternity leave with full pay for forty-five days (45 Days), including the time before and after delivery. She has the ability to extend her leave at an unpaid rate for a maximum period of 10 days

10.3.1.2. Service more than 181 days



If the continuous period of service at the University is equal or more than 181 days or equal or less than 364 days, a full-time employee female legally married is eligible for maternity leave with half pay for a period of forty-five days (45 Days) including the time before and after delivery. She has the ability to extend her leave at an unpaid rate for a maximum period of 10 days

10.3.1.3. Maternity leave Expiry

Full-time female employee, who is legally married, on the expiry of the maternity leave, may discontinue working 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 University Human Resources Department Director within a maximum of two (2) days after the expiry of the maternity leave.

If the female employee fails to return from maternity leave, she shall 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 other leave.

10.3.1.4. Nursing break Hour

Full-time female employees who are legally married are entitled to 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). Female employees must complete the remainder of 45 hours working per week. If a full-time female, legally married, has joined the University after delivery and the 540 days following the date of delivery are not completed, she is not eligible for the post maternity daily nursing break hour.

10.4. Pilgrimage (Hajj) Leave

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

10.5. Emergency Leave

If the University recognizes that there is a specific list of circumstances when an employee needs to take a necessary emergency leave. Therefore, the emergency leave shall be approved only based on special and compelling circumstances. The emergency leave is only for employee emergency cases subject to the approval of the supervisor on emergency leave requests.

10.5.1.1. 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, subject to the supervisor's approval. There are a number of reasons for which emergency leave shall be considered as loss of pay or deducted from the available annual leave balance covered under this Policy, which are:



- Serious illness of an immediate family member: Serious illness or life-threatening illness or injury of immediate family members that requires full admission to a hospital outside the UAE. The University defines immediate family members such as parents, spouse, children, brothers, and sisters.
- Urgent matters: Urgent matters should be related to urgent documented cases outside the UAE, such as cases causing material, property, and money misfortune loss.

The decision to consider the availability of the employee where the urgent matter happened to avoid misfortune loss necessary is given only to the supervisor and his/her vice president. Any other matter will be considered urgent based on the supervisor and his/her superiors' opinions and decisions.



11. PERFORMANCE EVALUATION

Regular performance evaluation review stimulates professional growth and improves job performance; it inspires employees to explore innovative ways to promote academic excellence and recognize opportunities for improvement. The annual performance review is conducted based on the job role and responsibilities; performance criteria are mutually defined for each position, which identifies expectations between employees and supervisors. The performance evaluation review report shall consist of assessments of the performance of employees in each area of responsibility with a separate score for each area, as well as an overall score. This policy provides a reference guide on performance evaluations for all administrative and non-academic staff.

All full-time and part-time employees must be reviewed annually. The performance evaluation must be developed on the basis of performance criteria, which are derived from the job function and responsibilities. The performance criteria provide measurable and transparent ground. The performance review result intends to improve employee performance and streamline their effort to achieve the units and University mission.

11.1. Performance Criteria

In collaboration with employees and their supervisors, performance criteria are developed for each job description of the position. The performance criteria will be formulated on the basis of departmental priorities, University strategic plan. There are two types of performance criteria: (a) Success criteria, provide the employee with clear expectations of success in each job responsibility. They are measurable expectations explaining how to achieve satisfactory job performance. (b) Exceeding criteria, achieving this level is clearly higher than satisfactory; the employee has done exceptional work or exceeded the expected work achievements due to contributions that go beyond the quality, capacity, and timeliness requirements for this job function.

The development of performance criteria should reflect the following principles:

- a. Concrete – The performance criteria should directly associate to work evidence, tangible feedback, and never rely on sense, rumor, or indirect conclusion. It should relate to the position and not to individuals.
- b. Relevant – The performance criteria should be clearly related to job performance. It should be significant and relevant; also, it should allow both the supervisor and the subordinate to focus their attention on the issues of greatest importance.
- c. Realistic – The performance criteria should be realistic and recognize the standard employee ability.
- d. Measurable – Measures usually involve elements such as quantity, quality, time, or quantifiable outcomes.

11.2. Performance Characteristics

Performance characteristics are attributes, skillset, or individual characteristics necessary for satisfactory performance. Listed performance characteristics are applicable skillset required for the position to execute tasks and goals successfully.

11.3. Performance Sessions (conferences)



Informal performance evaluations occur on an almost daily basis; every time supervisors communicate with employees regarding work assignments, an informal evaluation has occurred. It is important for supervisors to document informal evaluations to assist them in producing formal evaluations and feedback. Formal performance sessions refer to those times when a written performance evaluation is produced and reviewed with the employee. Formal review occurs three times per the academic year.

11.3.1.1. Performance Planning (initial conference)

At the beginning of the academic year, the supervisor and the employee discuss the planned levels of performance and perceived current levels of performance and review the job description and the position expectations. During the initial conference, the supervisor will clarify the significance of the job description in terms of the performance criteria, expectations, possible evidence, and timelines during the initial conference. The success criteria and exceeding criteria should be agreed on jointly.

11.3.1.2. Performance Alignment (interim conference)

The mid-year conference is an optional performance session. All employees are encouraged to submit a mid-year status report to their supervisors. The mid-year conference is compulsory for newly joined employees and provisional employees with unsatisfactory performance in the previous review. Furthermore, part-time faculty members sit for an overall semester performance session.

11.3.1.3. Performance Summary (final conference)

At the end of the academic year, the supervisor meets the employee to review the performance criteria and submitted evidence, retrieve the recorded achievements deficiencies of the employee performance log, examine the various performance factors, and deliberate the rating values with adequate feedback to each performance criteria.

11.3.1.4. Planning and Evaluation (post-conference)

Once the performance review has been discussed, the focus should shift to the use of performance results. Identifying improvement areas of performance for the next review cycle, performance improvement is likely to occur only if specific plans are developed and specific performance objectives are set. Supervisors and the employee are expected to develop a purposeful professional development plan for achieving the desired performance objectives. Encourage the employee under review to indicate ambitious goals for the next year. This type of positive reinforcement makes the relationship feels more reciprocal and thus motivates the department members to achieve more.

11.4. Performance Rating

Each performance criteria must be rated based on the submitted evidence and provided rationale by the employee; the rating is directly associated with the performance criteria and achievement of the job role. Supervisors must assess employees' strengths and identify opportunities where employees could improve or require additional knowledge or skills.

Supervisors must avoid errors in the evaluation process that may arise from the partial attitude or inconsistent judgment, which prevents the objective and accurate assessment process. Evaluators should ethically consider the common rating errors:



- a. Bias is a tendency towards or against something based on personal preferences. In assessment performance, biasness could be toward or against an individual employee. Supervisors cannot allow perception to determine the performance of employees. Biases make the evaluation process subjective rather than objective and certainly provide the opportunity for lack of consistency in effect on different groups of employees. To overcome the bias problem, the supervisor must be objective and not let emotions of liking or disliking the individual influence performance assessment.
- b. Stereotyping is mentally classifying a person as having the same characteristics as a particular social group. Common types of stereotyping that occur in the workplace are gender, race, and nationality stereotyping. To avoid stereotyping by getting to know each employee as an individual and objectively evaluate individual employees based on their actual performance.
- c. The Halo effect is the trend to generalize from one specific positive employee feature to other aspects of the individual's performance; the halo effect tends to blind the supervisor to shortcomings in the person being evaluated.
- d. The Horns effect occurs when a particular negative trait or behavior leads the supervisor to generalize the entire employee's performance. Evaluators should independently assess each performance area.
- e. Central tendency errors occur when the supervisor does not use either the high or low rating of the performance evaluation scale. This means that most, if not all, the ratings end up falling in the middle of the scale.
- f. Positive Leniency is the tendency to be an "easy grader" and is demonstrated by giving too many high ratings. Negative Leniency is the opposite and results in a disproportionate number of low ratings.

11.5. Performance Review Participants Roles

A reliable performance management process enables the institution to gain employees' full potential. Within the performance review cycle, employees, supervisors, and reviewers have vital roles to play as the entire process primarily depends on them. Employees with direct supervisors together formulate performance agreements and participate in assessment schemes. They discuss their roles and the required skills and, together with their reviewers, define goals. Therefore, performance review participants roles are outlined below,

11.5.1.1. Role of the Reviewers

Reviewers are the second line of management; generally, they represent the college deans and vice presidents in the University; they play a crucial role in educating direct supervisors that performance management will contribute to institution strategic goals and resource planning; thus, they should ensure inductive and collegiate atmosphere driven by ongoing feedback based on impartial performance assessment intended to improve employee satisfaction and productivity.

Reviewers' role in the performance review process should ensure that direct supervisors have the appropriate attitude to the purpose of performance management and have the proper soft skills for implementing it. Also, reviewers are required to avoid any rating errors such as biasing, stereotyping, or other subjective influences in the performance review process. They should build a culture of evidence, transparency, and competency during and after the performance process.

11.5.1.2. Role of Supervisors



Direct supervisors should consider performance management as a two-way conversation that takes place throughout the year. Offer ongoing formal and informal feedback to endorse employee achievement and identify gaps in a constructive approach avoids shocking the employees with low scores and feedback in their formal performance reviews. Supervisors are encouraged to deploy the performance management process as a powerful technique to promote employee skills advancement and to align professional attitude to unit effectiveness, and to use the performance review result to plan growth and preparation for the coming years.

Supervisors are required to avoid any rating errors such as biasing, stereotyping, or other subjective influences in the performance review process. They should build a culture of evidence, transparency, and competency during and after the performance process.

11.5.1.3. Role of Employee

The role of the employee in this performance management process is to work towards the achievement of performance objectives that are collaboratively formed with the supervisor as part of the performance management practices. Employees are intended to maintain track of work progress and to be able to demonstrate evidence of progress as well as communicating progress on a regular basis to their supervisors, especially if there are challenges that could preclude achieving these objectives.

The performance review process aims at creating a culture of accountability for employees. In addition, employees will embrace positive criticism and take the opportunity to change; they are required to take responsibility for personal growth and career advancement. Maintain a healthy relationship with the supervisor, and often ask for feedback and guidance, especially when you are faced with challenges.

11.6. Performance Logs

In order to improve the quality and quantity of the information being used to assess the employee and to ensure that the performance evaluation covers the entire evaluation period, supervisors should maintain performance logs on employees. These logs should include information indicating tasks or projects performed particularly well and examples demonstrating performance deficiencies.

12. PROMOTION AND TRANSFER

University Staff members are encouraged to develop their abilities and seek progression and development openings. AUE is dedicated to the 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.

12.1. 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 a 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 raise. 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.

12.2. 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 a 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 a 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 the 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.

12.3. 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.

12.4. 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.

13. SHARED GOVERNANCE

Administrative Vice Presidents, under the supervision of the Provost and University President, have 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, from a governance perspective, is to participate in committees, councils in a positive and productive manner with other staff and faculty members, as they work toward the mutual objective of achieving the University mission.

Staff members have 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.

14. PROFESSIONAL DEVELOPMENT

The University encourages professional staff to gain more knowledge, expertise, and competencies. Professional development aims to improve the job performance of staff that contributes to the overall units and the institution's resource effectiveness. University supports essential, effective, and meaningful professional development that aid in achieving its mission and goals.

Professional development is a continuous, agile process that relies significantly on providing regular reviews on staff performance and inspiration for career improvement. This policy covers the planning, objective, and support to all forms of professional development and outlines staff eligibility criteria for tuition assistance.

The University allocates an adequate budget to support professional staff development activities to enhance its staff members' skills and job performance. Staff are entitled to participate in professional development activities such as workshops and training sessions with prior departmental approval to incorporate team improvement plans and to ensure efficiency, and to monitor cost implication and return value. The professional development activities are evaluated regularly to ensure their appropriateness and effectiveness.

14.1. Planning for Professional Development



Units heads, in coordination with their staff members, plan essential professional development derived from the job responsibilities and in line with units' objectives and priorities. The unit professional development plan also comprises collective recommended professional development activities yielded from a poor performance assessment of staff.

The forms of professional development activities may be conducted in different forms; off-campus, on-campus, online, videoconference, self-study or pre-recorded professional development and other forms, the scope of the staff professional development includes:

14.1.1.1. Job-Specific Professional Development

Job-specific professional development concentrates on advancement in the field. It directly contributes to the quality, rigor, and innovation of staff job performance. In addition, unit heads may delegate staff to be engaged in new niche areas that contribute to the ambition and planning of the unit.

14.1.1.2. Performance-Based Professional Development

On the basis of job performance evaluation, professional staff with low performance scores may be directed to pursue professional development activities in one or more areas; to enhance the underscored areas.

14.1.1.3. Software Application Professional Development

Training activities focus on the job-related software applications, system tools applied by the University. This type of training is ongoing, on demand, and whenever new software or new release is launched.

14.1.1.4. Staff Orientation

Empowering new joining staff to contribute to their units, necessary information on the job responsibilities and the unit planning efforts in the University, directing the new staff to build awareness of University mission, values, and policies including health and safety training. Furthermore, other forms of onboarding orientations can be delivered in a series of scheduled training sessions that aim to prepare professional staff in various subject matter assigned.

14.1.1.5. Membership

The University may cover the expense of institutional-level membership that contributes to the unit and the University. However, only one full collective membership can be obtained per association; thus, if the University has membership by another staff member, additional membership is not necessary. Furthermore, individual-nature membership expense is not covered.

14.2. Professional Development Leave

Professional staff are entitled to professional development activity leave only for face-to-face activities. However, professional development leave might be revoked if the activity is during the unit's critical periods during the academic year or other inevitable obligations. Furthermore, the application for leave shall specify the provision of workload coverage and other obligations.

14.3. Professional Development Funds



All staff with acceptable performance standing who completed the probation period successfully and have an adequate period of service; are eligible for professional development funds. The University allocates a certain amount per academic year per unit during the budgeting process to enable units to plan their staff professional development activities; funds should be used only for professional development direct expense. Units cannot transfer current or previous funds to next year's professional development and cannot share funds with another unit. The professional development funds support event attendance, and registration fees, seminars, or other professional training related to the field and relevant learning resources and supports institutional memberships or subscription relevant to the field.

All spent or received funds during the academic year must be repaid to the University on resignation or job termination.

14.4. Tuition Assistance

Staff can apply for University academic degrees as a part of staff professional development scope, acceptable only for a greater degree; additional academic degree is not part of the professional development scope. Staff willing to join a program should be related to the career development plan and contribute in achieving the institution and unit mission.

14.4.1.1. Eligibility of Tuition Assistance

Staff who have an adequate period of service with an acceptable evaluation with no active performance or behavioral-related warning letters; are eligible to apply for tuition assistance after obtaining the necessary approvals. The tuition assistance amount will be budgeted on the unit's annual professional development budget over the projected enrollment semesters.

The tuition assistance does not cover summer terms tuition fees, admission, and any other service fees. Furthermore, receiving University tuition assistance shall provoke all other eligible stipends, grants, or scholarships. Maintaining tuition assistance staff must maintain both adequate work performance, and academic CGPA, and should remain enrolled throughout the academic program period.

14.4.1.2. Employee Tuition Assistance terms and Conditions:

- Employee can apply after one year of joining and satisfactory evaluation
- Employee should have no record of warning letters
- Employee should prepare a proposal and present it to the direct supervisor and the Director of Human Resources
- This tuition assistance should be within the University Budget for professional development
- The tuition reduction percentage is based on the position, years of service at the institution, degree applied for This tuition assistance is not applicable during summer terms or any repeated courses
- Employee cannot enter the final exam if there is an outstanding balance
- All admission and registration regulations should be applied
- This tuition assistance cannot be combined with any other discount type
- To remain eligible, the employee must remain enrolled through the completion of the course and receive a passing grade During their enrollment, the employee should maintain a CGPA not less than 2.6 for BA and 3.00 for MA
- The registered courses should not reduce from the daily working hours at the institution



- Any leave will be requested will be considered annual leave if not unpaid
- Employee salary should not be less than 10,000 AED per month
- Employee should not have a current loan from the University
- Tuition reduction does not apply to special fees, admission fees, internet and lab fees, student insurance, or textbooks
- overdue account balances will be automatically payroll deducted
- Employee should sign a conflict of interest statement
- Employee should sign a letter of nondisclosure
- The employee should serve after graduation three years for the BA and five years for MA or can be paid fully during the completion of the end of the service process.



15. CODE OF PROFESSIONAL ETHICS

All University employees should adhere to the highest professional expectations and ethical standards. Working in a higher education institution is considered to be a significant responsibility to support students, other University community members, and to serve the public interest in accordance with the laws and regulations. This policy provides guidelines on disciplinary actions to be taken against employees who violate the expected standards of conduct in line with the University's policies and in compliance with the UAE laws to provide a safe and adequate work environment for all colleagues, students, and all other partners of University.

Full-time and part-time administrative staff shall perform the duties assigned in accordance with the employment contract, applicable University laws, and codes of conduct. In addition, employees are required to comply with the generally recognized professional norms of conduct, for which formal disciplinary guidelines have not been established. University employees must uphold an exemplary relationship with colleagues, students, and the community while reflecting well upon the values of the University and the United Arab Emirates.

15.1. Job Responsibilities and Work Commitment

- Employees are not allowed to delegate the task of carrying out their tasks to others unless specifically authorized in writing by the University or by their supervisor.
- Employees are dedicated to the performance of their function and assigned duties with accuracy, reliability, and good faith.
- Employees should perform their duties promptly, precisely, objectively within a reasonable timeframe in accordance with best practice.
- Employees are required to perform their duties within a defined timeframe. If such a timeline has not been specified, their tasks must be carried out within a fair timeline.
- Employees are required to start work at the beginning of official working hours, whether physically on campus or remotely. They are also required to be present during official working hours in order to perform their duties and positions.
- Employees should not hesitate to work outside the official working hours. If that is necessary for the institution or to ensure that university services are not disrupted. This should only be requested by a direct supervisor.
- Employees should read all applicable University policies and procedures and any United Arab Emirates regulations pertaining to their duties and remain aware of any announcements, communications, or updates related to the institution or their affiliated department or unit.
- It is the employee's accountability to perform any tasks assigned to them that is relevant in nature, even if they fall outside the scope of their usual duties and responsibilities. Employees cannot be reluctant to such tasks as long as their immediate superior has given the instructions.
- Employees are dedicated to the achievement of excellence in individual and team performance. They should avoid performing in a way that relies entirely on the experience or abilities of their superiors or colleagues. They are expected to improve their knowledge, skills, and skills through ongoing self-improvement, learning, and training.
- Employees are expected to assist their supervisors, peers, and other University community members in improving their knowledge, skills, and competencies and to enable them to accumulate and exchange knowledge pertaining to the institution and affiliated unit.



- Employees are motivated to the continuous performance of their roles and obligations in order to ensure that the University service is not interrupted. They must not neglect their duties or responsibilities, which may lead to a delay, disruption, or obstruction of the service or which may affect the performance of the service.
- To maintain the institution's service availability and avoid any operational interruption, employees are expected to inform their immediate supervisors thoroughly and specifically of all problems and concerns relevant to the nature of their jobs.

15.2. Courtesy and Respect

- Employees should respect their supervisors and colleagues and, in all expression interactions in compliance with social norms and professional ethics, behave with discretion, experience, objectivity, neutrality, and impartiality.
- Employees should be respectful to the students, faculty, and all members of the University community with whom they come into contact due to the nature of their duties and their performance.
- Employees should prevent, verbally, or in writing, any personal or professional abuse to their supervisors or colleagues. Any professional difference of opinion must be resolved through facts and figures relevant to the work.
- Employees must always respect their supervisors, peers, and all university community members, and their interaction should be free of discrimination, harassment, violence, and indecent words.
- Employees are expected to perform their duties while considering the health and safety of the workplace and the safety of all members of the University community and the general public.
- Employees are expected to communicate with and express views with colleagues in a highly professional and impartial manner. They are also required to provide assistance wherever possible in order to solve any problems they face in the workplace.
- Employees are expected to promote a positive climate among their colleagues in order to help enhance efficiency, improve the working environment, and reinforce the University's core values and positive culture in the workplace.

15.3. Privacy and confidentiality

- Employees must respect the secrecy and confidentiality of information of the University or its community members. No University data or information may be published, used, stored, transmitted, or removed information, unless in the exercise of their duties or as allowed by information regulation or for the purpose of publication, with prior written authorization, even after leaving the University.
- Employees shall take all required precautions and security measures to ensure that University data and information (*including but not limited to any student records, student personal information, faculty, academic programs, minutes, any hard copy and soft copy files belong to the University, its community, or its wider affiliated entities*) is secure, against loss, access, usage, alteration, disclosure, or any other manner of misuse of such information.
- Employees shall hand over any property and belongings to the University after leaving the University (documents, official emails, files, software licenses – hardcopy or softcopy) unless such disclosure is expressly permitted by University policies or employment contract.



- Employees shall take necessary steps, whenever possible and as situations may warrant, to protect the information of students, to any person whose information is gathered in the name of the official(s) to whom the information is to be given.

15.4. Interaction with others

- Any employee with a supervisory and/or managerial role shall take all required steps to monitor and track the subordinate employees consistently and ensure high performance and productivity.
- Employees must obey superiors' directives, guidance, and instructions in accordance with the administrative hierarchy.
- Employees are dedicated to carrying out the job instructions they receive from their supervisors; if these instructions might contradict or violates the ethical standards, UAE applicable laws, or the University policies and procedures, they shall clarify this in writing to their immediate superior.
- Any official action, circumstance, or decision resulting in a conflict of interest between personal activities and the interests of the University or its community.
- Any personal advantages or interests can be obtained by means of the essence of their job employment or their position as a University employee, and this direct or indirect personal interest may influence their decision or duties.
- Any implicit or explicit disrespect, harassment, or discrimination to members of University or its community individual's personal quality regarding their values, beliefs, nationality, race, social status, age, gender, or based on disability.
- Employees are obliged to ensure that they are suitably and conservatively dressed to preserve the reputation and appearance of the University and to comply with any specific rules established by the department of human resource and in a manner that is appropriate to the requirements of their employment, customs and traditions prevailing in the United Arab Emirates.

15.5. Discipline Principles

While the University regulations and the employment contracts authorize discipline administration, it cannot be exercised in a subjective or inappropriate manner. Furthermore, University regulations grant employees the right to use the grievance and appeal system. The University adheres to implement an effective disciplinary framework that ensures that appropriate code of good conduct is communicated and accessible to all employees, and that all due process regulations are fulfilled.

The University discipline principles encompass the following:

- 1) Promptly discipline, disciplinary decisions shall be taken within a reasonable timeframe from the reporting the violation, through the investigation, until the disciplinary action is initiated.
- 2) Corrective discipline, disciplinary measures are not intended to punish the employee and should instead be devised to spur employees' behavior and/or responsibilities.
- 3) Progressive discipline, disciplinary actions to employees are determined gradually from minor to severe measures based on the nature, frequency, and history of violations.



- 4) Apparent discipline, University policies and procedures, code of good conduct, and behavioral expectations are communicated and accessible to all employees.
- 5) Consistent discipline, disciplinary actions are built on objective, sound judgment, and rational consideration for all employees regardless of the position, rank, or years of experience. Disciplinary measures are appropriate to the nature, frequency, and history of violations.
- 6) Evidence-Based discipline, disciplinary actions are considered on the basis of comprehensive and impartial investigation driven by facts and proofs.
- 7) Right to appeal, employees can file an appeal, employees can submit additional information, and evidence deemed to be applicable to the issue should be submitted for consideration.

15.6. Responsibility of Disciplinary Imposition

The direct supervisor or (any higher-level administrative hierarchy) is responsible for reviewing disciplinary claims, after rational deliberation with direct higher-level administrative (director and/or administrative vice presidents) may warrant disciplinary actions or decide whether a disciplinary committee should be conducted.

If the supervisor receives allegations against any employee, the supervisor shall immediately request for direct higher-level administrative to review the case. If the allegations are evident, after rational deliberation with the higher-level administrator and based on the type and significance of the violation, appropriate disciplinary measures must promptly be imposed on the employee.

Employees have the right to respond to the allegations in writing, and the supervisor must review the response of the employee (if any) and collect more information before determining whether a disciplinary measure is justified.

15.7. Inquiry Committee

In accordance with the *Disciplinary Principles*, allegations must be supported by facts and/or evidence. If the allegations require more facts, evidence, and information gathering, the supervisor, in coordination with the direct higher-level administrative, shall promptly form an ad-hoc inquiry committee to gather more information about the allegations. If the inquiry committee result indicates that violation or misconduct was found, the case shall be directed to the disciplinary committee.

15.8. Disciplinary Committee

The Committee must adopt the *discipline principles aforementioned in this policy*, other relevant University policies, and applicable UAE laws. The committee performs on the basis of comprehensive and impartial investigation driven by facts and proofs; the committee investigation shall build on the inquiry committee findings. Hearing sessions are required to reveal the facts with all involved individuals in the case. Moreover, the employees have the right to review and respond to any presented material or evidence at the hearing.

Any recommendation and/or action shall be taken and issued by the Disciplinary Committee and submitted to the Provost for a final decision. Thereafter, the committee notifies the employee in writing of the nature of the disciplinary sanction, the reasons for the sanction, and the imposed action against the employee in the event of a repetition of offense (where relevant). The committee recommendation shall be consistent with



the nature of the violation or breach caused by the administrative staff. The final decision shall be one or more of the following disciplinary measures:

1. No violation or breach found.
2. Recommendation of formal warning letter.
3. Recommendation of formal final warning letter.
4. Recommendation of a fine depending on the damage/loss and/or violation or breach of the employee.
5. Recommendation of suspension of work with salary reduction for a period not exceeding ten days.
6. Recommendation of denial of periodic increment.
7. Recommendation of denial of promotion.
8. Recommendation of terminating the employment contract with remuneration.
9. Recommendation of termination of the employment contract without remuneration.

15.9. Disciplinary Measures

Disciplinary actions shall be consistent with the severity of the violation. The decision of necessary disciplinary measures will also take into account whether the employee has deliberately and/or voluntarily refused to fulfill the role and responsibilities, or if the employee has made an effort to perform the responsibilities. Hence repeated violations of obligations are more significant than a first violation. Applicable disciplinary measures are:

15.9.1.1. Formal Warning Letter

The first step of the corrective action should be devised when informal and verbal feedback have failed to achieve the desired change in performance or conduct. The supervisor will contact the Department of Human Resources to review the facts of the situation.

The aim of this step is to create a firm and formal kind of awareness for the employee that immediate change in behavior and/or performance is necessary. The interaction during the formal warning letter should be firm and rational and should ensure that the employee clearly understands the requirements and expectations that have been developed about the behavior or performance recognized. The supervisor shall bring to attention any fact-based relevant incidents to the situation.

15.9.1.2. Formal Final Warning Letter

When the employee has failed to rectify the issues associated with a written notification step, the employee may, where appropriate, have the final chance to address the problem. Based on the situation's facts, and in consultation with the Department of Human Resources, the supervisor issues a final notification describing the reasons that necessitate reaching this step; the final notification also outlines the expectations to rectify the problems within defined timelines if not immediately.

The supervisor must clarify to the employee the implications of reaching the final warning of the disciplinary action in terms of employment standing with the University. Failure to resolve the problems at this stage shall cause termination of employment. Achieving Good standing can be accomplished by thoroughly and regularly meeting all job roles and expected performance standards for a period of one calendar year. The respective head of department must impose the disciplinary measures of written and final warning.



15.9.1.3. Fines

Recommendation of a fine depending on the damage/loss and/or violation or breach of the academic staff. In case of a fine, the fine may be expressed in terms of a specific amount or an amount equal to the employee's salary for a specific period. This amount will be deducted from the employee's salary. The fine sanction in respect of one violation or breach shall not exceed five days of the monthly salary of each month imposed on him/her. This disciplinary measure can be imposed only by a disciplinary committee.

15.9.1.4. Denial of periodic Increment

The discipline measure for denial of a periodic increment/reward can only be imposed once a year. This disciplinary measure can be imposed only by a disciplinary committee.

15.9.1.5. Denial of Promotion

The discipline measure for deny of the promotion may not be imposed for more than one promotional cycle. The employee shall then be promoted during the following promotional cycle if he/she meets the necessary conditions for such promotion. This disciplinary measure can be imposed only by a disciplinary committee.

15.9.1.6. Employment Termination

If the employee has failed to address the problem or produce unsatisfactory outcomes against the agreed written expectations. If employment terminating is reached, the Vice Presidents must determine whether to enforce the disciplinary measure after carefully reviewing the evidence and the procedure leading to the recommendation. The employment termination implies that the employee receives all compensation and benefits due. This disciplinary measure can be imposed only by a disciplinary committee.

15.9.1.7. Employment Termination without remuneration (Dismissal)

The employee can be terminated without a preliminary record of corrective discipline and with no remuneration if a substantial or unforeseen case of significant misconduct has been properly evidenced.

In accordance with the United Arab Emirates Labor law 1981, article 120, below are offenses of serious misconduct that warrant dismissal under this policy, without prior record of corrective discipline nor end of service remuneration:

1. If an employee adopts a false identity or nationality or submits forged documents or certificates.
2. If an employee commits an error causing substantial material loss to the University.
3. If an employee violates instructions concerning the safety of the campus.
4. If an employee discloses any confidential information pertaining to the academic affairs, students, or any component in the University.
5. If an employee is awarded a final judgment by the competent court in respect of an offense prejudicing honor, honesty, or public morals.
6. If, during working hours, an employee is found drunk or under the influence of drug.
7. If, in the course of his work, an employee commits an assault on the University, the supervisor, or any of his/her colleagues.
8. If an employee is absent without a legitimate excuse for more 20 (twenty) intermittent days or for more than 7 (seven) successive days for one year.



Disciplinary procedures shall be applied even though the employee resigns during the investigation or resigns during imposing the defined sanctions. This disciplinary measure can be imposed only by a disciplinary committee.

15.9.1.8. University Discretion

The method of corrective action outlined in this policy is general in nature and does not warrant any particular course of action. Depending on the situation, the University reserves the right to alter or change the corrective action process as long as the process is in line with the discipline principles.

The University reserves the right to skip any step in the discipline process depending upon the severity of the offense

15.9.1.9. Suspension during Investigation

During the investigation, the employee shall be suspended and shall not be entitled to the salary. If it is evident there is no truth in the allegation; the employee shall be reinstated and paid full pay for the period of suspension.

15.10. Record keeping

Disciplinary case documentation and records shall be retained according to the retention policy and procedures of the University records.

15.11. Appeal

If the employee disagrees with the investigation findings and/or disagrees with the disciplinary measures imposed, or denies the due process, he/she may appeal to the President.



16. GRIEVANCE

The University is committed to providing a workplace where individuals feel free to express themselves and compete for quality with no concerns about obstruction, oppression, or abuse. A grievance is defined as an objection or disagreement raised by an academic or administrative staff about an event, circumstance, fact, decision, condition, or issue.

The University provides an evenhanded internal resolution for objection or disagreement raised by an employee about a circumstance, fact, decision, condition, or issue between employees or between the employee and the academic/administrative unit within the University capacity.

16.1. Grievance Submission

Employees 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.

Employees can also include official in writing grievances with regards to the end of their probation period and annual performance appraisals in the event where a major disagreement occurs with the direct supervisor on the closing evaluation assessment.

16.2. Grievance Phases

The grievance committee shall be formed by a decision of the Human Resource Department Head after consulting with the concerned vice president 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. In the event where the grievance committee fails to provide a resolution to settle the grievance, the grievance submitter may escalate the grievance to the Provost.

Grievances related to the violation of the UAE public order or religious rites should be transferred to the President's Office directly.

16.3. Requirements

Grievances should be sensibly and carefully investigated before submitting them. The University does not accept pseudo and groundless grievances. In case of falsification ground for grievance, the Grievance submitter might be transferred to an investigation committee that will choose the 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.

Employees, including managers, directors 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.

16.4. Appeal

The employee has the opportunity to appeal a decision made in line with the University's policies and in compliance with the UAE laws. The employee may request to review the decision made by the disciplinary or



grievance committee; the appeal Committee shall be nominated by the Provost. The Appeal Committee shall assemble and review the application of the disciplinary procedures and the facts of the prior decision and whether the claims made are fully justified. The decision of the Appeal Committee shall be conveyed to the University Council and communicated to the employee. Employee's resignation will not cause cancellation of disciplinary action. Disciplinary action taken by University shall not have any bearing on any criminal or civil records.



Staff Handbook Receipt

I, _____ understand that this Staff Handbook is provided in addition to the employment contract as a legal reference to some of the general policies of the American University in the Emirates and is not intended to include all policies and procedures. I understand that I should read and familiarize myself with the duties, policies, and regulations set forth in this handbook.

I understand that the University reserves the right to amend and interpret these policies at its own discretion at any time without advance notice. I further understand that they may be changed, when in the opinion of the management, circumstances so require.

I acknowledge that I have received a copy of this Staff Handbook and understand that it contains important information on policies.

Employee Name

Employee's Signature

Date signed

Witness' Signature

Date signed

Witness' Signature

Date signed