STAFF HANDBOOK
2016-2017
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President’s Message

Her Excellency Sheikha Lubna Bint Khalid Al Qasimi
Minister of State for Tolerance and President of Zayed University

It is my pleasure to welcome you to Zayed University.

This university bears the name of the founder of the UAE, Sheikh Zayed bin Sultan Al Nahyan. We continue to be inspired by his vision of a nation whose progress is based on excellence in education, and are therefore committed to making Zayed University a leader in higher education, recognized locally, regionally, and internationally for the quality of our academic programs.

The university has grown rapidly and will continue to grow, but one thing will not change. Our focus will continue to be on preparing students to meet the requirements of an ever-changing job market, while also helping them discover their own talents and achieve the powerful satisfaction that comes from lifelong learning.

The kind of success we envision can only come through adherence to our core values of collaboration, innovation, teamwork, leadership, and openness, all within an environment of mutual respect and professional ethics. Energized by these values, highly-qualified faculty and staff will create the kind of exciting learning environment that will foster the spirit of creativity, nurture the seeds of excellence, encourage the spirit of entrepreneurship, and heighten the sense of engaged citizenship on the part of our students. Our students, in turn, will see new possibilities and become the leaders of the future and pioneers in the development of the nation and the well-being of its citizens.

To achieve our mission, we must all work together. The spirit of collaboration will give us the confidence to move ahead in pursuit of our mission of becoming a leading university. None of us can achieve this alone. A commitment to collaboration has been the key to our success in the past, and will remain the key to our success in a future that holds great promise for Zayed University and its students.
It gives me a great pleasure to welcome you to Zayed University.

This prestigious institution, proudly bearing the name of the Founding Father of the UAE the late Sheikh Zayed bin Sultan Al Nahyan, has truly evolved into one of the premier institutions in the UAE and the region. It has rigorous academics that have earned 5 of its 6 degree-awarding colleges international accreditation or recognition. It has supportive learning environments with iconic campuses in the two major cities of the UAE, and student services that truly engages and supports students in their academic journey. Its seasoned faculty and outstanding students are continuously engaged in quality scholarly work that is getting recognized.

From its first years of establishment, Zayed University has been fully committed to providing students with high quality education that keeps pace with international best practices. Today, the University offers a wide range of undergraduate and graduate programs responding to some of the largest segments of the job market and a unique educational experience that develop students’ competencies and refine their skills and knowledge.

The University’s mission is to prepare graduates who will have successful careers and actively contribute to the prosperity of their nation, and contribute to the national development through academic research, scholarship, creative activities, and outreach services. We are fully committed to this role.
The Vision
Globally recognized as the leading university in the region for excellence in educational innovation, research, and student leadership development that serves the changing needs of the nation in economic, social and cultural advancements.

Mission Statement
Proudly bearing the name of the nation’s founding President, Zayed University is a federal institution that prepares bilingual graduates to contribute to and advance all aspects of society. Our mission is carried out from two major campuses in Abu Dhabi and Dubai. The University offers diverse and internationally recognized undergraduate and graduate programs that provide engaging and inclusive student experiences. Our graduates are prepared to contribute to and promote the social and economic wellbeing of UAE society and the professions. Through research, scholarship, creative activities, outreach and continuing education services, the University provides educational leadership, expands opportunity, and disseminates knowledge to local, regional, and global communities..
The Human Resources Management (Fig. 1) strategic role is a pattern of planned Human Resources deployments and activities to enable the organization to achieve its goals.

**Figure 1. Organizational structure of Human Resources Management**

**Role of Human Resources Management in Strategy Formulation**

Strategic Planning is the process of developing a mission, vision, values and strategic initiatives that enable Zayed University to take control of, and develop its own future in light of its environment. Modern strategic Human Resources management emphasizes the development of employees, commitment to the corporate vision, organizational culture, and flexibility in the workplace, continuous learning, empowerment, motivation, dialogue development and process-oriented change.

**Guiding Principles for Human Resources**

The Human Resources Strategic Framework will:

- Support the workplace philosophy of showing respect, building trust, practicing open communication, promoting meaningful participation, supporting decision-making and fostering innovation.
- Support a healthy and safe working environment.
- Support the effective provision of services.
- Rely upon customer feedback in setting direction through surveys, research studies, benchmarking, information forums, advisory committees and other methods of participation.
- Sustain service delivery that is timely and responsive to customer needs.
- Create Human Resources processes that are simple, seamless and non-redundant.
- Use process redesign to effect needed change through the use of automation to the fullest possible extent.
- Support comprehensive, cost effective programs and services that address quality of work and personal issues.
- Assure appropriate use of Human Resources faculty, staff and technology. Support the premise that communication is:
  - Integral to providing strategies to resolve concerns at the first possible stage.
  - The means of facilitating informal resolution and ensuring consistent application of Human Resources principles.
  - Key to meeting both the employer’s and the employee’s needs for information.
  - Honest, consistent and presented in a manner that is professional and productive.
  - The sharing of ideas, information, recommendations and referrals.

**Human Resources Purpose Statement**

Recognizing faculty and staff as a crucial resource for Zayed University, the Human Resources directorate is committed to developing and sustaining a progressive Human Resources service in partnership with employees and management.

**Human Resources Vision, Mission and Values**

**The Vision**

Empowering a community of excellence among the higher education institutions in the region by having HR model that inspires all people to reach their full potential where their contributions and discoveries advance our world-class university

**The Mission**

Attract and retain high quality diverse/committed candidates at the right time to educational excellence and leadership while managing the employee engagement, performance, and retention while minimizing the department costs and time

**The Values**

Integrity and Ethics: We will do the right thing in the right way.

Commitment to Excellence: We take pride in what we do and follow up and follow through.

Collaboration: We work together to achieve our goals.

Innovation: We seek opportunities for continuous improvement, which add value to the organization and to our development.
This handbook is issued by the Human Resource Department (HRD). It details guidelines that employees must follow, and essential information they need to know. A copy of this handbook is available on the Intranet.

No handbook can anticipate every circumstance or question. As Zayed University continues to grow, the need may arise for Zayed University to revise, supplement, or rescind any portion of this handbook from time to time as it deems appropriate in its sole and absolute discretion. Employees will, of course, be notified of such changes to the handbook as they occur.

All employees are kindly requested to refer to this handbook before requesting HRD services. Should you have an inquiry about a matter not covered in the handbook, please consult HRD. We hope that this handbook will be of benefit to you and will support our endeavor in providing quality services to Zayed University employees.

**Employment types of staff**

The staff are employees of Zayed University in non-teaching activities of various types in support of the educational, research, and service programs of the University. Many of the supervisory and managerial positions of the University require the employment of college degree level personnel. Other positions range from those requiring no special educational background to those requiring developed skills involving extensive experience or apprenticeships and/or special schooling.

The general vacant jobs shall be occupied by appointment according to any of the following contracts:

1. Appointment as per a full-time contract.
2. Appointment as per a temporary contract.
3. Appointment as per a special contract.

**Recruitment (HR-All-01 & 02)**

To support the vision and mission of Zayed University, it needs to recruit qualified and high caliber employees in an efficient and effective manner. The Human Resources Department is responsible for implementing and applying employment policies and procedures.

Recruitment and selection of staff should be conducted on fair and equitable terms whilst maintaining the national and social obligations towards employing UAE nationals. Expatriate candidates shall be considered where no UAE National candidates are available or suitable for the post. Zayed University should exert every effort to employ UAE Nationals with special needs in positions appropriate to their physical capabilities.

Vacant positions shall be filled by any of the following appointments:
Appointment on a Full-time Regular Contract

- Typically, regular contracts for staff are of 1 year for expats and 3 years for UAE Nationals, as per FAHR regulations. Employees on full time contracts work for 8 hours/day from Sunday to Thursday including one hour of lunch break.

Appointment on a Temporary Contract

- Employees on temporary contract can work for a period of 3 months, which is extendable for another 3 months. This could be on a full-time or part-time basis. Part time contracts will have working hours less than 8 hours/day. Such employees are paid for the number of hours worked, in line with the terms and conditions stipulated in the Temporary Contract.

Appointment on a Special Temporary Contract

- Special Temporary Contracts allow Zayed University to appoint employees with specialized experience to fill vacant jobs for a period of up to two years, which can be extended for another 2 years.

Appointment procedure of new employees

- Prerequisites and conditions for employment in Zayed University positions:
  - To be of good behavior/conduct.
  - To be 18 years of age or older.
  - To possess the required qualifications for the job.
  - To pass all required testes / clearances in relation to the position.
  - To be medically fit.
- HRD do the initial selection by short-listing the number of applications based on applicant’s specification, job requirements, skills and qualification. Short-listing decisions are made by matching the profile of all job requirements against the complete profile of the individual candidates. The candidates who best match the specifications may then be invited for interview(s).
• Director / dean will then receive those selected applications and reviews them. If desired, the complete set of applications can be provided to the line manager or access given to the Oracle Recruitment System for online review of applications.

• HRD and the director / dean agree on the composition of a search committee to be involved in the selection process.

• There is a variety of methods available to help in the selection process - including interviews, tests (practical or psychometric), assessment centers, role plays and team exercises. HRD can utilize any range of methods depending on the type of job to be filled.

• HRD coordinates with the director/dean on the interview location, time and confirms to the search committee. The search committee can comprise of, but is not limited to:
  • HR representative
  • Director/Dean
  • Other members from College / Departments

• Before conducting the interview, HRD ensures that candidates are sent information about the position including the position description.

• HRD plans a structured interview and prepares the interview feedback sheet, where main interviewing points discussed and comments are recorded. The search committee prepares for the interview by reviewing the short-listed applications, as well as job and person specifications to identify areas, which need further exploration or clarification, and plans the questions.

• A structured interview is designed to discover relevant information and assess the competencies of the applicant, which is an efficient method of focusing on the match between job and candidate.

• The search committee conducts the initial interview and more interviews might be arranged if needed to provide final feedback and recommendations.

• During the interview, the search committee assesses candidate’s credentials, attitude and skill-set against the selection criteria. The interview has two main purposes. First, to assess if the candidate is suitable for the job, and second, to give the candidate relevant information about the job and Zayed University. Every candidate should be offered the same opportunities to give the best presentation of them, demonstrate their suitability and - ask questions.

• Obtaining reference checks before the selection process is finalized is part of the due processes and must be done.

• Once the interview process has been concluded, the search committee meets to make a collective decision and put forward final recommendations to HRD w r t the best candidates.

• HRD should give the selected candidate an offer of employment clearly stating the following: job title, grade, total salary details, benefits including leave and air ticket entitlement, working days and hours, and date required to join the work. The offer should also state that other employment requirements and conditions should be as per the Zayed University HR policy.

• Upon acceptance of the offer letter, HRD shall request medical examination and pre-employment health screening to ensure that the new employee is fit to work and Federal Government Clearances.
• Pre-employment formalities will only be initiated after selected candidates have accepted their employment offer in writing stating their expected date of joining.

• After completing all necessary pre-employment formalities, HRD would issue an employment contract.

• HRD notifies unsuccessful candidates and feedback might be provided upon request to those not shortlisted.

• The organization must then prepare for the new employee's arrival and induction.

**Induction**

Once an employee is appointed, the main objective of HRD is to ensure that the employee commences work in the most efficient and effective way, by orienting the employee appropriately regarding the working environment, relevant policies & procedures as well as the work protocols. The induction program aims to reinforce positive first impressions and makes new employees feel welcomed and ready to contribute fully. Zayed University strives to create a working environment that is fair, equitable, safe and supportive.

The Human Resource Department is responsible for the overall induction process including:

**Step 1: Preparation Phase**

• When the employee has accepted the formal offer, HRD notifies the applicable director / dean.

• HRD will create the necessary new employee files and enter the employee’s details in the Oracle HRM System.

• HRD will prepare for the arrival of the new employee, including keeping his/her department/college on board with the start data, and arranging logistical support in coordination with other departments.

• Human Resources Services Section will make any necessary arrangements for a residence permit to be issued and a package of information about the UAE and ZU will be sent to the new hire in advance.

**Step 2: First Day of Work**

• On the employee’s first day of work at Zayed University, HRD requests from the new employee to submit his personal documents, passport copies and complete HR forms to document the employee’s personal and employment details as well as bank account information.

• HRD gives the new employee an orientation session where they get a brief on the organization structure, objectives, activities and divisions of the Department, as well as a copy of the Employee Handbook summarizing employment regulations, entitlements and responsibilities.

• HRD, in coordination with the relevant department / college, shall develop a more detailed and structured orientation / induction program for positions that require it.

• The department/college should provide the employee with the position description and arrange meetings with other concerned parties to brief the employee on their department / college activities.
Step 3: Probation period

- Within the employee’s first 30 working days of starting work, the new employee’s manager will discuss with the employee and agree on an Individual Performance Plan in the context of the Performance Management System.

- New employees shall be subject to a probationary period in line with the applicable ZU policy, the objective of which is for the direct Supervisor to evaluate the employee's performance to decide whether or not to confirm the employment of the employee.

- Employee's services may be terminated during the probation period if it transpires that he/she is not competent for the role, or due to unsatisfactory performance after giving proper notice. Employees also shall have the right to resign during the probationary period after giving the department/college proper notice period in line with the applicable ZU policy.
**Working Hours (HR-STA-03)**

**Start and end of working day**

- The standard work day is eight hours long, and includes a mandatory one-hour lunch break.
- The standard work week is Sunday to Thursday.
- The standard office hours are: 08:00am to 4:00pm.
- Flexible hours are applied and the options are:
  - 07:00am to 03:00pm; or 07:30am to 03:30pm; or 08:00am to 04:00pm; or 08:30am to 04:30pm; or 09:00am to 05:00pm.
- Ramadan hours are: 09:00am to 02:00pm (Announced nearer to the commencement of the Holy month).
- Faculty follows different schedules as per their classes timing/College
- Deans and Directors are responsible for implementing the working hours and monitoring the attendance of their employees.
- Due to certain circumstances, some employees might not be able to reach the office on time or might need to leave early. In these cases, the following process will be followed:
  a. Employees must inform their direct supervisor and/or department coordinator if they are going to be late or need to leave early.
  b. In case they fail to get in touch directly with their supervisor or department coordinator, an email should be sent to their supervisor copying HR services unit.
- Some employees and due to their nature of business/activities might work at nights or during weekends. These employees are requested to coordinate with their direct supervisors in accordance to operation requirements and subject to the above principles.
- Employees are also reminded that, as specified in their employment contract, they may be required to work extra hours to complete duties assigned to them by their direct supervisors. Overtime compensation will be applied in accordance with Zayed University HR policy (HR-STA-05).
- Our adherence to standardized working hours will help align our internal working culture and enhance teamwork, as well as assist Zayed University to maximize productivity with external clients and partners.

**Zayed University Identity Card**

A Zayed University ID card, with photograph, will be provided to all employees. Employees are required to carry the ID card at all times at the Campus, especially during working hours.

**Probation Period**

**Staff:**

- Probation Period is for 6 months and extendable for another 3 months from the commencement date.
- Employment may be terminated during this period by either party giving 5 days’ notice in writing.
- Employees are not eligible for any type of leave during probation period.
- A letter will be issued to confirm the employment at the end of the probation period.
Faculty:

- Appointments are probationary for the first year of employment.
- Employment may be terminated during this period by either party giving three months’ notice in writing.

The objective of the probation period is for the direct supervisor to evaluate the employee’s performance to decide whether to confirm employee in post. Employee’s services may be terminated during the probation period if the employee is not competent for the role, or due to unsatisfactory performance. Employees also have the right to resign during the probationary period after giving the department proper notice period as specified in their contracts.

Salary (HR-STA-01)

Basic salary

HRD will insure to apply the following pay policy:

- New employees should be granted the starting basic salary of the grade they are appointed to. They may be appointed on a higher starting salary within their grade, depending on the position, their qualifications and experience and other factors (see HR-STA-01).
- Employees shall be entitled to their salary as of the actual date of commencing work.
- When a new employee receives all approvals to start working at Zayed University, the Employee must provide HRD his personal documents, passport copies and fill in appropriate forms that contain employee's details and bank account information.
- Upon receipt of employee’s contact and bank details, HR Services shall create a new employee ID and input employee details into the Oracle HRM system, such as employment data, salary information and personal details.

Total monthly salary

- Expatriate employee’s monthly salary comprises of Basic Salary and Cash Housing Allowance.
- UAE National employee’s monthly salary comprises of Basic Salary, Cash Housing Allowance, Social Allowance, Higher Cost of Living Allowance, Special Allowance, Compensatory Allowance, and Children Allowance (if applicable).
Benefits (HR-All-04)

The University offers the following benefits to its employees on regular contract:

Medical Insurance

- Is compulsory for employees including spouse and dependent children.
- ZU pays the premiums for employee, spouse and up to 3 dependent children.
- Dependents not residing in the UAE are excluded.
- New employees are enrolled for membership effective their contract start date.
- Dependents are eligible to join within 30 days of their arrival in UAE to take up residency.
- Additions/terminations will be restricted to:
  - New born
  - Change of marital status
  - Residence visa being cancelled
  - Employment termination

Education Fees

- The University shall provide financial assistance for the cost of education fees for the children of employees.
- Payment shall be for the actual cost of fees for children attending private school in the UAE from age 4 till age 18.
- Assistance with tuition fee is available up to and including Grade 12. This includes studying in the UAE through distance or alternative methods.
- Payment is based on receipts or invoices for registration, tuition and other fees that are compulsory for the core curriculum.
- Payment does not cover fees for additional optional courses, books, uniforms, activities, transportation or any refundable fee.
- Education fees are calculated on prorated basis. For any service period, less than one academic year, the education fees paid in advance will be recovered from the employee if not fully accrued.

Housing Benefit

- Zayed University provides housing benefits to employees on regular full-time contracts based on their eligibilities in accordance to HR Policy. (HR-ALL-04)

Furniture Allowance

- The University shall provide a one-time furniture allowance benefit as applicable.
- This allowance is subject to partial repayment at the rate of (“33.34%”) for each year by which the Employee’s service falls short of three years following receipt of the Furniture Allowance. Payment shall be prorated for part of a year’s service (i.e. 365ths). No repayment is due on completion of three years of service following receipt of the Furniture Allowance.
• No furniture allowance shall be provided where the employee or their spouse has already received one from a previous Government employer in the UAE.

**Moving Allowance**

• Faculty, Academic Administrators, and Staff in Grades 1 to 5 shall receive relocation travel tickets for the employee, spouse, and not more than three dependent children, provided that the dependents’ (spouse and children) UAE visas are sponsored by the employee, from the UAE to the employee’s country of nationality as stated in their passports upon cancellation of the visas.

• Employees in Grades 6 to 8 shall receive a travel ticket for the employee only.

• At the termination of service and cancellation of his/her residence visa, the University will provide the employee with a Repatriation Allowance towards the cost of shipping personal belongings from the UAE to the country of residence.

**Annual Air Tickets (Cash in Lieu)**

• Faculty and Staff in Grades 1 to 5:
  ■ None UAE Nationals shall receive cash in lieu for vacation travel tickets for the employee from the UAE to the employee’s country of nationality as stated in their passports and back for each year of service.
  ■ Tickets will also be provided for a spouse and not more than three dependent children.
  ■ Cash-in-lieu of annual tickets may be applied for following six months of service in the first year of employment.
  ■ UAE Nationals faculty and staff in Grade 1 to 3 shall receive cash in lieu for vacation travel tickets for the combined value of which shall not exceed 25 thousand Dirhams (Dhs. 25,000) per contractual year.
  ■ UAE Nationals in Grade 4 and 5 shall receive cash in lieu for vacation travel tickets for the combined value of the tickets shall not exceed ten thousand Dirhams (Dhs. 10,000).

• Staff in Grades 6 to 8:
  ■ None UAE Nationals shall receive an economy class vacation travel ticket for the employee only from the UAE to the employee’s country of nationality as stated in their passports and back for each year of service with the University, commencing in the third year of service.
  ■ UAE National staff in Grades 6, 7 and 8 shall receive the value of a travel ticket for the employee commencing in the third year of service not exceeding ten thousand Dirhams (Dhs. 10,000).

• Points to Know:
  ■ Dependents are children under 18 years of age in full time education or children aged 18 to 23 years who are continuing their studies on a full-time basis until the end of the first university stage or equivalent.
  ■ Letter from the School and original proof of age (i.e. birth certificate) is required for children between the age of 18 and 23.
  ■ In order to request for your annual vacation ticket, you will need to send in your vacation ticket request via Oracle Self Service:
• Updated Benefits Declaration Form is a must.
• In case if the spouse is working in Government Sector, then Verification of Benefits is a must from his/her employer.
  • Payroll processing closing date is the 25th day of the previous month. Any request submitted after this date will be processed in the next payroll cycle.

End of Service

• Basic salary for one month per each year of the first five years of the service.
• Basic salary for one month and half for each year of the following five years of the service.
• Basic salary for two months for each year of the service years that exceed such period.
• The employee will not be entitled to the end of service benefit, if his service period is less than one full year of service. The end of service benefit does not apply to UAE National employees.

Employment of both husband and wife (duplication of benefits)

• If both husband and wife are in the service of the University, the benefits in these policies shall be granted only to the employee receiving the higher salary, except for the moving expenses and earned vacation, sick, maternity and other leave entitlements appropriate to their individual appointments.
• If both husband and wife are assigned by the University to regular duties in different cities in the UAE which are at least 100 kilometers apart, they shall each be provided with accommodation in their respective cities with the prescribed furniture allowance in accordance with their contracts of employment.
• Where the spouse of a University employee is employed by a federal/local government department or government owned entities, the University shall grant only the benefits the other spouse does not get. In this case, the employee shall sign a declaration listing benefit entitlements received through their spouse’s employment.

• Verification letter from spouse’s employer is a must.

Variations in benefits apply in line with the contract type and terms and conditions stipulated in the contract.

**Employee Social Status Change**

• In case of a change in an employee’s social status (marriage, birth of a new child, nationality change, etc.), the employee must submit documentary evidence to HRD within one month.

• As the social status change affects employee benefits, such as air tickets and medical insurance, it is imperative that the employee informs HRD as soon as possible.

• For other information, please contact HRD.

**Business Travel**

• Business Travel is defined as all travels related to the performance of duties for and on behalf of the Zayed University, including seminars, training and conferences.

• Authorization: All business travel must be approved in advance by the direct supervisor, the Director / Dean of the department and the Provost/CAFO/VP.

• Booking procedures: The Campus Services Department is responsible for booking and issuing tickets and accommodation for employees travelling on official business trips upon securing the appropriate approvals.

**Leaves (HR-ALL-06)**

**Vacation/Annual Leave**

Staff employees appointed in permanent jobs shall deserve an annual leave with total amount paid in-advance after approval of the competence authority as follows:

• Grade 2 and above: 30 working days.

• Grade 3s and below: 22 working Days.

• Sr. Appointment, Academic Administrator & Library – Faculty Rank: 40 working days.

• Maximum 50% carry forward of leave entitlements. The annual leave may not be permitted, unless the probationary period is passed successfully.

For more information, please refer to Zayed University HR policy (HR-All-06) and FAHR Policy and Regulation.

**Sick Leave**

• Employees may be granted a sick leave of up to 5 continuous working days up to a maximum of 15 working days per year based on a medical report from an official medical authority. Any sick leave of more than 5 continuous working days or in excess of 15 working days yearly must be approved by the medical committee.
Employees are entitled to full pay for the first 15 days of sick leave. Any sick leave in excess of 15 days shall be deducted from the employee’s annual leave balance, if any; otherwise it shall be considered leave without pay.

Federal entity shall refer the employees whose sick leave exceeds 15 working days to the medical committee to decide whatever it deems fit concerning their health condition.

Where sick period exceeds six months, the medical committee must review the case again and either grant an extra period up to six months or recommend termination of employment on medical grounds.

Chronic diseases specified by the Ministry of Health and Prevention, in coordination with the Authority, and conditions which prevent the employee from performing his job duties for a period to be determined by the medical committee with full pay, shall be excluded from the provisions of clause (2) of this Article.

Exceptional/Escort Leave (UAE Nationals only)

Outside the country: One month to accompany 1st degree relatives (father, mother, son, daughter, wife) or 2nd degree relatives (grandfather, grandmother, brothers, sisters, grandchildren) for overseas treatment, based on recommendation by an official medical authority as follows:

- **First 15 days: Full pay**
- Second 15 days: To be deducted from employee's leave balance if any; otherwise it shall be considered leave without pay.
- This leave can be extended without pay for up to one month based on a medical report authenticated by the UAE embassy.

Inside the country: One month to accompany 1st degree relative, where the patient’s condition requires hospital stay based on recommendation by an official medical authority as follows:

- **First 15 days: Full pay**
- Second 15 days: To be deducted from employee's leave balance if any; otherwise it shall be considered leave without pay.

This leave is non-extendable

**Hajj Leave**

Muslim employee’s shall be granted a leave for period of **15 workdays** with total salary to perform the pilgrimage once during his service period with the government.

- The employee may combine between the pilgrimage leave and the annual leave.
- The pilgrimage leave may not be granted, unless the probationary period has been passed successfully. The employee shall submit proof on performing the pilgrimage obligation after his return.
- The pilgrimage leave that hasn’t been taken by the employee may not be considered as an acquired right for him; accordingly, it may not be included in the calculation of the annual leave balance upon termination of the employee’s period.
Maternity leave

- Female employee appointed on a regular contract shall be granted a maternity leave with total salary for period of 3 months. Such leave may be granted two weeks before the date expected for the childbirth based upon a medical report submitted by the physician.
- The female employee may not combine the maternity leave with leave without pay.
- Nursing Hours: 2 hours from the date of child’s birth up to 4 months
- The weekends and official holidays occurred in the maternity leave shall be calculated in the leave period as well as the weekends and official holidays occurring at the beginning or end of the leave.

Paternity leave

- 3 working days in the 1st month of baby birth and the baby should be born inside the country.

Bereavement leave

- The employee shall be granted a Bereavement leave with total salary as follows:
- For period of 5 workdays in case of death of any of his first-degree relatives (father, mother, son, daughter, wife).
- For period of 3 workdays in case of death of any of his second-degree relatives (grandfather, grandmother, brothers and sisters, grandchildren).
- It is allowed to combine between the Bereavement leave, Annual leave and leave without pay.
- If the Bereavement leave occurs during the Annual leave, the employee may extend his Annual leave or increase his balance of the Annual leave for period equivalent to the number of workdays, when the Bereavement leave occur.
- The Bereavement leave shall begin as of the date of death.

Iddat leave

- A Muslim female employee, whose husband dies, shall be granted a special leave with total salary for period of 4 months and 10 days as of the date of the husband’s death. This leave may not be calculated within her other leaves.
- The female wife shall inform her line official regarding the death of the husband through any possible mean personally or through any of the relatives or colleagues. The death certificate, which is approved and authenticated by the official authorities whether inside or outside the state according to the place of death, shall be attached.

Study Leave (UAE Nationals only)

- 15 days per year.
- 1 day prior to the exam date inside the country.
- 3 days prior to the exam date outside the country.
Faculty Accountable time

- Faculty do not earn vacation benefits but are accountable to the University for specific periods during each academic year. Faculty are normally accountable to the University for the period beginning approximately two weeks before the beginning of the Fall semester until the end of the Spring semester. Specific dates will be provided each year by the University.
- Faculty will also be accountable for one of the two weeks between the end of the Fall semester and the beginning of the Spring semester.

Performance Management (HR-STA-04)

Introduction

HR policies at Zayed University are to be applied fairly and consistently in order to create a performance-driven and progressive culture. This is in support of the United Arab Emirates vision 2021 with the objective to strengthen the strategic and forward looking impetus of all Government Departments by empowering and motivating employees towards higher performance.

Performance management provides Zayed University with means to improve organizational performance by linking and aligning individual, team and organizational objectives. It also provides a means to recognize and reward exceptional performance and manage underperformance.

The objectives of the performance management system are to:

- Foster a performance-oriented culture where the individual employee, work is aligned with the strategic direction of Zayed University,
- Create an environment where progression and reward are based on merit,
- Provide an equitable, fair and transparent framework of evaluating employees, performance,
- Clarify performance expectations,
- Focus on accountabilities and demonstrated competencies,
- Encourage regular & constructive communication and dialogue between managers and employees,
- Enhance continuous learning & development
- Acknowledge individual work contributions.
In order to achieve these objectives, performance management at Zayed University is divided into 3 phases (according to FAHR regulations):

1. Performance Planning
2. Interim Progress Review
3. Annual Performance Review

**Phase 1: Performance Planning**

- The primary purpose of this phase is to cascade organizational objectives to the individual level. The communication of the vision, mission and values of Zayed University to everyone at every level is crucial.

- At the beginning of the performance management cycle, ZU directors / deans will ask their managers to review their department / college plans for the coming year in order to:
  - Ensure alignment to the ZU strategy.
  - Verify possible overlap/interconnections between departmental sections and units.
  - Discuss directorate / college level resourcing issues and priorities.

- Director / dean / designate will meet with each of his employees to agree on individual objectives.

- In preparation of the meeting with their manager, the employee must complete the first draft of 4 to 6 objectives focusing on key result areas and outputs.

- Once agreed, by both the employee and the manager. The Objectives and KPIs are uploaded in Oracle HRMS.

- Both managers and employees should maintain performance files to record performance incidents/data throughout the year.

- If an employee does not agree with the objectives or the performance rating, the employee can then send a written grievance to his line manager.

**Phase 2: Interim Progress Review**

Directors / deans / designate are encouraged to provide continuous feedback on employees’ strengths, areas for development and training & learning throughout the year.

The Interim Progress Review, is the time where midyear where the line manager and the employee meet to follow up on the progress on achieving the objectives and KPI’s set out in the Performance Planning Document

**Phase 3: Annual Performance Review**

This is the formal time when the end-of-cycle performance appraisal meeting is held between the line manager and each of his/her employees to evaluate the overall performance and contribution.

- At the end of the cycle, employees and managers discuss the achievements, challenges, and areas of development.

- The Director/Dean is involved with the line managers in reviewing all performance evaluations
to ensure that ratings are appropriate and consistent. Ensuring that that the employees ‘performance in the department is aligned with FAHR performance distribution.

- The employee should prepare for the meeting by reviewing his/her own performance file by considering which points he / she wishes to raise for discussion and provide any support documents.

- During the meeting, the manager and the employee should discuss both what was achieved and how it was achieved. The manager will:
  - Start the assessment process with the employee by discussing objectives and KPIs and competencies.
  - Ask lots of questions, to ensure understanding of the employee’s point of view;
  - Seek proposals for resolving problems, if these objectives were rolled over to the next year, ensuring that the employee takes responsibility for improvement;
  - Give positive recognition for performance that reinforces the goals of the unit;
  - Identify learning and developing needs for next cycle
  - Provide overall assessment based on the 4-point rating scale. The performance rating for the objectives and KPIs are added in oracle for the second manager’s approval.
  - The line manager then ensures that any development needs are identified.

**Rewards and Incentives**

The Rewards and Incentives framework is designed to attract, motivate, engage and retain high caliber and talented employees in support of the university’s vision and mission.

The Rewards and Incentives includes:

- Cash bonus: A reward granted to an employee for outstanding proposals that contribute to an improved performance and work system in general, or help in the achievement of strategic objectives, and add new creative ideas and value to the university.
- Exceptional Employee
- Creative Employee
- “Testahal” Employee
- Outstanding Employee
- Social Employee
- Unknown Soldier (Behind the Scenes)
- External Partners
- Annual Bonus: the bonus is awarded to eligible employees at the end of the Performance Management System cycle (Annual Performance Review) each year, according to the assessment of the Moderation Committee to the final evaluation result.
- Other Rewards: these include symbolic awards to employees with exceptional achievements that contribute to the development of the university.
• Annual Increment: Subject to availability of funding and requisite approvals, employees will receive an annual increment in line with their performance rating as per the FAHR Performance Management Program. The periodic increment will be added to the basic salary. The university management will make appropriate and final decisions in the administration of the increment, as required.

National Development and Retention
Development and Retention of UAE National employees is vested in the National Development and Retention (ND&R) Unit. The ND&R Unit is committed to the attraction, development, and retention of a talented UAE National workforce the diverse skills, knowledge, expertise and experience. Upon selection and recruitment of a UAE National employee, the ND&R unit begins the process of the development and career progression of National employees in line with their aspirations and professional expertise through the establishment of key schemes and processes such as:

• Individually tailored Personal development plans
• Study Leave plans for postgraduate study
• Succession planning for critical positions
• Leadership Development Plans.

Through career development programs and services, the University also offers UAE National employees extensive in-house and external training opportunities. This includes English Language training through the prestigious Cambridge Business English program, career coaching and mentoring sessions, and leadership development with the recognized Institute for Leadership & Management. Depending on the employee’s career path, a customized training plan is developed to prepare the employee for a career in different professional fields.
Training & Development (HR-STA-02)
The University recognizes that the skills and knowledge of its employees are critical to its success. The organization has developed various training programs to improve individual and organizational performance and to encourage personal development through formal and hands-on learning and development, so that employees can improve job-related skills or enhance their competencies.

General Principles

- Training and Development needs are analyzed by the employee’s line manager as part of the annual performance appraisal process and shared with the Organizational Development & Training Unit for developing the training plans for the year.
- Line Managers may nominate employees for training courses as appropriate to the employee’s job requirements and for various other professional requirements.
- Employees may also initiate requests for the training offerings in line with their job requirements with approval from their line managers.
- Individual courses that are part of degree, licensing or certification program must be related to the employee’s current job duties or future position in the university. The OD & T Unit will determine whether a course relates to an employee’s current or proposed job role.
- Should an employee wish to attend a training courses that has not been identified, but is related to his/her career progression, and needs time off from work to attend the training or if he/she plans to request the company to bear the cost of training, the employee must secure the approval of his/her line manager. However, this will also require an approval from the HR department.

Training & Development Application and Approval

- For any training need identified, the employee should forward a completed training request form, with approval from the line manager / Director or Dean, to the OD & T Unit.
- The OD & T Unit analyzes the requirement, and if appropriate, makes necessary arrangements for the training.
- Employees who wish to undertake training not related to their job may request to be nominated, but will be allowed to attend training subject to availability and on approval from the line manager / Director or Dean concerned.

Training & Development Plan

- Zayed University encourages their employees to improve their job skills and increase their job performance. This will be accomplished by ensuring that employees are provided with various OD & T opportunities, which will enhance their job performance productively, as well as support their personal career development goals.
- Employees are also encouraged to continually monitor their development and discuss the status of their career development with their line manager, from time to time, as part of their performance appraisal system.
- The line manager should identify the required skills of each position, the development needs of the employees, and assist the employee in designing development plans, that contribute to achievement of the employee's development needs and fulfill the organization objectives.
Development Methods

The University adopts various methods for the employee’s professional development and career progression including, class room, on-the-job training (whether job related, competency based, and/or technical skills), Job rotation, transfers/stretch assignments/promotions, career progression plan, succession planning and other market best practices.

Grievance and Appeal Policies

- Employee-initiated grievances that cannot be settled within the employee's college / department and / or in consultation with Faculty Affairs /Human Resources (HR) will be formalized and handled jointly by the Grievance Committee.
- The Grievance Committee is established with the mandate to effectively review employees’ grievances and complaints through the grievance process and within the established timelines.
- The designated Chair of the Committee will be the de facto ombudsperson for faculty and staff initiated grievances, who will spearhead logging and settling of grievances through the grievance committee and process.
- All Grievance Committees irrespective of the type of grievance will have representation from HR (typically Manager or above). Additional members will be appointed by the VP for a designated period of time. All members will receive internal training on the protocol and principles around handling grievance requests in ZU.

Termination of employment (HR-All-08)

Introduction

Zayed University HR policy supports the strategic planning of ZU, including minimizing disruption caused by the termination of employment.

Termination of service might come about for any of the following reasons:

- Resignation.
- Reaching the age of reference to retirement.
- Death
- Lack of health fitness.
• Lack of functional efficiency.
• Issuance of federal decree.
• Dismissal by virtue of resolution issued by the Council of Ministers.
• Dismissal from the service by virtue of resolution related to administrative violation or dismissal as per judicial judgment.
• Withdrawal or cancellation of the employee’s nationality.
• Non-renewal of the contract or terminating the contract any time.
• Cessation from work without acceptable justification for period of 10 successive workdays or 20 separate days during one year.
• Restructuring.
• Replacement according to the plan of settling the noncitizens employees, provide that the employee shall be granted a period of two months before terminating his services.

Resignation
• The employee may resign from his/her job at any time, by giving notice to the Federal entity in writing. The normal notice period is two months for senior positions and one month for the other positions, or as stipulated in special employment contracts.
• HRD should notify the employee of either any accelerated departure or the employee’s service will be terminated at the expiry of the notice period.
• HRD shall interview the resigning employee to gather data on any shortcomings in the applicable work processes and systems so as to use employee’s feedback for future improvements.

Unsatisfactory Job Performance
• An employee who receives an overall performance rating of “needs Improvement” could have his/her contract terminated, provided that the employee shall be given a notice period comparable to his job grade and paid the total salary and other dues.

Disciplinary Decision or Judicial Verdict
• The Chairman of the Federal Entity may terminate an employee’s service upon a recommendation by the Violations Committee.
• The Administrative Violations Committee must state in its recommendation according to each case the notice period and the entitlements that the employee would or would not receive as per the terms of this Decree Law and Executive Regulations thereof.

Non-renewal or Annulment of Contract
• A contract may be terminated or not renewed at any time by either party, given a written notice is provided as per the terms of the contract and in accordance with the terms in the HR policy.

Death
• In the event of the death of an employee, the dependent family members or legal heirs of the employee as specified in the employment contract shall be granted the salary of the month in which the death occurred together with a payment equivalent to three months salary as well as the End of Service Benefit.
• The University shall also meet the cost of embalming and repatriating the body of the employee and the cost of repatriating the members of the employee’s family and their personal effects to the country specified in the contract.

• The University shall waive any requirement for the repayment of amounts which are owed to the University by the deceased employee.

• These benefits are in addition to the compensation specified in Cabinet Decision No. (4) of the year 1977, as amended.

Restructuring

• An employment contract can be terminated if Zayed University determines that there is no more need for a certain position. Benefits specified in HR policy will be paid accordingly.

Notes

• Upon termination of employment for any reason, the employee shall return all ZU property in their possession, in return for a clearance certificate, before receiving the final release of dues and any end-of-service benefits.

• Zayed University may deduct from such dues and benefits the cost of any items not so returned.

• The residence permits of an expatriate employee and eligible family members shall be cancelled upon termination if not transferred to another organization within the country.

Personnel Records (HR-All-07)

HRD will maintain the official personnel files for all employees and former employees of the University. These University records are considered confidential and may not be accessed or copied without the authorization of the Director of Human Resources. The contents of these files will be used for administrative purposes including decisions pertaining to employment status as follows:

Status of Files:

• The personnel files represent the only official record for each employee at Zayed University. Any documents or information maintained in departmental operating files have no official University status. Decisions pertaining to an employee’s employment status will normally be based on the official personnel file.

Content of Files:

• In general, the personnel files will contain information on each employee’s employment history, qualifications, work experience and personal data concerning the employee and, if applicable, his family members. Also included are any other documents that are required for employment purposes, such as, references, validated degrees, marriage certificates, birth certificates, employment applications, resident visas, and benefits forms. Documents generated during the employment period, such as, payroll documents, annual performance reviews, leave records, annual vacation travel benefit records, medical plan enrolment, disciplinary documents, visa and housing information will also be retained on file.
Access to Personnel Records:

- Personnel files are the property of the University. Personnel information is confidential and access is provided only to those individuals who have a legitimate reason to review or require the information. The most common examples are:
  a. Human Resources Department staff
  b. University management
  c. University or state-appointed auditors
  d. Any person with a bona fide legal requirement

- An employee may arrange an appointment with the Human Resources Department to view the contents of the University Personnel File pertaining to him. Access to employment references that have been obtained in confidence will not be made available.

Maintenance of Personnel Records:

- The Human Resources Department will be responsible for keeping the Personnel Files up to date. Deans and Directors will be responsible for ensuring that pertinent documents such as annual performance reviews are provided to the Human Resources Department each year for the Personnel Files. Disciplinary documents will have no official status unless they are on file in the Human Resources Department. Employees are responsible for advising the Human Resources Department of any changes in personal data including an updated copy of their curriculum vitae.

Retention of Records:

Personnel Files must be retained for a minimum of ten years from the employee’s last day of service. The University may choose to use some form of electronic storage.
Gifts Policy

- Zayed University prohibits its employees and their immediate family members from receiving anything of value (a gift) from any party that is related by business, unless proper declaration is made.

- Material gifts with symbolic or promotional nature that bears the logo and name of the presenting party is generally acceptable. In addition, giving gifts to an external party can only be in the name of the Zayed University.

- Zayed University employees and their family members / close acquaintances must not solicit or provide, and should make efforts to refuse any personal gift, favor, service, or any other benefit from individuals or companies seeking any advantageous relationship with Zayed University. The acceptance of personal gifts or benefits that influence the employee’s judgment in the exercise of his duties violates Zayed University procedures. The intention of the gift rather than its value will be the determining factor for violation.

- This does not prohibit the acceptance of food or other forms of local entertainment in accordance with usual business practices. Also, unsolicited advertising or promotional materials such as pens, pencils, notepads, calendars and other items of nominal individual intrinsic value (generally less than AED 1,000) is also acceptable.

Role of Staff in Governance and Participation on Committees

The role and contribution of Staff to the governance of University is typically through participation in a number of committees. The membership and terms of reference of these committees are established by a Decision by a President. Other committees may be established as and when necessary by the Decision of the Vice President. List of committees along with their membership is kept up-to-date on the University Intranet.

HR and FAHR Policies and Procedures

All the HR and FAHR Policies and Procedures are available on the ZU Intranet for further details:

http://zuportal.zu.ac.ae/Pages/default.aspx
Examples of shared documents on HR portal
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