

UAEU



جامعة الإمارات العربية المتحدة
United Arab Emirates University

Chancellor's Decree Number (31) for 2009 (continued)
Chancellor's Decree Number (8) for 2011

United Arab Emirates University

Human Resources Policies



Key definitions

Manual A policies and procedures manual is a functional guide for conducting the operations of an Organization, Division or Department. It prevents difficulties in performing duties due to lack of understanding or inconsistent approaches and assists in developing a consistent method in handling any task. The manual typically consists of policies, procedures and process maps.

Policy A definite course or method of action to guide and determine present and future decisions. A policy is a guide to decision-making under a given set of circumstances within the framework of corporate objectives, goals and management philosophies.

Procedure A particular way of accomplishing something, or an established way of doing things. A procedure is a series of steps followed in a definite regular order that ensure the consistent and repetitive approach to actions.

Process A set of activities that uses Resources to transform inputs into outputs. A graphical, sequential description of the activities involved in a process is referred to as a Process Map.



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0 Introduction

0.1 Role of Human Resources Function

The Human Resources (HR) Department plays a key role in supporting the UAE University (UAEU), its managers and employees through the provision of high level strategic and transactional HR services. Primary roles include:

1. **Workforce Planning and Recruitment**
This covers workforce planning, recruitment, internal transfer, job description, classification and evaluation, terms of appointment, acting and additional duties pay and secondment.
2. **Performance Management and Salary Progression**
This covers employees' performance evaluation and progression through range.
3. **Personnel Management**
This covers working hours, benefits entitlement and business expenses.
4. **Grievance and Discipline Management**
This section covers grievance, discipline and code of conduct.
5. **Separation Management**
This section covers employee resignation, termination, gratuity/pension and exit interviews.

0.2 Objectives of the Manual

The objectives of this Manual are as follows:

1. Define policies and procedures that govern all aspects of the UAEU's HR related transactions;
2. Provide a framework for harmonizing the UAEU's approach to HR management;
3. Protect the University's interest and safeguard its assets and operations by setting out clear and concise rules that will be followed when executing HR related transactions.

0.3 Use of the Manual

1. The Director HR is the owner of this Manual. All inquiries and matters relating to the Manual will be addressed to him/her.
2. All policies and processes contained in the Manual operate within the framework of the relevant Signing Authority Matrix.
3. The Director HR has the overall responsibility for initiating, implementing and making future updates to the UAEU's HR policies, processes and procedures and reporting to the Secretary General on any non-compliance by UAEU's staff. Responsibility may be delegated as appropriate.
4. The Director HR is also responsible for defining broad guidelines to ensure compliance with HR policies.



5. Requests for updating the manual (add/delete/amend) can be originated by any of the users of the Manual. The user can formally write to the Director HR, describing the suggestions and the rationale for such change.
6. Whenever an update concerns a policy, the Director HR will review the request and if deemed appropriate, the Manual will be updated upon receiving the requisite approval from the Secretary General.
7. Copies of the Manual, revision proposal and amendment notifications will be posted on-line.
8. All policy changes require the approval of the Provost, Vice-Chancellor and Chancellor, in that order.
9. Procedures associated with these policies require the approval of the Provost, at the recommendation of the policy owner via the Secretary General.

0.4 Glossary of Terms

Unless provided otherwise, or irrelevant to the context, the following words and expressions will have the respective meanings assigned to them.

Allowance

Sum of money paid in addition to the adjusted salary (and not considered part of it) and payable for a purpose to be specified by the employment contract and which payment will be discontinued upon termination of its eligibility conditions or for which repayment may be required as per the contract or relevant policy.

Adjusted Salary

The component of salary defined as basic as per the terms of contract of service exclusive of all allowances, perquisites, overtime etc.

Complementary Allowance

A component of the Gross Salary that is paid monthly but which does not form part of calculations for end of service or other benefits.

Commencement/Anniversary Date

Date from which the employee commences his employment under a specific contract as mutually agreed with the employer.

Contract

Any agreement for a definite term or indefinite term, concluded between the employer and employee, whereby the latter undertakes to work in the employer's service and under its management and control, in return for a certain wage/salary that the employer undertakes to pay.

Dependent Children

Unless otherwise specified, the general definition for dependent children is male children of the employee up to eighteen (18) years of age, unmarried, divorced and/or widowed female children as long as they are sponsored by their father and children over eighteen (18) and up to twenty-three (23) who are attending university on a full-time basis.

Eligible Children



Unless otherwise specified, benefit coverage applies to a maximum of three dependent children.

Employee

Any male or female working, for wage of any kind, in the service or under the management or control of the Employer, albeit out of his sight.

Employee Class

Categorizations of employees for the purposes of salary, benefit and reporting administration. Classes include: Executive, Management, Faculty, Professional and Support.

Employee Type

Further classification of employees based on anticipated length of relationship, hours of work and payment type. Type includes: Regular Full-Time, Regular Part-Time, Temporary, Visiting, Monthly, Hourly and Special Contract.

Employer

United Arab Emirates University

Employment Separation

Cessations of an employee's relationship with the University due to resignation, termination, death, end of contract or retirement.

Gender

The masculine gender 'his', 'him', 'he' etc. are taken to apply equally to both male and female employees of the UAEU.

Grievance

An unsatisfactory work related condition or situation, real or imaginary which the employee believes to be a basis for lodging a complaint.

Government

The Government of the United Arab Emirates.

Gross Salary

Refers to adjusted salary plus complementary allowance and any other allowances paid on a monthly basis.

Interview / Selection Committee

Any committee formed for the purposes of interviewing and selecting new employees. At a minimum, such committees shall include the supervisor for the area, and one other.

Manual

The HR policies and procedures as incorporated.

Performance Evaluation

Evaluation of an employee's performance by a superior with a view to recognizing positive performance and addressing areas requiring improvement.

Period of Service

Uninterrupted service with the UAEU disregarding periods of absence permitted by law or the employer.



Prevailing Law

The employment laws of the United Arab Emirates.

Probation period

Period as stated in the contract of employment on the satisfactory completion of which the services of the employee is confirmed in the UAEU.

Redundancy

The situation where a position commensurate with an employees' skills, knowledge and experience is no longer required by the UAEU.

Supervisor

The person to whom the employee reports for the purposes of work direction and attendance and performance management.

Work

Any human effort – intellectual, technical or physical- exerted in return for wage/salary, irrespective of whether such work is permanent or temporary.

University

United Arab Emirates University.

Year

Gregorian year, 365 (Three hundred and sixty five) days.



Workforce Planning and Recruitment



1 Workforce Planning and Recruitment

Overview

This section covers policies relating to workforce planning, recruitment, internal transfers, job descriptions, classification and evaluation, and term of appointment including acting or additional duties and secondment.

1.1 Workforce Planning

1.1.1 Scope

This policy is applicable to all Colleges/Divisions/Departments of the UAEU.

1.1.2 Objective

The UAEU is committed to recruiting the right employees, for the right positions in an efficient and effective manner. The objective of this policy is to outline how staffing requirements are planned in advance to achieve the UAEU's business objectives and assist the UAEU towards managing the employment of an optimum level of human resources with the required skills.

1.1.3 Policy

1. Workforce planning and budgeting shall be driven by the number of students, curriculum and research activity of the University. The workforce plan defines the number, cost, skill set and timeframe requirements for each position as well as reflecting future areas of growth.
2. Annual discussions between the academic and operational areas of the University shall inform the Executive Team on anticipated changes to employee needs for the coming academic year(s). The academic vision of the University shall guide these discussions and consideration will be given to fiscal capacity.
3. The Provost or his/her designate shall sign off on the workforce plan for each year and the associated budget shall be integrated into the respective departmental budgets.
4. Position deletion and recruitment requests for new and/or replacement positions shall be in accordance with approved departmental workforce plans.
5. Ad hoc recruitment may be required to overcome unforeseen staff requirements such as, replacements for sudden resignations, new projects etc.
6. Ad hoc recruitment requirements shall be approved as per the established signing authority and communicated to HR as early as possible. Where approved, such ad hoc recruitment will in turn feed into the workforce plan for future planning purposes.
7. The HR Department shall monitor the implementation of all department workforce plans.

1.2 Recruitment

1.2.1 Scope

This policy will be applicable to all Colleges/Departments in the UAEU.



1.2.2 Objective

The objective of the recruitment policy is to outline the principles to be used to ensure that the best-suited applicants occupy all positions in the UAEU and possess the required educational qualifications, experience, skill and knowledge to perform the job effectively.

1.2.3 Policy

1. All standard recruitment activities shall be within the approved workforce plan. Any recruitment for non-budgeted positions will require special approval from the relevant signing authority.
2. The UAEU shall adopt fair and consistent methods of recruitment and selection so as to select the most suitable candidate to meet the requirements of the job.
3. Where equally qualified candidates are being considered, the UAEU shall give preference to hiring UAE Nationals over non and internal candidates over externals. With the approval of the Provost, minimum experience requirements may be waived in exceptional circumstances when hiring Nationals.
4. All offer letters and employment contracts shall be issued by the HR Department in accordance with approved templates and signed off by the concerned Dean/Director or as per the established signing authority.
5. The HR Department is the facilitator for the recruitment process but the selection of candidates is the decision of the hiring Department/College.

Interviewing:

6. No candidate shall be employed without first being interviewed by a selection committee. The committee shall, at a minimum, contain the supervisor for the area plus one other.
7. While preference is for face-to face interviews, video-conferencing and phone interviews may be used. Where the candidate is asked to travel to the University from within or outside the country, appropriate costs will be borne by the UAEU.
8. No candidate shall be employed without reference checks being completed. Three references are preferred with at least two being from current or former employers. Normally these will be performed by HR. Faculty credentials are to be verified by the appropriate college.

Re-hiring:

9. A former employee may be re-hired provided that he/she has a satisfactory record and a vacancy is available inside the UAEU. It is at the discretion of the UAEU Management to approve or disapprove such re-engagement.



Employment of Immediate Relatives:

10. While the UAEU does not encourage employment of immediate relatives/next of kin of existing employees, it is recognized that this may occur on occasion where it is in the best interests of the UAEU.
11. In no circumstance shall an employee report indirectly or directly to a relative.
12. New hires are required to identify any potential conflict of interest during the recruitment process.

Selection and offer of employment :

13. Assuming reference checks are positive, the hiring department shall request that HR issue an offer letter to the preferred candidate.
14. The salary offered will normally be at the base of the range for the position. In certain instances, following discussion between the hiring Department and HR, exception to this norm may be made. All offers must be supported by relevant Departmental budgets.
15. Benefits and housing details should not be discussed by the selection committee and questions related to these areas should be referred to HR.
16. If the employee signs off on the offer, HR will draft a contract of employment and have the candidate sign off.
17. It is the responsibility of the hiring department to advise HR immediately of any changes to the new hire's start date.

Probationary period:

18. The UAEU is committed to ensuring that both new employees and the UAEU are able to evaluate each other during the initial employment period.
19. The length of probationary period varies with employee type and class and is stated in the employment contract.
20. During the probationary period the new hire's immediate supervisor shall meet with the employee on a regular basis to discuss performance. Performance concerns will be made in writing to the employee.
21. Employees may be terminated by the UAEU at any time during the probationary period.
22. If the employee is terminated during probation, the UAEU will determine whether the employee may receive the salary in lieu of notice or will be expected to work during the notice period determined by the employee class/type.
23. Employees resigning during the probationary period must generally give two months notice to his/her supervisor; however, the University at its sole discretion may accept or request a shorter period. Notice period for teaching staff is normally tied to the end of the academic semester.
24. An employee who resigns during the probationary period shall not normally be entitled to any end of service or repatriation benefits.
25. In the case of expatriates, the UAEU will provide the tickets entitled by the employee and his/her immediate family members (when applicable) to return home unless the employee chooses to join another employer in the UAE.



1.3 Internal Transfers

1.3.1 Scope

This policy is applicable to all employees of the UAEU.

1.3.2 Objective

The objective of this policy is to outline how internal vacancies will be filled. In support of career paths for its employees, the University is committed to posting, where practical, all internal vacancies.

1.3.3 Policy

Voluntary:

1. In normal circumstances, employees must successfully complete their first year of employment prior to applying for another position.
2. Where an internal applicant is, on paper, deemed qualified by the selection committee they shall be interviewed. Where the internal applicant is found to be equally qualified to an external applicant, preference shall normally be given to the internal applicant.
3. It is the responsibility of the hiring Department to ensure that offers made to internal applicants are made conditional on the current Department being able to release the employee. The decision to approve a release of the employee rests with the current Department; however, approval will not be unreasonably withheld.
4. Where approved, the effective date of the transfer shall be determined and agreed to by the current and receiving Departments.

Involuntary:

5. In the event an employee is involuntarily transferred to a position at the discretion of the UAEU, the details of the transfer will be determined by the Director HR in consultation with present Dean/ Director and the receiving Dean/ Director.
6. In the event an employee does not agree to the transfer, the UAEU may terminate the employee as per the termination procedure.

1.4 Job Descriptions, Classification and Evaluation

1.4.1 Scope

The policy is applicable to all jobs in the UAEU.

1.4.2 Objective

The objective of this policy is to specify the guidelines for developing and amending job descriptions and for classifying and evaluating positions.



1.4.3 Policy

1. Job descriptions (JD)s shall be developed or updated whenever significant changes in the UAEU structure or position duties and responsibilities occur; and whenever new positions are created.
2. The HR Department has the final responsibility of ensuring that JDs are prepared for each approved position in the approved JD format. Development of a JD is performed by HR with input from the designated department personnel. Where an employee is already in the position or where there is a proposed amendment to an existing filled position, HR will seek input from the incumbent.
3. Classification involves the evaluation of a new position or significantly changed JD and shall not be used as a mechanism for granting salary increases to an employee on the grounds of personal merit or performance.
4. A 'point factor' job evaluation (JE) method is used to evaluate UAEU jobs. Each salary grade has a range of JE points. Jobs with JE points falling within the same range are assigned to the same salary grade. Details of the method are contained in a plan document, which is available to managers and employees.
5. JE is not used to look at the specific performance of individuals doing the jobs. JE looks at the position not the person to determine what each job is worth and how one job stacks up against the others.
6. JE shall be conducted by designated personnel within HR and other trained University staff as may be assigned. Input is received from the respective College/Department.
7. The HR department shall communicate any approved changes in the compensation structure and subsequent placements of jobs.



1.5 Terms of Appointment

1.5.1 Scope

This policy is applicable to all the employees of the UAEU.

1.5.2 Objective

The objective of this policy is to clarify the normal terms of appointment for the various classes and types of employees.

1.5.3 Policy

1. Appointments as employees of the UAEU will be to one of the employee classes. Refer to chart.
2. Academic ranking and related standards of appointment are contained in the policies and procedures of the Academic Affairs Office.
3. Policies and procedures related to UAE National Teaching Assistants are covered by the Academic Affairs Office.
4. In addition to being assigned a "class", appointments as employees of the University will be categorized by one of the following types:
 - Regular Full-Time – for a period of twelve months or more.
 - Regular Part-Time – for a period of twelve months or more and generally offered only to UAE Nationals.
 - Temporary - full time for a period of less than twelve months and renewable.
 - Monthly lump sum.
 - Hourly – variable hours of work.
5. As per the terms and conditions in their contracts, consultants and advisors are appointed on special contracts by approval of the Provost or his/her designate. Appointments may be for a lump-sum salary or compensation and any other benefits. The contract shall set out the conditions of appointment and may or may not conform to standard University salary and benefits.



Employee Class	Definition
E1 Executive National	Emirati employees on pay grades 1 to 3
E2 Executive Expat	Non-Emirati employees hired on external contracts on pay grades 1 to 3
M1 Management National	Emirati employees in Managerial jobs
M2 Management Expat	Non-Emirati employees in Managerial jobs with external contracts
P1 Professional National	Emirati employees on pay grades 4 to 6
P2 Professional Expat	Non-Emirati employees hired on external contracts on pay grades 4 to 6
A1 Support National	Emirati employees on pay grades 7 to 10
A2 Support Expat	Non-Emirati employees on pay grades 7 to 10
F1 Faculty National	Emirati faculty members
F2 Faculty Expat	Non-Emirati Faculty members
FV Faculty Visiting	All visiting faculty members regardless of salary
HR Hourly	All employees hired on hourly contracts. Employees will need to submit a time sheet to get paid.
LS Monthly Lump-sum	All employees hired on monthly lump-sum contracts.
Special Contracts	Employees hired on fixed term contracts to provide services of a unique or consulting nature.

1.6 Acting & Additional Duties Pay

1.6.1 Scope

This policy is applicable to all employees of the UAEU.

1.6.2 Objective

The objective of this policy is to outline when and how employees will be remunerated for taking on additional duties or being assigned to acting roles.



1.6.3 Policy

1. The purpose of Acting Pay is to compensate an employee who has been asked to temporarily substitute in or perform the principal duties of a position in a higher salary grade (i.e. the employee is not performing or only minimally performing their own duties).
2. While in an "acting" position, the employee will be paid the base of the range for the position for which he/she is acting or 12% more than his/her current adjusted salary, whichever is greater. Acting pay is generally not appropriate for periods of less than one month and does not normally cover periods in excess of six months.
3. The purpose of Additional Duties Pay is to compensate an employee for undertaking, for a finite period of time, significant additional responsibilities which are not normally a part of the employee's workload (i.e. the employee is performing their normal duties plus significant additional responsibilities during their regular work day).
4. Additional Duties Pay (ADP) is 12% of the employee's current adjusted salary. Additional duties must be performed for a minimum of fifteen (15) working days in order to receive ADP. ADP may be applied for a maximum of six (6) months, subject to renewal for a further six months for exceptional circumstances. ADP will be halted on the dates that any type of leave occurs during the approved period.
5. Requests for either Acting or Additional Duties Pay are made to the Dean/Director and require the approval of the Provost or Secretary General.

1.7 Secondment

1.7.1 Scope

This policy is applicable to staff only. Faculty secondment is covered under a separate policy.

1.7.2 Objective

The objective of this policy is to describe the process by which an employee is assigned to a vacant position outside the UAEU (generally for career development purposes) or a temporary assignment of an individual to a vacant position within the UAEU to meet a short time specialized human resource requirement.

1.7.3 Policy

1. A Secondment is a contractual agreement between the UAEU and another organization (or an arrangement between UAEU Departments) in which the services of an employee are temporarily transferred under specific conditions to the other.
2. A Secondment agreement with another organization requires the approval of the Vice Chancellor. Internal Secondments require approval of the Provost or Secretary General.
3. The Organization receiving the employee shall pay the cost of his/her salary and benefits. However, in special cases where the seconding and receiving organizations are in agreement and upon approval of the Vice Chancellor, the UAEU may pay part or full salary and benefits of the employee.
4. A secondment period shall be computed as part of the period for which a regular increment, promotion, pension or end of service reward is due.



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5. The seconded employee shall arrange his/her vacation time with the organization to which he/she is seconded, in accordance with the contractual agreement.
6. A seconded employee will return to the same position, or to a similar position, at the end of the secondment term.
7. The UAEU may fill the position of the seconded employee on a temporary or a permanent basis.
8. On mutual consent of the UAEU and the employee, the employee may be considered for secondment for a second time. A secondment will not, however, be granted more than once in a four year period unless approved by the Vice Chancellor.



Performance Management and Salary Progression



2 Performance Management and Salary Progression

Overview

This section covers policies relating to performance evaluation and progression through the salary grades. Performance Management helps to provide open communication channels between the employee and his/her immediate supervisor through goal setting, performance evaluation and feedback.

Performance management helps to ensure that salary progression, contract renewal and employment continuation decisions are transparent and based on a mutual understanding of evaluation criteria. Additionally, performance management informs decisions regarding training and development needs and opportunities.

2.1 Performance Evaluation

2.1.1 Scope

This policy is applicable to all employees of the UAEU.

2.1.2 Objective

The objective of this policy is to outline the central functions and responsibilities of the University's performance management framework.

2.1.3 Policy

1. The UAEU adopts a performance management philosophy aimed at encouraging a performance driven culture and open communication. It also aims at providing a fair and objective review of an employee's performance during the year as an integral part of employee development.
2. All supervisors are required to keep their unit current on the goals of the University and the unit and to meet on an appropriate basis with their direct reports to discuss goal setting and performance. Measuring supervisor's success will include reviewing evidence of activity in this area.
3. Employees are required to familiarize themselves with the goals of the University and their unit, to participate in regular performance discussions and are responsible for preparing appropriately for such discussions.
4. Performance management activity will include at a minimum the following components; a formal annual meeting to set goals and objectives for the upcoming year and to review performance over the previous year. In an employee's first year of hire, a goal setting meeting will take place within the first three months of hire and an annual review meeting will take place on or around the employee's anniversary date (alternatively, the University may direct that annual reviews take place during set period(s) of the year). In the final year of an employee's contract, this review will take place six months prior to the contract end date to assist the parties in contract renewal discussions. The immediate supervisor is required to keep a written record of these meetings and the employee shall have the opportunity to add his/her comments and receive a signed copy.
5. Aside from the formal meetings noted above, employees and their immediate supervisors are encouraged to meet more frequently on a less formal basis to discuss activity to date.
6. HR is responsible for supporting performance management activity by providing supervisors and employees with guidance on the holding of goal setting and performance



review meetings. HR is also responsible for supporting the parties on matters related to performance improvement opportunities including training, coaching and corrective action.

7. HR will regularly canvass supervisors and employees on their perceived training and development needs and schedule appropriate courses/workshops to support the meeting of these needs.
8. The University may adopt different tools to support performance management activity and these may differ between employee categories and types.
9. Review meetings need to be based on the principle of two-way communication. The employee is encouraged to discuss issues, job performance, career aspirations and training and development needs; and the appraiser is encouraged to provide objective, constructive feedback on strengths and areas for development.

2.2 Progression through the Range

2.2.1 Scope

The policy is applicable to all non-faculty non-executive employees of the UAEU.

2.2.2 Objective

The objective of this policy is to identify the guidelines by which employees may move through the salary range for their position.

2.2.3 Policy

1. Non-faculty/non-executive positions within the University are rated and assigned to a specific salary grade. Each grade has a salary range. Employees are normally hired at the base of the range, and movement or progression through the range is governed by performance.
2. Following an employee's annual goal setting/review meeting, his/her supervisor may request Dean/Director's approval to move the employee to a higher level within the range. If the Dean/Director is in agreement they shall advise HR and the supervisor shall advise the employee.
3. The amount of movement within the range may be dictated by budget availability. There is no movement beyond the top of the range.
4. The HR Department will, on a three year basis, undertake a market review to ensure the continued competitiveness of the salary structure. Recommendations from this review will be presented to the University Executive Team for consideration and action as deemed appropriate.



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Human Resource Policies

Personnel Management



3 Personnel Management

Overview

Personnel management addresses attendance, benefit management and business related expense reimbursements in a manner that supports the goals of the University and the recruitment and retention of quality employees.

3.1 Working Hours

3.1.1 Scope

This policy will be applicable to all employees of the UAEU.

3.1.2 Objective

The objective of this policy is to define the normal hours of work for University employees.

3.1.3 Policy

1. The normal working hours of the UAEU shall be:
Sunday to Thursday: 07:30 – 16:30
Friday and Saturday: Off
2. Employees are entitled to one unpaid hour off daily for lunch.
3. Specific hours of work for faculty employees will vary depending on teaching schedules and will be as set by the Dean. Non-teaching units may also vary employee schedules to better meet student/customer needs. Flexibility in working hours is possible where it meets the needs of the University and where the employee (for regular full-time positions) is providing the required forty hours of service per week.
4. Employees have an obligation to attend work as scheduled and supervisors have an obligation to manage and address attendance issues.
5. Hours of work will vary during the Ramadan period and employees shall not be entitled to lunch breaks during this time.
6. Due to work requirements that exceed normal business expectations, the UAEU may occasionally require employees to work beyond their regularly assigned work hours. Additionally, work required to be performed on non-working days, holidays and in excess of Ramadan working hours shall be considered as overtime.
7. Except in the case of an emergency, employees require prior approval from their supervisor before working overtime.
8. Where eligible due to their position grade, employees may receive payment for overtime worked or, where operationally possible, time off in lieu of overtime payment.



3.2 Benefit Entitlements

3.2.1 Scope

This policy will be applicable to all employees of the UAEU and their eligible dependents.

3.2.2 Objective

The objective of this policy is to outline for employees the type and level of benefits they are entitled to receive.

3.2.3 Policy

1. Employees recruited from outside the UAE should be entitled to the following relocation benefits:

Relocation Ticket

- The UAEU shall provide travel tickets from the point of departure to the UAE at the start of employment for employees hired from outside the country.
- The class of ticket and whether or not eligible dependents will be included is based on employee class and type.
- In general, the UAEU shall arrange for the air ticket of the employee. In certain cases, an employee may be allowed to make their own travel arrangements. Reimbursement shall be made on the cost the UAEU would have incurred by providing the travel tickets.
- Employees hired from inside UAE shall not be eligible for relocation airfare.

Relocation Allowance

- Employees in grades 7 and above are entitled to a relocation allowance. Allowance rates are established by HR and shall be provided at the start of the employee's contract per the terms of their contract.
- If the services of the employee are discontinued, either voluntarily or involuntarily, within three years of employment, the employee shall, on a prorated basis, repay the University for the relocation allowance. The Provost or Secretary General may authorize an exception to this repayment

Hotel accommodation

- On arrival in the UAE and at the start of employment, the UAEU shall provide employees and eligible dependents with six nights' hotel accommodation and meals. The Director, HR may approve extension of accommodation.
2. In addition to other benefits for which UAEU employees are entitled, special government mandated benefits will be provided to UAE Nationals. Executive and senior level appointments may include additional or alternative benefits commensurate with the position.
 3. Annual air ticket (as cash-in-lieu)
 - Unless stated otherwise in their contracts, all non-UAE National employees in grade 7 and above, and their eligible dependents, hired after the implementation



date of this policy shall be entitled annual air tickets (as cash-in-lieu) as outlined below.

Employee Class	Entitlements
Executive level	First class/Business class airfare at corporate rates for the employee and eligible dependents from the UAE to the employee's country of residence and back in respect of each year of service.
Management, Professional and Support Staff.	Economy class airfare at corporate rates for the employee and eligible dependents from the UAE to the employee's country of residence and back in respect of each year of service.

- Unless otherwise approved by the Director HR, the country of residence shall be specified at the start of employment and reflect the citizenship of the employee. The city of residence is generally determined as the city the employee resided in prior to relocating to the UAE.
- Annually the University obtains corporate airfare rates from travel agencies. Employees are paid the rate applicable to their city of residence and may request this payment after their anniversary date. Newly hired employees may request this payment following completion of their probationary period.

4. Repatriation Ticket

- Employees who leave the UAE, either due to end of employment or non-disciplinary dismissal, and where eligible, their dependants, shall be entitled to a repatriation ticket as part of their final settlement where included in their contract or, where the contract is silent, at the discretion of the University.

5. Repatriation Allowance

- Employees in grades 7 and above who leave the UAE either due to end of contract or non-disciplinary dismissal shall be entitled to a repatriation allowance of AED 3,000 as part of their final settlement where included in their contract or, where the contract is silent, at the discretion of the University. The purpose of the repatriation allowance is to help offset the cost of the move.

6. Educational Allowance

- University Faculty members and employees in grades 6 and above shall receive an allowance towards the actual cost of education fees for eligible dependent children. The total allowance paid shall not exceed fifteen percent (15%) of the employee's annual adjusted salary.¹
- Payment shall be extended to eligible children entering Grade 1 and who are required to attend formal school, according to UAE law, to the end of secondary school. Kindergarten and pre-kindergarten is not covered.
- Without prejudice to the aforesaid provisions the Director HR/CFO may, in special cases, approve education fees be paid:
 - To employees whose children are studying through distance education or through other non-conventional methods.

¹ Amended by virtue of Chancellor's Decree No. (8) for 2011 dated 20/01/2011 based upon the approval of the University Council



- For schooling outside the UAE where suitable education facilities are not available locally.
7. For purposes of collecting benefits related to dependents, employees need to have an attested and certified Marriage Certificate and/or Birth Certificates. Dependents should be in the UAE for them to be eligible for benefits.
- Employees are entitled to benefits for eligible dependents upon confirmation of relevant dependent status. Any change of dependent status needs to be communicated in writing by the employee to the HR Department
8. Phone Allowance
- Employees shall be entitled to a phone allowance as outlined below.
- The University shall cover the full costs of the Chancellor, Vice-Chancellor, Provost and Secretary General.
 - Deans and Executive positions of grade 1 and above shall receive a monthly allowance of AED750.
 - Other employees, who by the nature of their positions require the use of a mobile phone, may be eligible for a monthly allowance of between AED50 and AED150 upon approval of the Secretary General.
 - The Secretary General may vary the above rates.
9. Health Insurance Coverage
- Employees shall be eligible for Group Health Insurance Plan coverage. Dependents (spouse and up to three children aged 18 or under) may be enrolled in the Plan on a voluntary basis.
 - A wife will only be covered where she is under her husband's sponsorship and not working.
 - The employee is responsible for keeping HR informed of any changes in the resident status of family members.
 - Other restrictions may apply and plan details are covered by contract between the University and the insurance company and may be amended from time to time.
10. Death Benefit
- In the event of the death of an employee, the dependent family members or legal beneficiaries of the employee shall receive the salary for the month during which the death occurred together with a payment equivalent to three additional month's gross salary and the end of service benefit.
 - Additionally, the University will cover reasonable expenses associated with embalming and repatriation of the deceased and his/her family and personal effects.
 - The Secretary General may waive any requirement for repayment of monies owing to the University or clearance requirements.
 - In the event of the death of an employee's immediate family member (spouse or dependent children), the University will cover reasonable expenses associated with embalming and repatriation of the deceased as well as the cost of a return ticket for one person to accompany the body.
11. Accommodation and Furniture
-



- The University shall provide reasonable accommodation or a housing allowance to all employees. The type of accommodation or level of allowance is dependent upon the class and type of the position and, for actual accommodation, upon availability.
- Not all classes and types of employees shall have a choice between receiving an allowance in lieu of accommodation or vice-versa.
- Accommodation is provided for the sole use of the employee and his/her eligible dependents and shall not be used for private business, be sublet or used for other than accommodation for the employee.
- If both husband and wife are employed by the University, the benefits in this section shall be granted only to the employee receiving the higher salary unless working more than 100km apart.
- Where the employee is offered a choice between accommodation and allowance, a change in preference shall only be possible where it is in the best interests of the University to agree to this change. Where such a request is made the Director of HR shall give consideration to such factors as current lease obligations, accommodation availability, employee contract length and anticipated employee departures and arrivals.
- The value of the allowance shall be determined annually by the University.
- Where accommodation is provided, employees are required to vacate their accommodation within one month of the end of their contract or, for faculty positions, within one month of the end of the semester. In the case of dismissal, the employee shall vacate on the date set by the University.
- Faculty employees, and staff employees in grades 5 and above, shall be entitled to a furniture allowance at the start of their employment. If the services of the employee are discontinued, either voluntarily or involuntarily, within three years of employment, the employee shall, in a prorated basis, repay the University for the Furniture Allowance. The Secretary General may authorize an exception to this repayment.

Employee Grade	Single	Married
Faculty members and Staff grades 3 and above	AED 35,000	AED 40,000
Instructors and Staff grades 4 and 5	AED 25,000	AED 30,000

12. Duplication of Benefits

- The entitlement to allowances and benefits shall not be provided to the employee where such allowances or benefits are already available to the employee through employment of the employee's spouse in an Organization with any Government financial holdings and/or ownership in the UAE. This does not apply to housing and furniture benefit entitlement where the employee and spouse work greater than 100km apart.
- It is the obligation of the employee to inform the UAEU of any duplication of benefits received from a government institution between the employee and the



spouse. Failure to do so will result in the UAEU retroactively recovering any outstanding amounts and possible disciplinary action.

13. Leave entitlements

All leave entitlements and applications require appropriate approval.

Public Holidays

- The UAEU observes public holidays as determined by the Government and all employees scheduled to work on these days will be given the entitled day(s) off.
- Actual dates/times and duration of public holidays will be determined annually by the Government and as approved by the Vice Chancellor.

Annual Leave

- Non-faculty employees in grades 3 and above are entitled to vacation of 40 working days per year. Grades 4-6 are entitled to 30 working days per year and grades below 6 are entitled to 25 working days per year.
- Faculty employees work on the basis of 'Duty Days'. Duty Days are those days in the academic calendar on which employees in these categories are required to be at work. Duty Days should generally be a minimum of 205 days.
- Off-Duty days are those days in the academic calendar on which faculty employees are not required to be at work. The Off-Duty period may vary from year to year but generally should be 35 (thirty five) work days between academic years and 10 (ten) work days during the mid-year break within the Academic year.
- Annual leave should be taken within the anniversary year in which it is accrued. However, leave that is not taken within the anniversary year may, with permission of the immediate supervisor, be carried over to the next year's entitlement. Vacation not used by the end of the second year will be forfeited. Exception in unique circumstances may be made with the approval of the Secretary General for this remaining balance to be paid out.
- Both the employee and his/her supervisor have the responsibility to ensure that allotted leave is used within the year it is earned. The final decision about the scheduling of leave is made by the immediate supervisor to ensure that the operational needs of the organization are met.
- Employees are not generally allowed to utilize their annual leave entitlement during the period of probation. Exception may be made with the approval of the Director HR.
- Vacation balances outstanding at the end of the employee's employment are not taken as "time off" but rather shall be paid out as part of the employee's final settlement.

Special Leaves

- Emergency Leave - on the death or critical illness of an immediate family member (father, mother, spouse, sibling, child) the employee may, with the approval of the Director HR, be granted emergency leave with pay for a period not exceeding five working days. Any emergency leave in excess of five working days shall be without pay.



- Bereavement leaves for Muslim women – the UAEU grants leave of absence at full pay for a bereavement period of four months and ten days that a Muslim widow is required to observe following the death of her husband.
- Unpaid leave - may be recommended by the Dean/Director and approved by the Secretary General to a maximum of one month in a contract year, provided he/she gives at least one month notice before the commencement of leave. The employee shall not accrue an end of service benefit for the duration of the unpaid leave.
- For examination – 5 calendar days prior to exam date plus the exam day. This leave is allowed for special exams only (University Degree in “Bachelors, Masters, PHD” which is related to job requirements of the University and has to be approved by the Dean/Director).
- Pilgrimage leave – a Muslim employee is eligible for paid leave to participate in their first Hajj pilgrimage. The length of the paid leave shall be determined annually by the Secretary General.

Sick Leave

- During each contract year employees can be absent due to illness for up to fifteen (15) working days with full pay.
- Should the employee be absent from work due to illness for a period more than fifteen continuous working days, the Secretary General, with a report from a Government Medical Authority and the recommendation of the Director of Human Resources, may approve to consider this period as a sick leave at full or partial pay. In no instance shall the period of the sick leave exceeds one year.²
- If an employee does not recover from his/her sickness, he/she may be terminated due to unfitness of health.
- Sick leave covers both illness and injury.
- Sick leave shall not be accumulated or carried forward to the next year.
- Work related injuries shall be covered by current government regulations.
- Sick leave in excess of 3 working days shall require a doctor's report. This should be presented to HR upon the employees' return to work.

Medical Escort Leave

- Upon written request to the Director, HR, National employees may be absent, with pay, for a period of twenty-six (26) working days to travel out of country as a medical escort to an immediate family member.
- Immediate family in this instance shall mean mother, father, spouse, child or sibling.

Maternity Leave

- Married female employees employed on regular contracts are entitled to maternity leave with full pay for a period of sixty (60) calendar days.
- Additional maternity leave without pay, to a maximum of thirty (30) calendar days, may be approved by the HR Department in consultation with the employee's supervisor. Should the employee need to take sick leave, a doctor's certificate is required.

² Amended by virtue of Chancellor's Decree No. (8) for 2011 dated 20/01/2011 based upon the approval of the University Council



- Maternity leave should normally apply from the date of delivery.
- Other maternity privileges shall be applicable as per the UAE legislation.

Study Leave

- In support of the UAEU's commitment to the professional development of UAE National employees, the UAEU may provide Tuition Assistance or Study Leave to UAE National employees to pursue further education at any accredited University in the UAE or world-wide.
- Study Leave requires the recommendation of the employee's Dean/Director and approval of the Provost.

3.3 Business Expenses

3.3.1 Scope

This policy is applicable to all employees of the UAEU.

3.3.2 Objective

The objective of this policy is to outline the authorization and reimbursement standards.

3.3.3 Policy

1. Business travel (including conferences and training) requires pre-approval from the employee's supervisor.
2. Travel expenses are reimbursed on a per-diem basis to cover accommodation, meals, transportation and related incidental expenses. Rates are outlined in the Finance Department policies. Additional related expenses such as registration and visa fees are also covered where pre-approved by the employee's supervisor.
3. Combining business and personal travel is acceptable when the incremental costs of personal travel are paid by the employee and when the personal trip / vacation are incidental to the business trip.



Grievance and Discipline Management



4 Grievance and Discipline Management

Overview

This section covers policies relating to grievances, discipline and code of conduct. Where employees feel secure in raising real or perceived grievances and where discipline is managed in an open and corrective manner, employee engagement and morale is generally higher than otherwise would be the case. Additionally, when employees understand that code of conduct under which the University operates and to which they are expected to adhere, misunderstandings between employees, supervisors, students and clients are reduced.

4.1 Grievance

4.1.1 Scope

This policy is applicable to all employees of the UAEU.

4.1.2 Objective

The objective of this policy is to outline the process by which employees may raise any work related concerns they may have.

4.1.3 Policy

1. The Grievance procedure should be employed in the following circumstances:
 - Where an employee wishes to raise an issue concerning his/her own terms and conditions of employment.
 - Where an employee wishes to raise an issue concerning any aspect of his/her individual working relationships within the UAEU.
 - Where an employee is concerned regarding his/her individual working conditions or working situation.
2. Employee shall initially approach the immediate supervisor in case of any grievance issue.
3. Where the issue is not resolved through the immediate supervisor, employees may raise the grievance issue in writing to their Dean/Director.
4. The Dean/Director shall meet and review the matter and shall arrive at a decision within five working days after the meeting is held. The outcome/solution arrived at shall be communicated to the employee in writing.
5. In the event that the employee is not satisfied with the outcome, further appeal may be made to the HR Director (or to the Provost for Dean/Director level grievances). The decision of the HR Director (or Provost where applicable) shall be considered as final.

4.2 Discipline

4.2.1 Scope

This policy is applicable to all employees of the UAEU.



4.2.2 Objective

The objective of this policy is to inform all employees of the University's expectations in terms of performance and behavior both inside and outside the workplace. This policy also aims at specifying the corrective disciplinary actions which will be taken to address unacceptable behavior.

4.2.3 Policy

1. An employee who is deemed to be in breach of any of the UAEU standards of performance and conduct shall be subject to disciplinary measures. These disciplinary measures may include any of the following:
 - Verbal warning
 - Written warning
 - Disciplinary investigation
 - Dismissal
2. In the case of verbal warning or written warning, the employee's immediate supervisor shall discuss with the employee the problems giving rise to disciplinary measures and give him / her, an opportunity to remedy the problem.
3. A written warning may be imposed on the employee after reviewing the circumstances, hearing the employee's defense and consulting with the Director HR. A record of a written warning shall be given to the employee and a copy shall be placed in the employee's file.
4. The Director HR, or a committee or individual of his/her choice, shall handle cases of disciplinary investigation. The employee may be suspended with or without pay during the period of investigation. The period of suspension shall be considered from the date the incident is reported until a decision is rendered on the matter. The results of a disciplinary investigation may include discipline up to and including termination of employment.
5. The employee may appeal the disciplinary decision by presenting his / her appeal in writing to the Provost within two weeks of the date on which the disciplinary decision is communicated to him in writing. Upon receiving the appeal, the Provost shall review the matter. The decision on the appeal shall be final.
6. All disciplinary decisions other than a verbal notice or warning shall be communicated in writing to the employee and a record shall be placed in the employee file.
7. While neither exclusive or exhaustive, serious misconduct actions subject to disciplinary investigation are listed under the "code of conduct" section of this policy.
8. In the event Executive or Senior Management employees are subject to disciplinary investigation, the matter will be handled through the Chancellor or Vice-Chancellors Office.

4.3 Code of Conduct/Ethics

4.3.1 Scope

This policy is applicable to all the employees of the UAEU.

4.3.2 Objective



The objective of this policy is to establish the principles of ethical and disciplinary conduct by which employees conduct business on behalf of the UAEU.

4.3.3 Policy

1. The UAEU conducts its business with honesty and integrity and with respect to the interests of those with whom it has working or business relationships.
2. The UAEU recruits, employs and promotes employees on the basis of their sharing the UAEU's values, and having the skills, qualifications and abilities required for the work to be performed.
3. The UAEU is committed to providing a safe and healthy working environment.
4. The UAEU believes it is essential to maintain clear communication with employees, normally through internal information sharing, feedback and consultation procedures.
5. The UAEU expects its employees to avoid any personal activities and financial interests, which may conflict with their commitment in effectively performing their jobs. Any conflict of interest arising during the employment period has to be communicated to the relevant authorities.
6. Employees of the UAEU must not undertake any additional business or employment, for which they are paid in cash or kind.
7. The UAEU expects employees to act honestly, conscientiously, reasonably and in good faith at all times having regard to their responsibilities, the interests of the UAEU and the welfare of the students and colleagues.

Quality Standards

8. When an employee joins the UAEU, they are expected to make themselves thoroughly familiar with these policies and abide by them. Should the employee require any clarification, they should contact their immediate supervisor, or in his/her absence, any other designated manager/ supervisor.
9. Ignorance of policies, work instructions, job description or any other published directive shall not be considered a reasonable excuse for unsatisfactory performance.

University Tools and Property

10. The UAEU's property shall not be removed from the facilities without notifying and seeking approval from the immediate supervisor or relevant authority of the Department concerned and shall always be returned within the agreed time period.
11. Employees are responsible for the proper handling of and care for tools, equipment, vehicles, etc. provided by the UAEU. In case of damage and/or loss of tools and equipment, this shall be reported to the concerned Manager at once. All documents and reports related to the loss or damage shall be produced by the employee upon return to the office in order to file the insurance claim. Should the employee require any clarification, they should contact their manager, or in his/her absence, any other designated manager/supervisor.
12. Permission to use UAEU vehicles, tools, and equipment outside the University premises must be obtained from the relevant immediate supervisor/ Dean/Director prior to removing the tools and/or equipment.
13. Use of the UAEU assets for private purposes without authorization, will normally lead to immediate termination of employment.



Telephones, Fax and Courier Services

14. Office telephones, fax and courier facilities should not normally to be used for private communication. If the employee needs to make private international calls, in an emergency, it is his/her responsibility to ensure that the charge for the call is deducted from his/her salary at the end of the month.
15. All telephone lines used for private purposes [e.g. at home] are to be registered in the employee's name only.

Using the University Email System

16. The University's e-mail system is designed to facilitate the on-going operations of the UAEU. It is an essential tool for conducting business and employees are discouraged from using it for private purposes.
17. Employees are responsible for the security of their UAEU internet account.
18. The loading of unauthorized software-is prohibited and will normally result in disciplinary action.
19. If in doubt regarding any aspect of using the network or email facilities, employees should seek the advice of University IT personnel.

Attendance, Punctuality & Sickness

20. An employee's presence on the job is essential to serve the UAEU's students, clients and employees, and to meet schedules and deadlines. Employees are expected to arrive before the formal commencement of the working day and to be ready to start working promptly at the working hours published. If for any reason the employee is late or absent, he/she should notify his/her immediate supervisor or relevant personnel prior to the scheduled time for starting work, or as soon as possible thereafter.
21. If the employee is sick, then his/her immediate supervisor should be informed before the normal commencement time of work. Days of sickness for each employee shall be recorded and in case of excessive leave, the employee shall be interviewed to determine the reasons.
22. In cases of continued excessive absences or tardiness, the UAEU reserves the right to take any action it deems fit to ensure the continued operational efficiency and effectiveness of the business, including, as a final resort, dismissal and replacement

Confidential Information

23. Employees may have access to information that should be treated in a confidential manner and kept secure. Employees should exercise sound judgment and discretion in dealing with such information.

Conflict of Interest

24. Employees should maintain the highest standards of honesty, integrity, impartiality and conduct to avoid situations that could create or lead to a conflict of interest.

Outside Employment

25. All full time, permanent employees of the UAEU are expected to make their employment with the UAEU their sole occupational interest. Employees should not engage in outside employment that could interfere with the time and attention to duties at the UAEU, or which adversely affects the quality of work.
26. To work for another agency, whoever it may be, during the UAEU time, will constitute gross misconduct. In such cases the penalty will normally be instant termination of services.



Personal Appearance

27. Every employee should present a clean, neat and well groomed professional appearance.

Breach of Code of Conduct

28. Misconduct involves contravention of above obligations. Serious misconduct involves serious and/or repeated contravention of the above obligations.

29. Misconduct may lead to reprimand and warning. Serious misconduct, if established, will usually lead to dismissal without notice.

30. Serious misconduct is behaviour which undermines the contractual relationship between employee and employer and /or threatens the well being of the University or its employees and students. Serious misconduct includes, but is not confined to the following examples:

- Refusing to perform properly specified duties or to carry out lawful and reasonable instructions of managers and supervisors.
- Assaulting or threatening to assault any employee, student or visitor on the University premises.
- Sexual misconduct.
- Behaving in a manner causing safety risks to students or staff.
- Being affected by alcohol or non-prescriptive drugs while at work.
- Having unauthorized possession of, or removing property belonging to the University, another colleague and student or visitor.
- Willfully submitting a false claim on a timesheet, for expenses, or any other deliberate falsification of the UAEU record.
- Deliberately or recklessly acting, or failing to act, in a manner resulting in serious damage to the UAEU property.
- Breaching confidential information.
- Offering or receiving a bribe.
- Repeatedly contravening the Code of Conduct.

31. Formal disciplinary action is not taken lightly. Where the UAEU has cause to believe that the Code has been breached, formal disciplinary procedures shall be invoked.



Chancellor's Decree Number (31) for 2009 (continued)
Chancellor's Decree Number (8) for 2011

Separation Management



5 Separation Management

Overview

This section covers policies relating to employee resignation, termination, payment of gratuity/pension and exit interviews.

5.1 Resignation

5.1.1 Scope

This policy is applicable to all employees of the UAEU.

5.1.2 Objective

The purpose of this policy is to specify the guidelines for employee's voluntary decision to separate from the UAEU.

5.1.3 Policy

1. An employee's decision to resign from the UAEU shall always be taken in writing. All resignation letters should be endorsed by the immediate supervisor prior to being forwarded to the HR Department.
2. Unless stated otherwise in their contract, the submission of resignation by employees shall be as follows:
 - Employees in grades E1-E2 must submit resignations at least six (6) months before the date of resignation. Without prejudice to the six (6) months notice stipulation, notice period involving teaching staff should coincide with the end of an academic semester.
 - Employees in grades M1-M2 must submit resignations at least two (2) months before the date of resignation.
 - Employees in grades P1-P2 and A1-A2 must submit resignations at least one (1) month before the date of resignation.
 - During probation, notice of resignation of employees in grades E1-M2 must be given at least three months before the date of resignation, provided that the resignation of members of the teaching staff is effective at the end of an academic semester. Probationary employees in grades P1-P2 and A1-A2 must give a notice of resignation of at least one month before the date of resignation.

In the event the employee insists on the termination of services without meeting this condition, he/she shall forfeit half of his / her end of service benefit for the contract period during which a resignation is submitted. The Director HR may waive all or part of the notice period, or issue contract amendments where it is in the best interest of the UAEU.

3. Leave is not normally taken during the notice period and any outstanding vacation balances are paid out as part of the final settlement.
4. Employee's salary shall be withheld a month prior to the effective date of the resignation subject to the completion of the Clearance Form. The salary payment shall form part of final settlement.
5. Employees who separate from the UAEU with outstanding advances/loans extending beyond their last working day shall be required to repay the amount.



5.2 Termination

5.2.1 Scope

This policy is applicable to all employees of the UAEU.

5.2.2 Objective

The objective of this policy is to provide guidelines on termination of employment.

5.2.3 Policies

1. Termination may result due to a government directive, redundancy, continued poor performance, misconduct, other inadequacies, etc.
2. Concerned employees will receive notice in writing from the University as per the notice period stated in the employee's contract of employment. The University reserves the right to waive the notice period and compensate the employee with salary (adjusted plus complementary) in lieu thereof.
3. When the termination is caused by continued poor performance or discipline issues, the employee would normally have previously been served warning letters.
4. Involuntary and voluntary terminations:

Involuntary terminations are those initiated by the University and include:

- Layoff resulting from workforce reduction;
- Layoff resulting from restructuring ;
- Separation due to failure to return from approved leave of absence;
- Separation due to exhaustion of approved leave of absence entitlement;
- Release due to medical unfitness;
- Release for inability to perform duties or to meet prescribed standards on the job, after reasonable efforts have been made to assist the employee in meeting the standards expected by the University;
- Discharge for conduct not in the interest of the University;
- Discharge for gross misconduct and acting outside of the University Code of Conduct.

Voluntary and other terminations:

- Resignation
- Retirement
- Death
- Disability
- End of a fixed term contract
- Unexcused absences that is unreported for a period of four consecutive working days.



5. Without prejudice to the employee getting an allowance to cover the cost of a repatriation ticket, the end of service benefit for the contract period during which an employee is terminated may be forfeited in whole or in part by a decision of the Secretary General.
6. In the event of involuntary dismissal during the employment contract, the UAEU shall give employees in grades E1-E2, M1-M2 three (3) months notice of termination, or the employee shall receive a salary (adjusted plus complementary) for three (3) months, or for the remaining period in the contract, whichever is less. An employee holding a position in P1-P2, A1-A2 shall receive two (2) months notice of termination, or shall receive a salary (adjusted plus complementary) for two (2) months or for the remaining period in the contract, whichever is less. Lump sum employees are entitled to one (1) month. Faculty employees are provided six (6) months notice of termination or receive a salary (adjusted plus complementary) for six (6) months, or for the remaining period in the contract, whichever is less.
7. This compensation shall be in addition to the end of service benefit.
8. Employees may be terminated by the UAEU at any time during this probationary period.

Retirement

9. An employee shall be retired by the UAEU once he/she reaches the age of sixty-five (65), except in special cases approved as per the established signing authority. This would typically include retaining employees with distinguished or rare experience deemed to be of benefit to the UAEU. They shall satisfy all the terms of appointment. Their physical fitness for the position shall be confirmed by the appropriate medical body as determined by the UAEU.

Expiry of Contract

10. An employee may leave the UAEU upon expiry of contract. Employees in grades E1-E2 need to give the UAEU at least six (6) months notice if they choose not to renew their contract. In grades M1-2 the employee needs to give at least two (2) months notification if not renewing their contract. In grades P1-P2 and A1-A2 the employee needs to give at least one (1) month notification if not renewing their contract.

5.3 Gratuity/Pension

5.3.1 Scope

This policy is applicable to all employees of the UAEU.

5.3.2 Objective

The objective of this policy is to provide guidelines for payment of gratuity/ pension for employees who are separating from the UAEU and for pension contribution calculations.

5.3.3 Policy

Gratuity

1. All employees other than UAE Nationals who have completed one year of service (or one academic year of service for faculty) in the UAEU shall be eligible for end of service gratuity.
2. Gratuity computation shall be the responsibility of the HR Department.



3. All gratuity payments shall be made by cheque in favour of the employee, except if bank clearance has not been obtained, in which case, the cheque shall be written in favour of the bank.
4. Employees shall be entitled to Gratuity equivalent to one month adjusted salary for each completed year of continuous service calculated at the rate applicable in the final month of service. Any fraction of a year, after the completion of the first year, shall be granted to an employee in proportion to the number of days worked that year.
5. Days of absence from work without pay shall not be included in calculating the period of service.
6. The UAEU may deduct any amounts owed by an employee from the latter's gratuity.
7. Employees may forfeit severance pay entitlement in whole or in part subject to the termination policy.

Pension

8. All UAE Nationals shall be entitled to pension as per the UAE Federal Government.
9. Any updates/increments made to the salary shall be considered accordingly in the computation of pension.
10. When an employee resigns, the amount of contribution to the Pension Fund shall be computed based on salary accrued by the employee up to the last working day.

5.4 Exit Interviews

5.4.1 Scope

This policy is applicable to all UAEU employees.

5.4.2 Objective

The objective of this policy is to outline how and when exit interviews shall be held.

5.4.3 Policy

1. Completion of a confidential exit questionnaire and/or exit interview before or on the last working day with HR is voluntary for employees leaving the UAEU.
2. Organizing the exit interview shall be the responsibility of HR.
3. Exit interviews are not completed in cases of termination of services for gross misconduct.
4. In the exit interview, the reason for the employees exit and opinion about the UAEU shall be covered.
5. A copy of the exit interview shall be retained with HR
6. Discussion during the exit interview may include the employee's response to the exit questionnaire and any of the following issues that the exiting employee might wish to discuss:
 - Working hours
 - Working experience
 - Performance Ratings



- Colleagues or Immediate Supervisor
 - Job Satisfaction
 - Salary Satisfaction
 - Personal issues
7. On a periodic basis the exit interview data will be collated and reviewed with the management team.
 8. Exit interviews are confidential. Only the trend and analysis of the exit interviews is shared with the respective immediate supervisor and senior management as appropriate.